NSW HEALTH LEADERSHIP AND MANAGEMENT EDUCATION DIRECTORY

VERSION MODIFICATION HISTORY

VERSION	CHANGES MADE	DATE MODIFIED
1.0	Initial release	December 2016
1.1	Updated	July 2017
1.2	Updated	February 2018
1.3	Updated	November 2018
1.4	Updated	June 2019
1.5	Updated	March 2020
1.6	Updated Management Development virtual classroom offerings	November 2020

DOCUMENT REVIEW SCHEDULE

This document is reviewed bi-annually by the Health Education and Training Institute (HETI) against source information. HETI does not declare this to be an exhaustive list of all education offerings available as the education available to NSW Health employees changes regularly at the state-wide and local level.

If you detect inaccuracies, inconsistencies or opportunities for improvement, please email HETI-Management@health.nsw.gov.au detailing any suggested amendments.

Index

1. INTRODUCTION

This document describes the current and planned education programs and courses available state-wide to NSW Health employees, to support their development of leadership and management capabilities. It describes programs delivered or supported by the Health Education and Training Institute (HETI), other pillar organisations, the Ministry of Health and the NSW Public Service Commission.

2. USING THIS DOCUMENT

2.1 IDENTIFYING THE EDUCATION OPTIONS AVAILABLE FOR A PARTICULAR TARGET GROUP

This document breaks down the programs and courses available by the generalised categories 'Senior Executive leader', 'Executive leader', 'Leader', 'Senior manager', 'Middle manager', 'Frontline manager/team leader' and 'Trainee/entry-level manager'. These generalised categories are based on a range of awards in use across NSW Health and in some cases, by a selection of work roles. It should be noted that the use of awards varies between organisations, so these categories should be used for guidance only and decisions as to course appropriateness for each employee should be made at the organisational level.

TARGET GROUP	Indicative levels of employment/roles included in this target group
SENIOR EXECUTIVE LEADER	• Secretary, Deputy Secretary or equivalent • Band 3 Senior Executives • Chief Executives employed in LHD/SHN/pillar Senior Executive roles (HES 3+ or equivalent).
EXECUTIVE LEADER	• Tier 2 Director and Tier 3 Director/Manager (as per the HealthShare NSW Delegations Manual) • Ministry of Health Executive Director and Director roles (PSSE Band 1-2) • Leaders employed in LHD/SHN/pillar Executive roles (HES 1-4).
LEADER	• Divisional Directors of Nursing and Midwifery/Directors of Nursing and Midwifery • Clinical Heads of Department (staff specialist award) • Other equivalent Clinical and Non-Clinical roles.
SENIOR MANAGER	• HM5, Crown Employees (Departmental Officers) award grade 11/12 or equivalent • Nursing and Midwifery Manager • Other equivalent Clinical and Non-Clinical roles.
MIDDLE MANAGER	• HM2-4, Crown Employees (Departmental Officers) award grade 9/10 or equivalent • Nurse Unit Manager and Midwifery Unit Manager, Clinical Nurse Consultant and Clinical Nurse Practitioner • Allied Health Managers 4-6 and other equivalent Clinical and Non-Clinical roles.
FRONTLINE MANAGER/ TEAM LEADER	• HM1-2, Crown Employees (Departmental Officers) award grade 7/8, 9/10 or equivalent • Allied Health Manager 3-4 and other equivalent Clinical and Non-Clinical roles.
NEW AND EMERGING LEADER	• Employees newly appointed to or being talent managed to supervisory/managerial roles • A06-HM1, Grade 5/6, 7/8 or equivalent.

The *Leadership and Management learning options by Target Audience and Learning Type* table enables 'at-a-glance' navigation of offerings by course title, generalised target audience and learning modality alone.

Education programs, courses and offerings are arranged in tables according to the levels of employment and/or roles of their intended target audience(s). Within each table, each education offering's target audience is further detailed descriptively as well as using the following abbreviations to indicate professional group (applying regardless of whether the employee is currently employed in a clinical role):

ABBREVIATION	PROFESSIONAL GROUP
M	Medical professionals
NM	Nursing and/or Midwifery professionals
AH	Allied Health professionals
OC	Other professionals in clinical environments e.g. ambulance, pathology, scientists etc.
NC	Non-clinical employees e.g. corporate, finance, administrative, service support etc.

2.2 EDUCATION OPTIONS CURRENTLY/SOON-TO-BE AVAILABLE FOR NSW HEALTH EMPLOYEES

To enable your organisation to plan its uptake of leadership and management education, this document references education options that are currently available to NSW Health employees, as well as those which are under development and will soon become available.

Education options which are currently available are listed at the top of each table, in alphabetical order.

At the end of each table, lines appearing with *tan shading* indicate education offerings that are currently under development, with their estimated dates of availability also specified.

2.3 ACCESSING ADDITIONAL INFORMATION ABOUT EDUCATION OFFERINGS

The majority of currently available education offerings are described in more detail on the associated program webpages, which are accessible via the hyperlinks from the 'program title' (first column of each line item).

For programs that are currently under development, hyperlinks will connect you to the HETI unit that is currently developing the new program, so that you can express your interest or request further information directly.

2.4 ORGANISATIONAL ACRONYMS USED WITHIN THIS DOCUMENT

ACI	Agency for Clinical Innovation
ANZSOG	Australian and New Zealand School of Government
CEC	Clinical Excellence Commission
HETI	Health Education and Training Institute
LHD/SHN	Local Health Districts/Specialty Health Network
NAMO	Nursing and Midwifery Office (NSW Ministry of Health)
PSC	Public Service Commission
SES	Senior Executive Service (Award)
HES	Health Executive Service (Award)
HM	Health Manager (State award)
AO	Administrative Officer (Award)
CE	Chief Executive

2.5 LEARNING MODALITIES

MODALITY	DEFINITION	MODALITY	DEFINITION
360° Feedback	A process by which employees receive and learn from confidential, anonymous feedback from the people who work around them e.g. manager, peers, direct reports.	Panel Discussion	Live or virtual discussion about a specific topic amongst a selected group of panellists who share differing perspectives.
Action Learning	Small group meets regularly to learn collaboratively through reflecting on real work issues, exploring solutions and planning for action.	Peer Learning	Participants learn with and from each other as fellow learners, without any implied authority to any individual.
Coaching	Usually a short-term, task-oriented arrangement in which an experienced person in a position of authority assists a less experienced person to improve their performance.	Reflective Learning	Process of internally examining and exploring an issue, triggered by an experience, clarifying meaning in terms of self and changing conceptual perspectives.
eLearning	Learning utilising electronic technologies to access educational curriculum outside of a traditional classroom, normally through a Learning Management System (LMS).	Work-based Research Project	A usually formal/academic research project undertaken around a real workplace situation or problem.
Experiential Learning	Learning that supports participants to apply their knowledge and understanding to real-world problems or situations, where the instructor facilitates learning.	Work Placement	Undertaking temporary work roles, normally as part of a course of study, in order to get first-hand, practical experience and training.
Face-to-face Learning	Interactive, instructor-led approach where the instructor and the student(s) meet in a classroom for a specific duration of time, in a common location.	Workplace Implementation	Projects in which participants apply knowledge and practice their skills in their own workplace via a project to implement change (individually or in small groups).

Lecture	An educational talk, usually delivered to a large group of learners, with limited opportunity for interaction.	Workshop	Educational seminar in which participants interact and exchange information, usually among a small number of participants.
Mentoring	Long-term arrangement in which a more experienced individual assists a less experienced individual to progress/succeed, in a relationship of mutual trust.		

3. FACE TO FACE TRAINING REDESIGN – COVID19 2020-2021

Multiple agencies deliver the programs and courses noted below. With the impact of COVID19, many programs have either been put on hold or have been redesigned for virtual delivery. Please contact the program provider for the most up to date delivery method information. As this is an evolving situation, this document has not captured all interim responses.

4. SUMMARY OF LEADERSHIP AND MANAGEMENT EDUCATION OPTIONS BY TARGET AUDIENCE AND LEARNING MODALITY

Education option/offering (programs and courses)	Target audience							Learning/Assessment modality					
	Senior Executive Leader	Executive Leader	Leader	Senior Manager	Middle Manager	Frontline Manager/ Team Leader	New and Emerging Leaders	Face-to-face	eLearning	Includes assessment	Workplace application	Peer learning	Other* (See 2.3 on pg. 5)
Aboriginal Career and Leadership Development Program		✓	✓	✓	✓	✓		✓		✓			
Accelerating Implementation Methodology (AIM)				✓	✓	✓	✓	✓	✓				✓
Annual Symposiums			✓	✓	✓	✓	✓	✓					
BSB51918 Diploma of Leadership and Management (Flexible)					✓	✓			✓	✓	✓	✓	
Business Case Evaluation	✓	✓	✓	✓									✓
Centre for Healthcare Redesign Graduate Certificate in Clinical Redesign		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Clinical Leadership Program (Foundational)						✓	✓	✓			✓		✓
Conversations in Medical Supervision			✓	✓	✓	✓		✓					
CORE Chat: Our Values in Action	✓	✓	✓	✓	✓	✓	✓						✓

Education option/offering (programs and courses)	Target audience							Learning/Assessment modality					
	Senior Executive Leader	Executive Leader	Leader	Senior Manager	Middle Manager	Frontline Manager/ Team Leader	New and Emerging Leaders	Face-to-face	eLearning	Includes assessment	Workplace application	Peer learning	Other* (See 2.3 on pg. 5)
CORE Chat for Managers: Leading Cultural Change	✓	✓	✓	✓	✓	✓	✓						✓
Effective Business Case Design				✓	✓	✓	✓						✓
Essentials of Care					✓	✓	✓	✓			✓		✓
Emotional Intelligence in Practice			✓	✓	✓	✓	✓						✓
Executive Connections Events	✓	✓	✓	✓				✓					✓
Executive Fellows Program	✓	✓						✓				✓	✓
Executive Master of Public Administration (external)		✓	✓	✓				✓	✓	✓	✓	✓	✓
Facilitation Capability Accreditation Program (FCAP)		✓	✓	✓	✓	✓		✓		✓	✓		✓
Financial Management Essentials (FME)		✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Improvement Science Training Program		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
LEAD Leadership Development Program		✓	✓					✓			✓	✓	

Education option/offering (programs and courses)	Target audience							Learning/Assessment modality					
	Senior Executive Leader	Executive Leader	Leader	Senior Manager	Middle Manager	Frontline Manager/ Team Leader	New and Emerging Leaders	Face-to-face	eLearning	Includes assessment	Workplace application	Peer learning	Other* (See 2.3 on pg. 5)
LEAP Leadership Development Program							✓	✓			✓	✓	
Leading the Sector (NSW Leadership Academy)	✓							✓	✓		✓	✓	✓
Leading an Agency (NSW Leadership Academy)	✓							✓	✓		✓	✓	✓
Leading Executives – Band 2 (NSW Leadership Academy)	✓	✓	✓					✓	✓				✓
Leading Executives – Band 1 (NSW Leadership Academy)		✓	✓					✓	✓		✓	✓	
Managing for Performance					✓	✓		✓			✓	✓	✓
Mastering Attention Management				✓	✓	✓	✓						✓
Managing Health Resources: A Foundation					✓	✓			✓				✓
Masters in Clinical Medicine			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Medical Managers Training Program				✓	✓	✓		✓				✓	✓
Mentoring for Financial Management			✓	✓	✓	✓	✓				✓	✓	✓

Education option/offering (programs and courses)	Target audience							Learning/Assessment modality					
	Senior Executive Leader	Executive Leader	Leader	Senior Manager	Middle Manager	Frontline Manager/ Team Leader	New and Emerging Leaders	Face-to-face	eLearning	Includes assessment	Workplace application	Peer learning	Other* (See 2.3 on pg. 5)
Next Generation of Leaders and Managers within NSW Health						✓	✓	✓	✓	✓	✓	✓	✓
NSW Government Graduate Program							✓	✓			✓		✓
NSW Health Finance Executive Development Program		✓	✓					✓	✓		✓	✓	✓
NSW Health Senior Executive Development Program		✓	✓					✓			✓	✓	✓
NSW Health Leadership Program		✓	✓	✓	✓	✓		✓			✓	✓	✓
NSW Health Leadership Quarters	✓	✓	✓	✓	✓	✓		✓					
Nursing and Midwifery Managers Professional Development Program (In The Lead Program)				✓				✓	✓		✓	✓	✓
Nursing Leadership Forum			✓	✓	✓	✓	✓	✓					
People Management Skills Program (PMSP)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Productive Ward					✓	✓		✓	✓		✓	✓	
Positively Resolving Workplace Conflict			✓	✓	✓	✓	✓						✓

Education option/offering (programs and courses)	Target audience							Learning/Assessment modality					
	Senior Executive Leader	Executive Leader	Leader	Senior Manager	Middle Manager	Frontline Manager/ Team Leader	New and Emerging Leaders	Face-to-face	eLearning	Includes assessment	Workplace application	Peer learning	Other* (See 2.3 on pg. 5)
Public Sector Management Program			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Public Sector Management Program (online-only option)					✓	✓			✓				
Purposeful Meetings			✓	✓	✓	✓	✓						✓
Research Symposium			✓	✓	✓	✓	✓	✓			✓	✓	
Take the Lead 2					✓	✓		✓	✓		✓	✓	✓

5. LEADERSHIP AND MANAGEMENT EDUCATION OPTIONS IN DETAIL, BY TARGET AUDIENCE

5.1 TARGET GROUP – SENIOR EXECUTIVE LEADERS

- Secretary, Deputy Secretary or equivalent
- Band 3 Senior Executives
- Chief Executives employed in LHD/SHN/pillar senior executive roles (HES 3+ or equivalent).

Program/course description					Targeting					
Program title	Provider(s)	Aim/Learning objective(s)	Duration	Learning Modality	Target audience(s)	M	NM	AH	OC	NC
Business Case Evaluation	HETI in partnership with NSW Health organisations	Appraise the business case for alignment to the organisation's strategic direction and processes Assess the business case rationale and purported benefits Undertake a critical assessment of the human, physical and reputational risks Undertake a critical assessment of the financial and economic risk Undertake a cost benefit analysis of the business case proposal Critically assess the evaluation framework and proposed evaluation methodology Determine the measures to assess the strategic imperative Provide mentoring and feedback to business case authors to engender future best practice business case submissions	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	Decision-makers Directors of Finance Business managers Operations managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program title	Provider(s)	Aim/Learning objective(s)	Duration	Learning Modality	Target audience(s)	M	NM	AH	OC	NC
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program title	Provider(s)	Aim/Learning objective(s)	Duration	Learning Modality	Target audience(s)	M	NM	AH	OC	NC
Executive Connections Events	PSC (Call for participation will be sent via the PSC as well as calls for participation being issued via Chief Executives)	Increase networks across the sector Demonstrate and apply key lessons back in the workplace.	Two hours to half-day	Face-to-face seminar or large workshop style event Networking session	All senior executives across the NSW public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program title	Provider(s)	Aim/Learning objective(s)	Duration	Learning Modality	Target audience(s)	M	NM	AH	OC	NC
Executive Fellows Program	PSC (delivered externally, through ANZSOG) (Calls for participation will be issued via Chief Executives)	Improve strategic capabilities to lead within organisations Understand the 'public value' that organisations create Deepen insights into the public sector re: politics, the media Explore alternative models of public service delivery Apply adaptive leadership Deal with complex problems in situations of contested authority Shape organisational culture and lead a new generation of staff Develop a sense of self-as-a-leader and grow leadership.	Three week residential	Lectures Panel discussions Action Learning Self-reflection Peer feedback	Band 2 and 3 senior executives	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program title	Provider(s)	Aim/Learning objective(s)	Duration	Learning Modality	Target audience(s)	M	NM	AH	OC	NC
Leading Executives	PSC (Calls for participation will be issued via Chief Executives)	Apply a strong understanding of their role as leaders within the NSW public sector as well as their responsibilities in bringing about change. Lensed approach to compress key messages in six categories: • Leadership • Cross-boundary Collaboration • The Customer Imperative • The Media • Finance and Procurement • Lessons from the Federal Jurisdiction.	Two days Mid-program dinner	Face-to-face workshop Required pre-reading Four eLearning modules	Recently promoted executives or those new to the public sector	✓	✓	✓	✓	✓
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program title	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning Modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
NSW Leadership Academy: Program A Leading the Sector	PSC (Calls for participation will be issued via the Secretary)	Promote NSW public sector excellence Enhance skills and capabilities of existing and emerging leaders Refine and strengthen senior leadership skills.	Six months	Face-to-face eLearning Workplace application Peer learning	Current Secretaries	✓	✓	✓	✓	✓
NSW Leadership Academy: Program B Leading an Agency	PSC (Calls for participation will be issued via the Secretary)	Support successful transition to leadership of an agency or cluster within two years.	12 month program	Face-to-face eLearning Workplace application Peer learning	Deputy Secretaries (and equivalent Band 3 executives)	✓	✓	✓	✓	✓

5.2 TARGET GROUP - EXECUTIVE LEADERS

- Ministry of Health executive director and director roles (PSSE Band 1-2)
- Leaders employed in LHD/SHN/pillar executive roles (HES 1-4).

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Aboriginal Career and Leadership Development Program	NSW Public Service Commission and OPRA Australia *In partnership with Australian Graduate School of Management (AGSM)* Self-nomination supported by manager, HR director and endorsed by Chief Executive or Department Secretary	Facilitates career and leadership capability development for Aboriginal employees aspiring to leadership roles Strong emphasis on culture and identity in the context of public sector management and leadership Build skills to manage multiple stakeholders in the public sector context Develop strategic decision making capabilities Build sector-wide networks.	Four months	Three face-to-face modules delivered over two days Personal reflection and assessment including a capability based assessment and a 360° survey coaching and feedback Action learning project focuses on a real-life policy challenge	Aboriginal Employees at the Clerk Grade 9/10 to Senior Executives Band 1 and equivalent) who aspire to leadership roles in the public sector.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Business Case Evaluation	HETI in partnership with NSW Health organisations.	Appraise the business case for alignment to the organisation's strategic direction and processes Assess the business case rationale and purported benefits Undertake a critical assessment of the human, physical and reputational risks Undertake a critical assessment of the financial and economic risk Undertake a cost benefit analysis of the business case proposal Critically assess the evaluation framework and proposed evaluation methodology Determine the measures to assess the strategic imperative Provide mentoring and feedback to business case authors to engender future best practice business case submissions	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	Decision-makers Directors of Finance Business managers Operations managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Executive Connections Events	PSC (Call for participation will be sent via the PSC as well as calls for participation being issued via Chief Executives)	Increase networks across the sector Demonstrate and apply key lessons back in the workplace.	Two hours to half-day	Face-to-face seminar or large workshop style event Networking session	All senior executives across the NSW public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Executive Fellows Program	PSC (delivered externally, through ANZSOG) (Calls for participation will be issued via Chief Executives)	Improve strategic capabilities to lead within organisations Understand the 'public value' that organisations create Deepen insights into the public sector re: politics, the media Explore alternative models of public service delivery Apply adaptive leadership Deal with complex problems in situations of contested authority Shape organisational culture and lead a new generation of staff Develop a sense of self-as-a-leader and grow leadership.	Three-week residential	Lectures Panel discussions Action learning Self-reflection Peer feedback	Band 2 and 3 senior executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Effective Business Case Design	HETI in partnership with NSW Health Organisations	Accurately identify the business issue ensuring organisational strategically aligned options for change Analyse business options and feasibility to support positive workplace change Recognise the impact of the proposed change on the organisation and the wider health system Identify the key stakeholders – learn how to analyse, communicate and collaborate with them Gain insight into the perspective of the business case evaluator.	Currently in development. Contact HETI-management @health.nsw.gov.au	Pre-course activity prior to workshop Pre-course eLearning – one module, 40 to 60 minutes One-day face-to-face workshop	Operational, tactical, policy or clinical managers, with existing understanding of cost centre management Senior staff who regularly write business cases and proposals	✓	✓	✓	✓	✓
Executive Master of Public Administration (external course ANZSOG)	PSC (Calls for participation will be issued via Chief Executives)	Public sector management Policy design/implementation Qualitative/quantitative analysis Economics, law and regulation Organisational change and leadership.	Two years part-time	Face-to-face	Grade 11/12 (or equivalent) to Band 2 executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Facilitation Capability Accreditation Program (FCAP)	HETI in partnership with NSW Health organisations	Build facilitation skills at varied levels for: Collaborative conversations Learning in the workplace Team and system effectiveness Micro and macro cultural change Strategic decision-making	Core Skills: 2 days, Yellow Band (Content-focused): 1 day, Blue Band (Process-focused, Team or Group-level): 2 days, Black Band (Highly Advanced): 3 days Facilitator Accreditation Process: Varies	Face-to-face Experiential learning/practice	Staff who need to apply facilitation skills in the workplace; Experienced facilitators looking for formal accreditation.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Financial Management Essentials (FME)	HETI in partnership with NSW Health Organisations	Explain key legal and ethical obligations of NSW Health mangers and Cost Centre Managers Recognise and appreciate the importance of 'Value for Money' in the context of NSW Health Contribute to budget development discussions Participate in maintaining budget integrity and accountability Interpret a financial report and explain variance	Four to six weeks (dependent on organisational scheduling).	Virtual classroom Workplace implementation project Optional self-paced eLearning - 4 modules	NSW Health cost centre managers NSW Health acting cost centre managers NSW Health employees moving into a role with cost centre management responsibility	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach for organising for quality and safety in health care systems Relay issues relating to quality and safety in health care Apply the theory of improvement Demonstrate skills in the use of Quality Tools Confidently manage a CPI Project team and apply the tools for basic measuring of quality.	One day workshop for clinicians part of a project team Two-day workshop for clinicians leading an improvement team	Face-to-face eLearning Present project to an expert panel (LHD dependant) Workplace implementation	Frontline clinicians participating in or leading improvement. Non-clinical employees have also participated in workshops.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
LEAD Leadership Development Program	HETI in partnership with NSW Health organisations	LEAD is designed for consultant medical practitioners. The program aims to deliver a high-quality, innovative, interactive and inspirational leadership program to build and develop skills for clinician leaders in medical education and training within the NSW health system.	Nine months	Face-to-face Workplace application Peer learning 1 x 3-day residential workshop 3 x 2-day workshops 1 x 1-day workshop	Early Medical Consultants	✓				

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
Leading Executives	PSC (Calls for participation will be issued via Chief Executives)	Apply a strong understanding of their role as leaders within the NSW public sector as well as their responsibilities in bringing about change. Lensed approach to compress key messages in six categories: Leadership Cross-boundary Collaboration The Customer Imperative The Media Finance and Procurement Lessons from the Federal Jurisdiction.	Two days (includes dinner on day one)	2-day face-to-face workshop Required pre-reading 4 x eLearning modules	Recently promoted executives or those new to the public sector	✓	✓	✓	✓	✓
NSW Health Finance Executive Development Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via Chief Executives)	Develops staff for senior finance roles in NSW Health through exploration of the contemporary global environment and how this relates to leadership for finance directors in the future	Ten months	Face-to-face Experiential learning Action learning Two work placements Coaching	Tier 2, 3 and high-potential Tier 4 executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓
NSW Leadership Academy: Program B Leading an Agency	PSC (Calls for participation will be issued via Chief Executives)	Support a successful transition to leadership of an agency or cluster within two years.	One year	Face-to-face eLearning Workplace application Peer learning	Deputy Secretaries (and equivalent Band 3 executives)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
NSW Health Leadership Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via the LHD/SHN implementing the program)	Engage in leadership action to assist in the achievement of outcomes for excellent patient care and service delivery Practice self-development activities to grow their personal leadership capability Collaborate with people from the immediate work environment and build relationships to progress complex strategic challenges Partner and collaborate with internal and external stakeholders across professional boundaries to enhance inter-professional problem solving and generate innovative solutions Participate in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively transform the system.	Six months priming Nine months implementation Six months sustainability	Seven, one-day workshops Action Learning Peer learning 360° Feedback	Managers and clinicians (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Learning modality	Target audience(s)	M	NM	AH	OC	NC
NSW Health Senior Executive Development Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via Chief Executives, followed by attendance at an Assessment Centre)	Develop senior leaders capability to lead organisations and people in an increasingly volatile, uncertain, complex and ambiguous world. Build adaptive leadership capacity to lead up, down and across systems. Support senior leaders to develop high levels of self-awareness, adopt multiple perspectives, and partner and collaborate across the system with political awareness and a strategic focus. Build a pool of world-class executives for future senior executive and Chief Executive positions within NSW Health.	Ten months	Face-to-face Experiential learning Action learning Two work placements Coaching	Tier 2, 3 and high-potential Tier 4 executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Learning modality**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to-face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

5.3 TARGET GROUP – LEADERS

- Divisional Directors of Nursing and Midwifery/ Directors of Nursing and Midwifery
- Clinical heads of department (staff specialist award)
- Other equivalent clinical and non-clinical roles.

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Aboriginal Career and Leadership Development Program	NSW Public Service Commission and OPRA Australia *In partnership with Australian Graduate School of Management (AGSM)* Self-nomination supported by manager, HR director and endorsed by Chief Executive or Department Secretary	Facilitates career and leadership capability development for Aboriginal employees aspiring to leadership roles Strong emphasis on culture and identity in the context of public sector management and leadership Build skills to manage multiple stakeholders in the public sector context Develop strategic decision-making capabilities Build sector-wide networks.	Four months	Three face-to-face modules delivered over two days Personal reflection and assessment including a capability-based assessment and a 360° survey coaching and feedback Action learning project focuses on a real-life policy challenge	Aboriginal Employees at the Clerk Grade 9/10 to Senior Executives Band 1 and equivalent) who aspire to leadership roles in the public sector.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Annual Symposiums	ACI and Emergency Care Institute NSW	Free multidisciplinary emergency care event held annually for those working in emergency care to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and network. The program changes annually to meet the needs of the emergency care community and targets priority areas.	One day (annual event)	Face-to-face	This Symposium is for doctors, nurses, allied health professionals, clinical support staff, managers, researchers, consumers and non-government organisations contributing to emergency care	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Business Case Evaluation	HETI in partnership with NSW Health organisations.	Appraise the business case for alignment to the organisation's strategic direction and processes Assess the business case rationale and purported benefits Undertake a critical assessment of the human, physical and reputational risks Undertake a critical assessment of the financial and economic risk Undertake a cost benefit analysis of the business case proposal Critically assess the evaluation framework and proposed evaluation methodology Determine the measures to assess the strategic imperative Provide mentoring and feedback to business case authors to engender future best practice business case submissions	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	Decision-makers Directors of Finance Business managers Operations managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**N M**	**A H**	**O C**	**N C**
Conversations in Medical Supervision (CiMS)	HETI and Sydney Clinical Skills and Simulation Centre	Establish relationships and clarify program requirements Guide safe and effective practice Provide feedback and coaching Conduct effective conversations Facilitate interprofessional groups Manage junior doctors in difficulty.	Two half-day workshops	Face-to-face	Medical supervisors of doctors at all levels of experience	✓				
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M M	N M	A H	O C	N C
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓
Effective Business Case Design	HETI in partnership with NSW Health Organisations	Accurately identify the business issue ensuring organisational strategically aligned options for change Analyse business options and feasibility to support positive workplace change Recognise the impact of the proposed change on the organisation and the wider health system Identify the key stakeholders – learn how to analyse, communicate and collaborate with them Gain insight into the perspective of the business case evaluator.	Currently in development. Contact HETI-management@health.nsw.gov.au	Pre-course activity prior to workshop Pre-course eLearning: one module, 40-60 minutes One-day face-to-face workshop	Operational, tactical, policy or clinical managers, with existing understanding of cost centre management Senior staff who regularly write business cases and proposals	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Emotional Intelligence in Practice	HETI in partnership with NSW Health Organisations	Define emotional intelligence and its application to management in NSW Health Articulate the importance of emotional intelligence in managing, building and maintaining effective teams Apply emotional intelligence and growth mindset approaches to analyse and improve team communication and performance Moderate own emotions with an active awareness Apply emotional intelligence principles to deliver effective feedback.	Four hours	Virtual classroom	NSW Health employees currently in management roles or team leader roles Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Executive Connections Events	PSC (Call for participation will be sent via the PSC as well as calls for participation being issued via Chief Executives)	Increase networks across the sector Demonstrate and apply key lessons back in the workplace.	Two hours to half-day	Face-to-face seminar or large workshop style event Networking session	All senior executives across the NSW public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**N M**	**A H**	**O C**	**N C**
Facilitation Capability Accreditation Program (FCAP)	HETI in partnership with NSW Health organisations	Build facilitation skills at varied levels for: Collaborative conversations Learning in the workplace Team and system effectiveness Micro and macro cultural change Strategic decision-making	Core Skills: 2 days Yellow Band (Content-focused): 1 day Blue Band (Process-focused, Team/Group level): 2 days Black Band (Process-focused, Organisation /System level): 3 days Facilitator Accreditation Process: Varies	Face-to-face Experiential learning/practice	Staff who need to apply facilitation skills in the workplace; Experienced facilitators looking for formal accreditation.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Financial Management Essentials (FME)	HETI in partnership with NSW Health Organisations	Explain key legal and ethical obligations of NSW Health mangers and Cost Centre Managers Recognise and appreciate the importance of 'Value for Money' in the context of NSW Health Contribute to budget development discussions Participate in maintaining budget integrity and accountability Interpret a financial report and explain variance	Four to six weeks (dependent on organisational scheduling).	Virtual classroom Workplace implementation project Optional self-paced eLearning - 4 modules	NSW Health cost centre managers NSW Health acting cost centre managers NSW Health employees moving into a role with cost centre management responsibility	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Graduate Certificate (Clinical Redesign) Program	ACI, Centre for Healthcare Redesign *(in partnership with University of Tasmania)* (Enquiries via LHD/SHN Redesign and Innovation Leaders)	Build skills in project management, health service improvement and project implementation Identify the root causes of issues impacting patient journeys/outcomes Develop and implement sustainable change processes to improve health care delivery Increase capability to redesign and improve services Promote a systems view of service delivery and models of care with the patient at the centre.	One year	14 days face-to-face Comprehensive eLearning Online UTAS unit and support Workplace redesign project Coaching and mentoring	**Teams of 2-3:** Senior and Mid - level Frontline Clinicians (allied, medical, nursing) Senior and Developing Managers CNCs, Project Managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**N M**	**A H**	**O C**	**N C**
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach towards organising for quality and safety in health care systems. Identify and relay issues relating to quality and safety in health care. Apply the theory of improvement to plan an improvement project. Demonstrate skills in the use of several Quality Tools. Confidently lead a Quality Improvement project team and apply tools for basic measurement of the impacts of quality initiatives.	One day workshop for staff who are members of a quality project team. Two day workshop for staff leading a quality improvement team. The 2 day workshop can also be run locally via LHD Clinical Governance Units as a 12 month Improvement program	Face-to-face eLearning When the program is part of a 12 month program, participants will present their improvement project to an expert panel (LHD dependant) Workplace implementation	All staff (clinical and non-clinical) participating in or leading quality improvement initiatives.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
LEAD Leadership Development Program	HETI in partnership with NSW Health organisations	LEAD is designed for consultant medical practitioners. The program aims to deliver a high quality innovative, interactive and inspirational leadership program to build and develop skills for clinician leaders in medical education and training within the NSW health system.	Nine months	Face-to-face Workplace application Peer learning One three-day residential workshop Three two-day workshops One one-day workshop	Early Medical Consultants	✓				

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M M	N M	A H	O C	N C
Leading Executives	PSC (Calls for participation will be issued via Chief Executives)	Apply a strong understanding of their role as leaders within the NSW public sector as well as their responsibilities in bringing about change. Lensed approach to compress key messages in six categories: • Leadership • Cross-boundary Collaboration • The Customer Imperative • The Media • Finance and Procurement • Lessons from the Federal Jurisdiction.	Two days (and a dinner on day one)	Two-day workshop Pre-reading Four eLearning modules	Recently promoted executives or those new to the public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Master of Clinical Medicine (Leadership & Management)	University of Newcastle	Critically evaluate and reflect upon leadership and management structure in health delivery at all levels Apply evidence-based clinical and leadership theories to manage complex health systems Lead multidisciplinary clinical teams Function autonomously and collaboratively Apply effective and efficient approaches to health service delivery Facilitate and evaluate clinical practice audits and safety reviews Reflect, critically evaluate and develop clinical competence Apply sound understanding of research methodology.	Two years part-time	Online Face-to-face Experiential learning Includes assessment	Current or aspiring clinical leaders with one year of full-time clinical experience	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Medical Managers Training Program	HETI in partnership with NSW Health organisations	Knowledge and skills to manage Health resources for better clinical outcomes Skills in conversations for a culture of collegiality and support Skills to better performance-manage staff, deal with resistance and underperformance	Two-day workshop	Face-to-face workshop Peer learning	Doctors employed as Medical/Clinical Managers (employed as Staff Specialists under the Staff Specialists Award)	✓				

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Mentoring for Financial Management	HETI in partnership with NSW Health organisations	Apply the principles of mentoring in a financial management context Establish and manage the roles and responsibilities of a mentor and mentee within a mentoring partnership Integrate the NSW Health CORE Values and the implications of these to the mentoring relationship Formulate strategies to effectively facilitate mentee development in relation to financial management Identify the personal attributes required for effective mentorship	Currently in development. Contact HETI-management@health.nsw.gov.au	Half-day introductory mentoring workshop 3 x 30 minute check in webinars Three mentor/mentee meetings, these can be in person or via teleconference Please note: This course is adaptable for locally contextualised case studies to reflect the context of the organisation, contact the Management Development Team to discuss your organisation's needs	Finance representatives Business managers		✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
NSW Health Finance Executive Development Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via Chief Executives)	Develops staff for Senior Finance roles in NSW Health through exploration of the contemporary global environment and how this relates to leadership for Finance Directors in the future	Ten months	Face-to-face Experiential learning Action learning Two work placements Coaching	Tier 2, 3 and high potential Tier 4 executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**N M**	**A H**	**O C**	**N C**
NSW Health Leadership Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via the LHD/SHN implementing the program)	Engage in leadership action to assist in the achievement of outcomes for excellent patient care and service delivery Practice self-development activities to grow their personal leadership capability Collaborate with people from the immediate work environment and build relationships to progress complex strategic challenges Partner and collaborate with internal and external stakeholders across professional boundaries to enhance inter-professional problem solving and generate innovative solutions Participate in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively transform the system.	Six months priming Nine months implementation Six months sustainability	Seven one-day workshops Action Learning Peer learning 360° Feedback	Managers and clinicians (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M M	N M	A H	O C	N C
NSW Health Senior Executive Development Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via Chief Executives, followed by attendance at an Assessment Centre)	Develop senior leaders capability to lead organisations and people in an increasingly volatile, uncertain, complex and ambiguous world. Build adaptive leadership capacity to lead up, down and across systems. Support senior leaders to develop high levels of self-awareness, adopt multiple perspectives, and partner and collaborate across the system with political awareness and a strategic focus. Build a pool of world-class executives for future senior executive and Chief Executive positions within NSW Health.	Ten months	Face-to-face Experiential learning Action learning Two work placements Coaching	Tier 2, 3 and high potential Tier 4 executives	✓	✓	✓	✓	✓
NSW Leadership Academy: Program C Leading Executives	PSC (Calls for participation will be issued via Chief Executives)	Enable participants to take on further leadership experience in the next two years.	One year	Face-to-face eLearning Workplace application Peer learning	Bands 1 and 2 or equivalent	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M M	N M	A H	O C	N C
Nursing Leadership Forum	ACI and Emergency Care Institute NSW	This free event is aimed at current and future ED nurse leaders to provide valuable insights into contemporary issues that impact emergency nursing. This forum provides an opportunity to discuss clinical and leadership issues that are often not covered in other programs. The program has been developed by nurses for nurses to ensure the day best meets your needs and includes a wide variety of topics with a number of respected speakers.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Positively Resolving Workplace Conflict	HETI in partnership with NSW Health Organisations	Identify some of the barriers and enablers to addressing workplace conflict Reflect on the features of conflict resilient workplaces for managing team relationships and influencing organisational culture Develop a toolkit of frameworks and practical strategies that can assist in planning for and addressing workplace conflict	Four hours	Virtual classroom	NSW Health managers Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Purposeful Meetings	HETI in partnership with NSW Health Organisations	Recognise the potential value of meetings and their contributions to individual, team and organisational goals Apply practices of chairing and facilitating meeting discussions Implement strategies to manage challenging behaviours of meeting participants Evaluate the effectiveness of a meeting	Four hours	Virtual classroom	NSW Health employees currently in management or team leader roles Staff acting in management roles NSW Health staff who organise and/or attend meetings and would like to increase productivity of meetings	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	N M	A H	O C	N C
Research Symposium	ACI and Emergency Care Institute NSW	The Research Symposium is intended to support clinicians who are interested in developing their skills in research and establishing a research portfolio. It is targeted at both novice and more experienced researchers and for those wishing to receive feedback on their research project methodology and approach. There is a focus on broader directions and priorities in emergency care research, funding opportunities and ongoing support for researchers. The program includes sessions about priorities in emergency care research and translational research. A highlight of the event includes workshops that will provide practical research skills.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

5.4 TARGET GROUP - SENIOR MANAGERS

- HM4-5, crown employees (Departmental Officers) award grade 11/12 or equivalent
- Nursing and Midwifery manager
- Other equivalent clinical and non-clinical roles.

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Aboriginal Career and Leadership Development Program	Australian Graduate School of Management (AGSM) in collaboration with the NSW Public Service Commission and OPRA Australia

(Self-nomination supported by manager, HR director and endorsed by Chief Executive or Department Secretary) | Facilitates career and leadership capability development for Aboriginal employees aspiring to leadership roles

Strong emphasis on culture and identity in the context of public sector management and leadership

Build skills to manage multiple stakeholders in the public sector context

Develop strategic decision making capabilities

Build sector-wide networks. | Four months | Three face-to-face modules delivered over two days

Personal reflection and assessment including a capability-based assessment and a 360° survey coaching and feedback

Action learning project focuses on a real-life policy challenge | Aboriginal Employees at the Clerk Grade 9/10 to Senior Executives Band 1 and equivalent) who aspire to leadership roles in the public sector. | ✓ | ✓ | ✓ | ✓ | ✓ |

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Accelerating Implementation Methodology (AIM)	ACI/LHD (Enquiries via ACI Centre for Healthcare Redesign or Local Redesign Leader)	Apply a proven process for accelerating implementation of projects to implement change Discern between installation and implementation Succeed with change implementation Create effective sponsorship Manage for successful implementation Manage resistance to change Include key deliverables in implementation plans Create a roadmap for success.	Two days	Two-day workshop eLearning Sponsor workshops Executive briefings	ACI/LHD staff: Change Leaders Project Managers Training Managers Clinical/non-clinical staff Managers of project staff	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Annual Symposiums	ACI and Emergency Care Institute NSW	Free multidisciplinary emergency care event held annually for those working in emergency care to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and network. The program changes annually to meet the needs of the emergency care community and targets priority areas.	One day (annual event)	Face-to-face	This Symposium is for doctors, nurses, allied health professionals, clinical support staff, managers, researchers, consumers and non-government organisations contributing to emergency care	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Business Case Evaluation	HETI in partnership with NSW Health organisations.	Appraise the business case for alignment to the organisation's strategic direction and processes Assess the business case rationale and purported benefits Undertake a critical assessment of the human, physical and reputational risks Undertake a critical assessment of the financial and economic risk Undertake a cost benefit analysis of the business case proposal Critically assess the evaluation framework and proposed evaluation methodology Determine the measures to assess the strategic imperative Provide mentoring and feedback to business case authors to engender future best practice business case submissions	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	Directors of Finance Business managers Operations managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Conversations in Medical Supervision (CiMS)	HETI and Sydney Clinical Skills and Simulation Centre	Establish relationships and clarify program requirements Guide safe and effective practice Provide feedback and coaching Conduct effective conversations Facilitate interprofessional groups Manage junior doctors in difficulty.	Two half-day workshops	Face-to-face	Medical supervisors of doctors at all levels of experience	✓				
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓
Driver Diagrams (Online seminar)	CEC	Understand and apply a simple tool to systematically plan, structure and articulate the logic and direction of an improvement project. Create a reference to assist teams to stay focused, monitor and measure improvement work.	One-hour online monthly seminar	Online seminar	Open to all employees undertaking an improvement project	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Effective Business Case Design	HETI in partnership with NSW Health Organisations	Accurately identify the business issue ensuring organisational strategically aligned options for change Analyse business options and feasibility to support positive workplace change Recognise the impact of the proposed change on the organisation and the wider health system Identify the key stakeholders – learn how to analyse, communicate and collaborate with them Gain insight into the perspective of the business case evaluator.	Currently in development. Contact HETI-management@health.nsw.gov.au	Pre-course activity prior to workshop Pre-course eLearning – one module, 40-60 minutes One-day face-to-face workshop	Operational, tactical, policy or clinical managers, with existing understanding of cost centre management Senior staff who regularly write business cases and proposals	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Executive Connections Events	PSC (Call for participation will be sent via the PSC as well as calls for participation being issued via Chief Executives)	Increase networks across the sector Demonstrate and apply key lessons back in the workplace.	Two hours to half-day	Face-to-face seminar or large workshop style event Networking session	All senior executives across the NSW public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Emotional Intelligence in Practice	HETI in partnership with NSW Health Organisations	Define emotional intelligence and its application to management in NSW Health Articulate the importance of emotional intelligence in managing, building and maintaining effective teams Apply emotional intelligence and growth mindset approaches to analyse and improve team communication and performance Moderate own emotions with an active awareness Apply emotional intelligence principles to deliver effective feedback.	Four hours	Virtual classroom	NSW Health employees currently in management roles or team leader roles Staff acting in management roles	✓	✓	✓	✓	✓
Executive Master of Public Administration (external course ANZSOG)	PSC (Calls for participation will be issued via Chief Executives)	Public sector management Policy design/implementation Qualitative/quantitative analysis Economics, law and regulation Organisational change and leadership.	Two years part-time	Face-to-face	Grade 11/12 (or equivalent) to Band 2 executives	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Facilitation Capability Accreditation Program (FCAP)	HETI in partnership with NSW Health organisations	Build facilitation skills at varied levels for: Collaborative conversations Learning in the workplace Team and system effectiveness Micro and macro cultural change Strategic decision-making	Core Skills: 2 days Yellow Band (Content-focused): 1 day Blue Band (Process-focused, Team/Group level): 2 days Black Band (Process-focused, Organisation /System level): 3 days Facilitator Accreditation Process: Varies	Face-to-face Experiential learning/practice	Staff who need to apply facilitation skills in the workplace; Experienced facilitators looking for formal accreditation.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Financial Management Essentials (FME)	HETI in partnership with NSW Health Organisations	Explain key legal and ethical obligations of NSW Health mangers and Cost Centre Managers Recognise and appreciate the importance of 'Value for Money' in the context of NSW Health Contribute to budget development discussions Participate in maintaining budget integrity and accountability Interpret a financial report and explain variance	Four to six weeks (dependent on organisational scheduling).	Virtual classroom Workplace implementation project Optional self-paced eLearning - 4 modules	NSW Health cost centre managers NSW Health acting cost centre managers NSW Health employees moving into a role with cost centre management responsibility	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Graduate Certificate (Clinical Redesign Program)	ACI, Centre for Healthcare Redesign *(in partnership with University of Tasmania)* (Enquiries via LHD/SHN Redesign and Innovation Leaders)	Build skills in project management, health service improvement and project implementation Identify the root causes of issues impacting patient journeys/outcomes Develop and implement sustainable change processes to improve health care delivery Increase capability to redesign and improve services Promote a patient-centred, systems view of service delivery.	One year	14 days face-to-face Comprehensive eLearning Online UTAS unit and support Workplace redesign project Coaching and mentoring	**Teams of 2-3:** Senior and Mid - level Frontline Clinicians (allied, medical, nursing) Senior and Developing Managers CNCs, Project Managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach towards organising for quality and safety in health care systems. Identify and relay issues relating to quality and safety in health care. Apply the theory of improvement to plan an improvement project. Demonstrate skills in the use of several Quality Tools. Confidently lead a Quality Improvement project team and apply tools for basic measurement of the impacts of quality initiatives.	One day workshop for staff who are members of a quality project team. Two day workshop for staff leading a quality improvement team. The 2 day workshop can also be run locally via LHD Clinical Governance Units as a 12 month Improvement program	Face-to-face eLearning When the program is part of a 12 month program, participants will present their improvement project to an expert panel (LHD dependant) Workplace implementation	All staff (clinical and non-clinical) participating in or leading quality improvement initiatives.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Leading Executives	PSC (Calls for participation will be issued via Chief Executives)	Apply a strong understanding of their role as leaders within the NSW public sector as well as their responsibilities in bringing about change. Lensed approach to compress key messages in six categories: Leadership Cross-boundary Collaboration The Customer Imperative The Media Finance and Procurement Lessons from the Federal Jurisdiction.	Two days (and a dinner on day one)	Two-day face-to-face workshop Pre-reading Four eLearning modules	Recently promoted executives or those new to the public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Managing Health Resources: A Foundation	HETI in partnership NSW Health organisations	Increase familiarity of financial terminology used within NSW Health Interpret financial reports and accurately allocate expenses within cost centres Model best practice principles of resource management within the workplace Select and implement strategies to develop effective plans and processes to allow for more proactive efficiency in working practices	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom Optional eLearning – one module, approximately 20 minutes	Managers without delegation Employees aspiring to cost centre management roles Employees who have an impact on efficient, effective resource management	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Master of Clinical Medicine (Leadership & Management)	University of Newcastle	Critically evaluate and reflect upon leadership and management structure in health delivery at all levels Apply evidence-based clinical and leadership theories to manage complex health systems Lead multidisciplinary clinical teams Function autonomously and collaboratively Apply effective and efficient approaches to health service delivery Facilitate and evaluate clinical practice audits and safety reviews Reflect, critically evaluate and develop clinical competence Apply sound understanding of research methodology.	Two years part-time	Online Face-to-face Experiential learning Includes assessment	Current or aspiring clinical leaders with one year of full-time clinical experience	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Medical Managers Training Program	HETI in partnership with NSW Health organisations	Knowledge and skills to manage Health resources for better clinical outcomes Skills in conversations for a culture of collegiality and support Skills to better performance manage staff, deal with resistance and underperformance.	Two-day workshop	Face-to-face workshop	Doctors employed as Medical/Clinical Managers (employed as Staff Specialists under the Staff Specialists Award)	✓				
Mentoring for Financial Management	HETI in partnership with NSW Health organisations	Apply the principles of mentoring in a financial management context Establish and manage the roles and responsibilities of a mentor and mentee within a mentoring partnership Integrate the NSW Health CORE Values and the implications of these to the mentoring relationship Formulate strategies to effectively facilitate mentee development in relation to financial management Identify the personal attributes required for effective mentorship	Currently in development. Contact HETI-management@health.nsw.gov.au	Half-day introductory mentoring workshop 3 x 30 minute check in webinars Three mentor/ mentee meetings, these can be in person or via teleconference	Finance representatives Business managers		✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via the LHD/SHN implementing the program)	Engage in leadership action to assist in the achievement of outcomes for excellent patient care and service delivery Practice self-development activities to grow their personal leadership capability Collaborate with people from the immediate work environment and build relationships to progress complex strategic challenges Partner and collaborate with internal and external stakeholders across professional boundaries to enhance inter-professional problem solving and generate innovative solutions Participate in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively transform the system.	Six months priming Nine months implementation Six months sustainability	Seven one-day workshops Action Learning Peer learning 360° Feedback	Managers and clinicians (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓
Nursing and Midwifery Managers Professional Development Program (In The Lead Program)	NaMO	Demonstrate improved knowledge and skills as transformational leaders Support organisational objectives Enhance skills as high performance leaders from both a systems and personal perspective to manage their department/unit/stream, their staff and themselves.	One year	Four days face-to-face Webinars Coaching 360° Feedback	Senior Nurse/ Midwifery Managers (Operational role)		✓			

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Nursing Leadership Forum	ACI and Emergency Care Institute NSW	This free event is aimed at current and future ED nurse leaders to provide valuable insights into contemporary issues that impact emergency nursing. This forum provides an opportunity to discuss clinical and leadership issues that are often not covered in other programs. The program has been developed by nurses for nurses to ensure the day best meets your needs and includes a wide variety of topics with a number of respected speakers.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Positively Resolving Workplace Conflict	HETI in partnership with NSW Health Organisations	Identify some of the barriers and enablers to addressing workplace conflict Reflect on the features of conflict resilient workplaces for managing team relationships and influencing organisational culture Develop a toolkit of frameworks and practical strategies that can assist in planning for and addressing workplace conflict	Four hours	Virtual classroom	NSW Health managers Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Purposeful Meetings	HETI in partnership with NSW Health Organisations	Recognise the potential value of meetings and their contributions to individual, team and organisational goals Apply practices of chairing and facilitating meeting discussions Implement strategies to manage challenging behaviours of meeting participants Evaluate the effectiveness of a meeting	Four hours	Virtual classroom	NSW Health employees currently in management or team leader roles Staff acting in management roles NSW Health staff who organise and/or attend meetings and would like to increase productivity of meetings	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Research Symposium	ACI and Emergency Care Institute NSW	The Research Symposium is intended to support clinicians who are interested in developing their skills in research and establishing a research portfolio. It is targeted at both novice and more experienced researchers and for those wishing to receive feedback on their research project methodology and approach. There is a focus on broader directions and priorities in emergency care research, funding opportunities and ongoing support for researchers. The program includes sessions about priorities in emergency care research and translational research. A highlight of the event includes workshops that will provide practical research skills.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

5.5 TARGET GROUP – MIDDLE MANAGERS

- HM2-4, crown employees (Departmental Officers) award grade 9/10 or equivalent
- Nurse Unit Manager and Midwifery Unit Manager, Clinical Nurse Consultant and Clinical Nurse Practitioner
- Allied Health Managers 4-6 and other equivalent clinical and non-clinical roles.

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Accelerating Implementation Methodology (AIM)	ACI/LHD (Enquiries via ACI Centre for Healthcare Redesign or Local Redesign Leader)	Apply a proven process for accelerating implementation of projects to implement change Discern between installation and implementation Succeed with change implementation Create effective sponsorship Manage for successful implementation Manage resistance to change Include key deliverables in implementation plans Create a roadmap for success.	Two days	Two-day workshop eLearning Sponsor workshops Executive briefings	ACI/LHD staff Change Leaders Project Managers Training Managers Clinical/ non-clinical staff Those managing staff implementing projects	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Aboriginal Career and Leadership Development Program	NSW Public Service Commission and OPRA Australia *In partnership with Australian Graduate School of Management (AGSM)* Self-nomination supported by manager, HR director and endorsed by Chief Executive or Department Secretary	Facilitates career and leadership capability development for Aboriginal employees aspiring to leadership roles Strong emphasis on culture and identity in the context of public sector management and leadership Build skills to manage multiple stakeholders in the public sector context Develop strategic decision making capabilities Build sector-wide networks.	Four months	Three face-to-face modules delivered over two days Personal reflection and assessment including a capability based assessment and a 360° survey coaching and feedback Action learning project focuses on a real-life policy challenge.	Aboriginal Employees at the Clerk Grade 9/10 to Senior Executives Band 1 and equivalent) who aspire to leadership roles in the public sector	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Annual Symposiums	ACI and Emergency Care Institute NSW	Free multidisciplinary emergency care event held annually for those working in emergency care to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and network. The program changes annually to meet the needs of the emergency care community and targets priority areas.	One day (annual event)	Face-to-face	Doctors, nurses, allied health professionals, clinical support staff, managers, researchers, consumers and staff from non-government organisations contributing to emergency care	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
BSB51918 Diploma of Leadership and Management (Flexible)	HETI in partnership with NSW Health Organisations Selection criteria applies.	Graduate with a nationally recognised qualification and realise your leadership and management capability with the following learning outcomes: Effectively lead teams, communicate and manage workplace relationships, use emotional intelligence, manage performance, undertake coaching and mentoring, manage a budget, undertake operational planning, facilitate continuous improvement and project management.	12 months (time commitment of around 13 hours per week)	Online modules Webinars (online meetings) Tutorial support Email and phone support Workplace on-the-job Self-directed learning (no face-to-face)	NSW Health managers with at least 18 months' work experience who are currently leading and managing a team.		✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Clinical Redesign Program (Graduate Certificate)	ACI, Centre for Healthcare Redesign *(in partnership with University of Tasmania)* (Enquiries via LHD/SHN Redesign and Innovation Leaders)	Build skills in project management, health service improvement and project implementation Identify the root causes of issues impacting patient journeys/outcomes Develop and implement sustainable change processes to improve health care delivery Increase capability to redesign and improve services Promote a systems view of service delivery/models of care with the patient at the centre.	One year	14 days face-to-face Comprehensive eLearning Online UTAS unit and support Workplace redesign project Coaching and mentoring	**Teams of 2-3:** Senior and Mid - level Frontline Clinicians (allied, medical, nursing) Senior and Developing Managers CNCs, Project Managers	✓	✓	✓	✓	✓
Clinical Leadership Program (Foundational)	CEC (Applications via LHD/SHN CLP Sponsors)	Enhance the capacity of clinicians to lead sustainable system improvement and patient safety initiatives Support clinicians to work more effectively with available clinical information and resources Develop a culture of patient-centred care.	Six intensive two-day modules over one year	Face-to-face Experiential Workplace implementation Coaching Delivered locally	Middle clinicians and managers	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach towards organising for quality and safety in health care systems. Identify and relay issues relating to quality and safety in health care. Apply the theory of improvement to plan an improvement project. Demonstrate skills in the use of several Quality Tools. Confidently lead a Quality Improvement project team and apply tools for basic measurement of the impacts of quality initiatives.	One day workshop for staff who are members of a quality project team. Two day workshop for staff leading a quality improvement team. The 2 day workshop can also be run locally via LHD Clinical Governance Units as a 12 month Improvement program	Face- Face-to-face eLearning When the program is part of a 12 month program, participants will present their improvement project to an expert panel (LHD dependant) Workplace implementation	All staff (clinical and non-clinical) participating in or leading quality improvement initiatives.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Conversations in Medical Supervision (CiMS)	HETI and Sydney Clinical Skills and Simulation Centre	Establish relationships and clarify program requirements Guide safe and effective practice Provide feedback and coaching Conduct effective conversations Facilitate interprofessional groups Manage junior doctors in difficulty.	Two half-day workshops	Face-to-face	Medical supervisors of doctors at all levels of experience	✓				
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓
Improvement Science Using a Driver Diagram (Online seminar)	CEC	Understand and apply a simple tool to systematically plan, structure and articulate the logic and direction of an improvement project. Create a reference to assist teams to stay focused, monitor and measure improvement work.	One-hour online monthly seminar	Online seminar	Open to all employees undertaking an improvement project	✓	✓	✓	✓	✓
Essentials of Care (EOC) Program	NAMO LHD/SHN Directors of Nursing and Midwifery	Facilitate the role of the N/MUM in the provision of highly coordinated care at the ward/unit level, improving patient journeys and patient and carer experiences Identify and implement strategies to support N/MUMs in achieving this role.	Variable, according to context	Experiential EOC facilitation workshops	Nursing/ Midwifery Unit Managers (N/MUM)		✓			

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Financial Management Essentials (FME)	HETI in partnership with NSW Health Organisations	Explain key legal and ethical obligations of NSW Health mangers and Cost Centre Managers Recognise and appreciate the importance of 'Value for Money' in the context of NSW Health Contribute to budget development discussions Participate in maintaining budget integrity and accountability Interpret a financial report and explain variance	Four to six weeks (dependent on organisational scheduling).	Virtual classroom Workplace implementation project Optional self-paced eLearning - 4 modules	NSW Health cost centre managers NSW Health acting cost centre managers NSW Health employees moving into a role with cost centre management responsibility	✓	✓	✓	✓	✓

Program/course description						Targeting				
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Managing for Performance Program	HETI in partnership with NSW Health organisations *(Applications via your organisation's HR unit)*	Identify own strengths, areas for development and ways to optimise own performance Apply approaches to optimise individual and team performance Apply techniques and skills to engage employees in discussion about their development and performance Manage unsatisfactory performance Build a performance culture.	Six months	Self-reflection Two 1.5-day workshops Workplace implementation Peer support Action Learning Reflective learning	All public sector managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Managing Health Resources: A Foundation	HETI in partnership NSW Health organisations	Increase familiarity of financial terminology used within NSW Health Interpret financial reports and accurately allocate expenses within cost centres Model best practice principles of resource management within the workplace Select and implement strategies to develop effective plans and processes to allow for more proactive efficiency in working practices	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom Optional eLearning – one module, approximately 20 minutes	Managers without delegation Employees aspiring to cost centre management roles Employees who have an impact on efficient, effective resource management	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Emotional Intelligence in Practice	HETI in partnership with NSW Health Organisations	Define emotional intelligence and its application to management in NSW Health Articulate the importance of emotional intelligence in managing, building and maintaining effective teams Apply emotional intelligence and growth mindset approaches to analyse and improve team communication and performance Moderate own emotions with an active awareness Apply emotional intelligence principles to deliver effective feedback.	Four hours	Virtual classroom	NSW Health employees currently in management roles or team leader roles Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Positively Resolving Workplace Conflict	HETI in partnership with NSW Health Organisations	Identify some of the barriers and enablers to addressing workplace conflict Reflect on the features of conflict resilient workplaces for managing team relationships and influencing organisational culture Develop a toolkit of frameworks and practical strategies that can assist in planning for and addressing workplace conflict	Four hours	Virtual classroom	NSW Health managers Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Purposeful Meetings	HETI in partnership with NSW Health Organisations	Recognise the potential value of meetings and their contributions to individual, team and organisational goals Apply practices of chairing and facilitating meeting discussions Implement strategies to manage challenging behaviours of meeting participants Evaluate the effectiveness of a meeting	Four hours	Virtual classroom	NSW Health employees currently in management or team leader roles Staff acting in management roles NSW Health staff who organise and/or attend meetings and would like to increase productivity of meetings	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Mastering Attention Management	HETI in partnership with NSW Health Organisations	Describe the concept of attention management Prioritise tasks for effectiveness Design SMART goals Identify strategies that can help manage attention Implement self-care and personal wellbeing strategies	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	NSW Health employees	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Master of Clinical Medicine (Leadership & Management)	University of Newcastle	Critically evaluate and reflect upon leadership and management structure in health delivery at all levels Apply evidence-based clinical and leadership theories to manage complex health systems Lead multidisciplinary clinical teams Function autonomously and collaboratively Apply effective and efficient approaches to health service delivery Facilitate and evaluate clinical practice audits and safety reviews Reflect, critically evaluate and develop clinical competence Apply sound understanding of research methodology.	Two years part-time	Online Face-to-face Experiential learning Includes assessment	Current or aspiring clinical leaders with one year of full-time clinical experience	✓	✓	✓	✓	

Program/course description						Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
NSW Health Leadership Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via the LHD/SHN implementing the program)	Engage in leadership action to assist in the achievement of outcomes for excellent patient care and service delivery Practice self-development activities to grow their personal leadership capability Collaborate with people from the immediate work environment and build relationships to progress complex strategic challenges Partner and collaborate with internal and external stakeholders across professional boundaries to enhance inter-professional problem solving and generate innovative solutions Participate in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively transform the system.	Six months priming Nine months implementation Six months sustainability	Seven one-day workshops Action Learning Peer learning 360° Feedback	Managers and clinicians (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Nursing Leadership Forum	ACI and Emergency Care Institute NSW	This free event is aimed at current and future ED nurse leaders to provide valuable insights into contemporary issues that impact emergency nursing. This forum provides an opportunity to discuss clinical and leadership issues that are often not covered in other programs. The program has been developed by nurses for nurses to ensure the day best meets your needs and includes a wide variety of topics with a number of respected speakers.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to-face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

Program/course description						Targeting				
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Productive Ward Program (Releasing time to care)	NaMO in partnership with Qualitas	Improve teamwork, systems, and processes to help teams deliver safer, more efficient patient care Achieve long term cultural change within organisations Increase amount of time frontline nursing staff spend providing direct care to patients.	One year	Face-to-face Webinars	Nursing / Midwifery Unit Managers (N/MUM)		✓			

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Public Sector Management Program (external course Queensland University of Technology)	Queensland University of Technology (Applications to QUT must be endorsed by your employer)	Understand the role of the business of government and develop management capacity to: Understand and effectively manage the business of government Think systemically in an ambiguous and contestable world Be accountable Become reflective practitioners Manage relationships for customer/business outcomes Enable self and others for productivity and performance.	Delivered over 15 months and focused around four intensive three/four-day workshops	Face-to-face eLearning	Grade 7/8 to Grade 11/12 employees	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Public Sector Management Program Online Exception Program	Queensland University of Technology (Applications to QUT must be endorsed by your employer)	As for Public Sector Management Program above Online Exception Program is not available for individual catch-up on units.	Fully online self-directed learning	eLearning	Grade 7/8 to Grade 11/12 employees unable to attend face-to-face cohorts	✓	✓	✓	✓	✓
Take the Lead 2	NaMO in partnership with LHD/SHNs & Qualitas	Knowledge and skills to manage individuals and teams for performance Develop a high performance culture Grow confidence to make changes in the workplace Give and receive feedback on leadership styles and management processes Utilise tools and techniques to 'release time to lead'.	Two years	Five days face-to-face Webinars Coaching 360° Feedback	Nursing/ Midwifery Unit Managers (N/MUM) Nurse/ Midwifery Managers 1-3		✓			

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Effective Business Case Design	HETI in partnership with NSW Health Organisations	Accurately identify the business issue ensuring organisational strategically aligned options for change Analyse business options and feasibility to support positive workplace change Recognise the impact of the proposed change on the organisation and the wider health system Identify the key stakeholders – learn how to analyse, communicate and collaborate with them Gain insight into the perspective of the business case evaluator.	Currently in development. Contact HETI-management@health.nsw.gov.au	Pre-course activity prior to workshop Pre-course eLearning – one module, 40-60 minutes One-day face-to-face workshop	Operational, tactical, policy or clinical managers, with existing understanding of cost centre management Senior staff who regularly write business cases and proposals	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Facilitation Capability Accreditation Program (FCAP)	HETI in partnership with NSW Health organisations	Build facilitation skills at varied levels for: Collaborative conversations Learning in the workplace Team and system effectiveness Micro and macro cultural change Strategic decision-making	Core Skills: 2 days Yellow Band (Content-focused): 1 day Blue Band (Process-focused, Team/Group level): 2 days Black Band (Process-focused, Organisation /System level): 3 days Facilitator Accreditation Process: Varies	Face-to-face Experiential learning/practice	Staff who need to apply facilitation skills in the workplace; Experienced facilitators looking for formal accreditation.	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Mentoring for Financial Management	HETI in partnership with NSW Health organisations	Apply the principles of mentoring in a financial management context Establish and manage the roles and responsibilities of a mentor and mentee within a mentoring partnership Integrate the NSW Health CORE Values and the implications of these to the mentoring relationship Formulate strategies to effectively facilitate mentee development in relation to financial management Identify the personal attributes required for effective mentorship	Currently in development. Contact HETI-management@health.nsw.gov.au	Half-day introductory mentoring workshop 3 x 30 minute check in webinars 3 mentor/mentee meetings, these can be in person or via teleconference	Finance representatives Business managers		✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Research Symposium	ACI and Emergency Care Institute NSW	The Research Symposium is intended to support clinicians who are interested in developing their skills in research and establishing a research portfolio. It is targeted at both novice and more experienced researchers and for those wishing to receive feedback on their research project methodology and approach. There is a focus on broader directions and priorities in emergency care research, funding opportunities and ongoing support for researchers. The program includes sessions about priorities in emergency care research and translational research. A highlight of the event includes workshops that will provide practical research skills.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

5.6 TARGET GROUP – FRONTLINE MANAGERS/TEAM LEADERS (OR EQUIVALENT)

- HM1-2, crown employees (Departmental Officers) award grade 7/8, 9/10 or equivalent
- Allied Health Manager 3-4 and other equivalent clinical and non-clinical roles.

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Aboriginal Career and Leadership Development Program	NSW Public Service Commission and OPRA Australia *In partnership with Australian Graduate School of Management (AGSM)* Self-nomination supported by manager, HR director and endorsed by CE or Department Secretary	Facilitates career and leadership capability development for Aboriginal employees aspiring to leadership roles Strong emphasis on culture and identity in the context of public sector management and leadership Build skills to manage multiple stakeholders in the public sector context Develop strategic decision making capabilities Build sector-wide networks.	Four months	Three face-to-face modules delivered over two days Personal reflection and assessment including a capability-based assessment and a 360° survey coaching and feedback Action learning project focuses on a real-life policy challenge	Aboriginal Employees at the Clerk Grade 9/10 to Senior Executives Band 1 and equivalent) who aspire to leadership roles in the public sector.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Accelerating Implementation Methodology (AIM)	ACI/LHD (Enquiries via ACI Centre for Healthcare Redesign or Local Redesign Leader)	Apply a proven process for accelerating implementation of projects to implement change Discern between installation and implementation Succeed with change implementation Create effective sponsorship Manage for successful implementation Manage resistance to change Include key deliverables in implementation plans Create a roadmap for success.	Two days	Two-day workshop eLearning Sponsor workshops Executive briefings	ACI/LHD staff: Change Leaders Project Managers Training Managers Clinical/ non-clinical staff Those managing staff implementing projects	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Annual Symposiums	ACI and Emergency Care Institute NSW	Free multidisciplinary emergency care event held annually for those working in emergency care to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and network. The program changes annually to meet the needs of the emergency care community and targets priority areas.	One day (annual event)	Face-to-face	This Symposium is for doctors, nurses, allied health professionals, clinical support staff, managers, researchers, consumers and non-government organisations contributing to emergency care	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
BSB51918 Diploma of Leadership and Management (Flexible)	HETI in partnership with NSW Health Organisations Selection criteria applies.	Graduate with a nationally recognised qualification and realise your leadership and management capability with the following learning outcomes: Effectively lead teams, communicate and manage workplace relationships, use emotional intelligence, manage performance, undertake coaching and mentoring, manage a budget, undertake operational planning, facilitate continuous improvement and project management.	12 months (time commitment of around 13 hours per week)	Online modules Webinars (online meetings) Tutorial support Email and phone support Workplace on-the-job Self-directed learning (no face-to-face)	NSW Health managers with at least 18 months' work experience currently leading and managing a team.		✓	✓	✓	✓
Clinical Leadership Program (Foundational)	CEC (Applications via LHD/SHN CLP Sponsors)	Enhance the capacity of clinicians to lead sustainable system improvement and patient safety initiatives Support clinicians to work more effectively with available clinical information and resources Develop a culture of patient-centred care.	Six intensive two-day modules over 12 months	Face-to-face Experiential Workplace implementation Coaching Delivered locally	Middle clinicians and managers	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Conversations in Medical Supervision (CiMS)	HETI and Sydney Clinical Skills and Simulation Centre	Establish relationships and clarify program requirements Guide safe and effective practice Provide feedback and coaching Conduct effective conversations Facilitate interprofessional groups Manage junior doctors in difficulty.	Two half-day workshops	Face-to-face	Medical supervisors of doctors at all levels of experience	✓				
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual Classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓
Essentials of Care (EOC) Program	NAMO LHD/SHN Directors of Nursing and Midwifery	Facilitate the role of the N/MUM in the provision of highly coordinated care at the ward/unit level, improving patient journeys and patient and carer experiences Identify and implement strategies to support N/MUMs in achieving this role.	Variable, according to context	Experiential EOC facilitation workshops	Nursing / Midwifery Unit Managers (N/MUM)		✓			

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Facilitation Capability Accreditation Program (FCAP)	HETI in partnership with NSW Health organisations	Build facilitation skills at varied levels for: Collaborative conversations Learning in the workplace Team and system effectiveness Micro and macro cultural change Strategic decision-making	Core Skills: 2 days Yellow Band (Content-focused): 1 day Blue Band (Process-focused, Team/Group level): 2 days Black Band (Process-focused, Organisation /System level): 3 days Facilitator Accreditation Process: Varies	Face-to-face Experiential learning/practice	Staff who need to apply facilitation skills in the workplace; Experienced facilitators looking for formal accreditation.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Financial Management Essentials (FME)	HETI in partnership with NSW Health Organisations	Explain key legal and ethical obligations of NSW Health mangers and Cost Centre Managers Recognise and appreciate the importance of 'Value for Money' in the context of NSW Health Contribute to budget development discussions Participate in maintaining budget integrity and accountability Interpret a financial report and explain variance	Four to six weeks (dependent on organisational scheduling).	Virtual classroom Workplace implementation project Optional self-paced eLearning - 4 modules	NSW Health cost centre managers NSW Health acting cost centre managers NSW Health employees moving into a role with cost centre management responsibility	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach towards organising for quality and safety in health care systems. Identify and relay issues relating to quality and safety in health care. Apply the theory of improvement to plan an improvement project. Demonstrate skills in the use of several Quality Tools. Confidently lead a Quality Improvement project team and apply tools for basic measurement of the impacts of quality initiatives.	One day workshop for staff who are members of a quality project team. Two day workshop for staff leading a quality improvement team. The 2 day workshop can also be run locally via LHD Clinical Governance Units as a 12 month Improvement program	Face-to-face eLearning When the program is part of a 12 month program, participants will present their improvement project to an expert panel (LHD dependant) Workplace implementation	All staff (clinical and non-clinical) participating in or leading quality improvement initiatives.	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Improvement Science Using a Driver Diagram (Online seminar)	CEC	Understand and apply a simple tool to systematically plan, structure and articulate the logic and direction of an improvement project. Create a reference to assist teams to stay focused, monitor and measure improvement work.	One-hour online monthly seminar	Online seminar	Open to all employees undertaking an improvement project	✓	✓	✓	✓	✓
Mastering Attention Management	HETI in partnership with NSW Health Organisations	Describe the concept of attention management Prioritise tasks for effectiveness Design SMART goals Identify strategies that can help manage attention Implement self-care and personal wellbeing strategies	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	NSW Health employees	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Emotional Intelligence in Practice	HETI in partnership with NSW Health Organisations	Define emotional intelligence and its application to management in NSW Health Articulate the importance of emotional intelligence in managing, building and maintaining effective teams Apply emotional intelligence and growth mindset approaches to analyse and improve team communication and performance Moderate own emotions with an active awareness Apply emotional intelligence principles to deliver effective feedback.	Four hours	Virtual classroom	NSW Health employees currently in management roles or team leader roles Staff acting in management roles	✓	✓	✓	✓	✓
Positively Resolving Workplace Conflict	HETI in partnership with NSW Health Organisations	Identify some of the barriers and enablers to addressing workplace conflict Reflect on the features of conflict resilient workplaces for managing team relationships and influencing organisational culture Develop a toolkit of frameworks and practical strategies that can assist in planning for and addressing workplace conflict	Four hours	Virtual classroom	NSW Health managers Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Purposeful Meetings	HETI in partnership with NSW Health Organisations	Recognise the potential value of meetings and their contributions to individual, team and organisational goals Apply practices of chairing and facilitating meeting discussions Implement strategies to manage challenging behaviours of meeting participants Evaluate the effectiveness of a meeting	Four hours	Virtual classroom	NSW Health employees currently in management or team leader roles Staff acting in management roles NSW Health staff who organise and/or attend meetings and would like to increase productivity of meetings	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Managing for Performance Program	HETI in partnership with NSW Health organisations *(Applications via your organisation's HR unit)*	Identify own strengths, areas for development and ways to optimise own performance Apply approaches to optimise individual and team performance Apply techniques and skills to engage employees in discussion about their development and performance Manage unsatisfactory performance Build a performance culture.	Six months	Self-reflection Two x 1.5-day workshops Workplace implementation Peer support Action learning Reflective learning	All public sector managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Managing Health Resources: A Foundation	HETI in partnership NSW Health organisations	Increase familiarity of financial terminology used within NSW Health Interpret financial reports and accurately allocate expenses within cost centres Model best practice principles of resource management within the workplace Select and implement strategies to develop effective plans and processes to allow for more proactive efficiency in working practices	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom Optional eLearning – one module, approximately 20 minutes	Managers without delegation Employees aspiring to cost centre management roles Employees who have an impact on efficient, effective resource management	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Master of Clinical Medicine (Leadership & Management)	University of Newcastle	Critically evaluate and reflect upon leadership and management structure in health delivery at all levels Apply evidence-based clinical and leadership theories to manage complex health systems Lead multidisciplinary clinical teams Function autonomously and collaboratively Apply effective and efficient approaches to health service delivery Facilitate and evaluate clinical practice audits and safety reviews Reflect, critically evaluate and develop clinical competence Apply sound understanding of research methodology.	Two years part-time	Face-to-face Online Experiential learning Includes assessment	Current or aspiring clinical leaders with one year of full-time clinical experience	✓				

Program/course description					Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Mentoring for Financial Management	HETI in partnership with NSW Health organisations	Apply the principles of mentoring in a financial management context Establish and manage the roles and responsibilities of a mentor and mentee within a mentoring partnership Integrate the NSW Health CORE Values and the implications of these to the mentoring relationship Formulate strategies to effectively facilitate mentee development in relation to financial management Identify the personal attributes required for effective mentorship	Currently in development. Contact HETI-management@health.nsw.gov.au	Half-day introductory mentoring workshop 3 x 30 minute check in webinars 3 mentor/ mentee meetings, these can be in person or via teleconference	Finance representatives Business managers		✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Program	HETI in partnership with NSW Health organisations (Calls for participation will be issued via the LHD/SHN implementing the program)	Engage in leadership action to assist in the achievement of outcomes for excellent patient care and service delivery Practice self-development activities to grow their personal leadership capability Collaborate with people from the immediate work environment and build relationships to progress complex strategic challenges Partner and collaborate with internal and external stakeholders across professional boundaries to enhance inter-professional problem solving and generate innovative solutions Participate in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively transform the system.	Six months priming Nine months implementation Six months sustainability	Seven one-day workshops Action Learning Peer learning 360° Feedback	Managers and clinicians (Senior managers and clinicians)	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Health Leadership Quarters	HETI (Calls for participation issued via Chief Executives, Senior Leadership Mailing List, and EOIs)	Provoke dialogue for senior leaders to discuss trending health leadership ideas Engage with recognised experts, thought leaders and researchers who are invited to share their knowledge on topics aligned with NSW Health's strategic intent Apply the theories and concepts underpinning the NSW Health Leadership Framework to the local context	Quarter-day to full-day events	Face-to-face	NSW Health Executives and Senior Managers (Senior managers and clinicians)	✓	✓	✓	✓	✓
Nursing Leadership Forum	ACI and Emergency Care Institute NSW	This free event is aimed at current and future ED nurse leaders to provide valuable insights into contemporary issues that impact emergency nursing. This forum provides an opportunity to discuss clinical and leadership issues that are often not covered in other programs. The program has been developed by nurses for nurses to ensure the day best meets your needs and includes a wide variety of topics with a number of respected speakers.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to-face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

Program/course description						Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**	**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**	
Productive Ward Program (Releasing time to care)	NaMO in partnership with Qualitas	Improve teamwork, systems, and processes to help teams deliver safer, more efficient patient care Achieve long term cultural change within organisations Increase amount of time frontline nursing staff spend providing direct care to patients.	One year	Face-to-face Webinars	Nursing/ Midwifery Unit Managers (N/MUM)		✓				
Public Sector Management Program	Queensland University of Technology (Applications to QUT must be endorsed by employers)	Develops understanding of the role of the business of government and develops their management capacity to: Understand and effectively manage the business of government Think systemically in an ambiguous/contestable world Be accountable Become reflective practitioners Manage relationships for customer and business outcomes Enable self and others for productivity and performance.	Delivered over 15 months	Four blocks of four-day face-to-face workshops	Grade 7/8 to Grade 11/12 employees	✓	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Public Sector Management Program (PSMP) Online Exception Program	Queensland University of Technology (Applications to QUT, endorsed by employers)	As for Public Sector Management Program above Online Exception Program is not available for individual catch-up.	Fully online, self-directed learning	eLearning	Grade 7/8 to Grade 11/12 employees unable to attend face-to-face cohorts	✓	✓	✓	✓	✓
Research Symposium	ACI and Emergency Care Institute NSW	The Research Symposium is intended to support clinicians who are interested in developing their skills in research and establishing a research portfolio. It is targeted at both novice and more experienced researchers and for those wishing to receive feedback on their research project methodology and approach. There is a focus on broader directions and priorities in emergency care research, funding opportunities and ongoing support for researchers. The program includes sessions about priorities in emergency care research and translational research. A highlight of the event includes workshops that will provide practical research skills.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Take the Lead 2	NaMO in partnership with LHD/SHNs & Qualitas	Knowledge and skills to manage individuals and teams for performance Develop a high performance culture Grow confidence to make changes in the workplace Give and receive feedback on leadership styles and management processes Utilise tools and techniques to 'release time to lead'.	Two years	Five days face-to-face Webinars Coaching 360° Feedback	Nursing/ Midwifery Unit Managers (N/MUM) Nurse/ Midwifery Managers 1-3		✓			

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
The Next Generation of Leaders and Managers within NSW Health	HETI (NSW Health RTO 90198) in partnership with NSW Health organisations Calls for nominations to the Program will be issued via the Chief Executive of each NSW Health Organisation	Facilitate the development of skilled, strategic, capable future NSW Health managers. Develop leaders who will foster cultures of excellence, innovation and collaboration to ensure the delivery of safe, high quality healthcare to patients, families, carers and communities. In Year One of the Program participants undertake the BSB51918 Diploma of Leadership and Management.	Two years	Nine two-day face-to-face modules (attendance compulsory). eLearning Experiential learning Two work placements Peer Learning 360 ° feedback Mentoring program	NSW Health staff newly appointed to or seeking health manager roles		✓	✓	✓	✓

5.7 TARGET GROUP – NEW AND EMERGING LEADERS

- Employees newly appointed to or being talent managed to supervisory/managerial roles
- A04-HM1, Grade 5/6, 7/8 or equivalent.

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Accelerating Implementation Methodology (AIM)	ACI/LHD (Enquiries via ACI Centre for Healthcare Redesign)	Apply a proven process for accelerating implementation of projects to implement change Discern between installation and implementation Succeed with change implementation Create effective sponsorship Manage for successful implementation Manage resistance to change Include key deliverables in implementation plans Create a roadmap for success.	Two days	Two-day workshop eLearning Sponsor workshops Executive briefings	ACI/LHD staff: Change Leaders Project Managers Training Managers Clinical/ non-clinical staff Those managing staff implementing projects	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Annual Symposiums	ACI and Emergency Care Institute NSW	Free multidisciplinary emergency care event held annually for those working in emergency care to come together to discuss topics of interest, hear about innovative projects, listen to the latest in emergency care, share experiences and network. The program changes annually to meet the needs of the emergency care community and targets priority areas.	One day (annual event)	Face-to-face	This Symposium is for doctors, nurses, allied health professionals, clinical support staff, managers, researchers, consumers and non-government organisations contributing to emergency care	✓	✓	✓	✓	✓
Clinical Leadership Program (Foundational)	CEC (Applications via LHD/SHN CLP Sponsors)	Enhance the capacity of clinicians to lead sustainable system improvement and patient safety initiatives Support clinicians to work more effectively with available clinical information and resources Develop a culture of patient-centred care.	Six intensive two day modules over 12 months	Face-to-face Experiential Workplace implementation Coaching Delivered locally	Middle clinicians and managers	✓	✓	✓	✓	

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
CORE Chat: Our Values in Action	HETI in partnership with NSW Health organisations	Demonstrate an understanding of the four CORE values in the context of working within the NSW Health system Appreciate the importance of a set of values to the functioning of a high-performance team and positive workplace culture Identify and model behaviours in the workplace that support the NSW Health CORE values Demonstrate communication skills that enable solution-based conversations and positive interactions when giving and receiving feedback	Four hours	Virtual classroom	NSW Health staff and managers.	✓	✓	✓	✓	✓
CORE Chat for Managers: Leading Cultural Change	HETI in partnership with NSW Health Organisations	Demonstrate how to define and enhance a culture that supports a CORE chat environment Practise applying concepts of relational leadership that support CORE Demonstrate an understanding of barriers to behaviour change and approaches to take	Two hours	Virtual classroom	NSW Health Managers or staff acting in a role with people management responsibilities	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Improvement Science Training Program	CEC (Applications via LHD/SHN clinical governance unit or direct to CEC)	Demonstrate a strategic approach towards organising for quality and safety in health care systems. Identify and relay issues relating to quality and safety in health care. Apply the theory of improvement to plan an improvement project. Demonstrate skills in the use of several Quality Tools. Confidently lead a Quality Improvement project team and apply tools for basic measurement of the impacts of quality initiatives.	One day workshop for staff who are members of a quality project team. Two day workshop for staff leading a quality improvement team. The 2 day workshop can also be run locally via LHD Clinical Governance Units as a 12 month Improvement program	Face-to-face eLearning When the program is part of a 12 month program, participants will present their improvement project to an expert panel (LHD dependant) Workplace implementation	All staff (clinical and non-clinical) participating in or leading quality improvement initiatives.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Improvement Science Using a Driver Diagram (Online seminar)	CEC	Understand and apply a simple tool to systematically plan, structure and articulate the logic and direction of an improvement project. Create a reference to assist teams to stay focused, monitor and measure improvement work.	One-hour online monthly seminar	Online seminar	Open to all employees undertaking an improvement project	✓	✓	✓	✓	✓
Essentials of Care (EOC) Program	NAMO LHD/SHN Directors of Nursing and Midwifery	Facilitate the role of the N/MUM in the provision of highly coordinated care at the ward/unit level, improving patient journeys and patient and carer experiences Identify and implement strategies to support N/MUMs in achieving this role.	Variable, according to context	Experiential EOC facilitation workshops	Nursing / Midwifery Unit Managers (N/MUM)		✓	✓		

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
LEAP Leadership Development Program	HETI in partnership with NSW Health organisations	LEAP is designed for doctors in training. The program aims to deliver a high quality, innovative, interactive and inspirational trainee leadership program for current and future clinician leaders in medical education and training within the NSW health system.	Nine months	Face-to-face Workplace application Peer learning One three-day residential workshop Three two-day workshops One one-day workshop	Doctors in training in NSW, PGY2 to Fellow Pre-vocational and vocational trainees	✓				

Program/course description						Targeting					
Program	**Provider(s)**	**Aim/Learning objective(s)**	**Duration**	**Modality/ies**		**Target audience(s)**	**M**	**NM**	**AH**	**OC**	**NC**
Emotional Intelligence in Practice	HETI in partnership with NSW Health Organisations	Define emotional intelligence and its application to management in NSW Health Articulate the importance of emotional intelligence in managing, building and maintaining effective teams Apply emotional intelligence and growth mindset approaches to analyse and improve team communication and performance Moderate own emotions with an active awareness Apply emotional intelligence principles to deliver effective feedback.	Four hours	Virtual classroom		NSW Health employees currently in management roles or team leader roles Staff acting in management roles	✓	✓	✓	✓	✓
Positively Resolving Workplace Conflict	HETI in partnership with NSW Health Organisations	Identify some of the barriers and enablers to addressing workplace conflict Reflect on the features of conflict resilient workplaces for managing team relationships and influencing organisational culture Develop a toolkit of frameworks and practical strategies that can assist in planning for and addressing workplace conflict	Four hours	Virtual classroom		NSW Health managers Staff acting in management roles	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Purposeful Meetings	HETI in partnership with NSW Health Organisations	Recognise the potential value of meetings and their contributions to individual, team and organisational goals Apply practices of chairing and facilitating meeting discussions Implement strategies to manage challenging behaviours of meeting participants Evaluate the effectiveness of a meeting	Four hours	Virtual classroom	NSW Health employees currently in management or team leader roles Staff acting in management roles NSW Health staff who organise and/or attend meetings and would like to increase productivity of meetings	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Mastering Attention Management	HETI in partnership with NSW Health Organisations	Describe the concept of attention management Prioritise tasks for effectiveness Design SMART goals Identify strategies that can help manage attention Implement self-care and personal wellbeing strategies	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom	NSW Health employees	✓	✓	✓	✓	✓
Managing Health Resources: A Foundation	HETI in partnership NSW Health organisations	Increase familiarity of financial terminology used within NSW Health Interpret financial reports and accurately allocate expenses within cost centres Model best practice principles of resource management within the workplace Select and implement strategies to develop effective plans and processes to allow for more proactive efficiency in working practices	Currently in development. Contact HETI-management@health.nsw.gov.au	Virtual classroom Optional eLearning – one module, approximately 20 minutes	Managers without delegation Employees aspiring to cost centre management roles Employees who have an impact on efficient, effective resource management	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
NSW Government Graduate Program	PSC (Apply directly to PSC during annual application period)	Build a foundation of skills and knowledge useful in any government role Primary and Legal stream options Formal qualification Opportunity to network	18-month program	Three, six-month placements	Recent undergraduate/ post-graduate degree Aspiring to leadership positions.				✓	✓
Nursing Leadership Forum	ACI and Emergency Care Institute NSW	This free event is aimed at current and future ED nurse leaders to provide valuable insights into contemporary issues that impact emergency nursing. This forum provides an opportunity to discuss clinical and leadership issues that are often not covered in other programs. The program has been developed by nurses for nurses to ensure the day best meets your needs and includes a wide variety of topics with a number of respected speakers.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
People Management Skills Program (PMSP)	HETI in partnership with NSW Health organisations	Demonstrate skills to coach and mentor Successfully manage change in line with the organisation's values Exemplify advanced communication skills and effectively build relationships to initiate and undertake critical conversations Apply conflict resolution skills to reach a mutually acceptable solution Formulate strategies to influence and negotiate in the health context Prepare, present and facilitate an idea for change Apply the principles of emotional intelligence to effectively lead and build teams.	Currently in development. Contact HETI-management@health.nsw.gov.au	Two-day face-to face workshop Six eLearning modules Workplace action plan implementation Half-day workshop	NSW Health managers Staff acting in management roles or staff in a managerial development pathway NSW Health project managers	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
Research Symposium	ACI and Emergency Care Institute NSW	The Research Symposium is intended to support clinicians who are interested in developing their skills in research and establishing a research portfolio. It is targeted at both novice and more experienced researchers and for those wishing to receive feedback on their research project methodology and approach. There is a focus on broader directions and priorities in emergency care research, funding opportunities and ongoing support for researchers. The program includes sessions about priorities in emergency care research and translational research. A highlight of the event includes workshops that will provide practical research skills.	One day (annual event)	Face-to-face	This event is aimed at nurses, allied health professionals and managers that work in NSW health services and consumers contributing to ACI networks.	✓	✓	✓	✓	✓

Program/course description					Targeting					
Program	Provider(s)	Aim/Learning objective(s)	Duration	Modality/ies	Target audience(s)	M	NM	AH	OC	NC
The Next Generation of Leaders and Managers within NSW Health	HETI (NSW Health RTO 90198) in partnership with NSW Health organisations Calls for nominations to the Program will be issued via the Chief Executive of each NSW Health Organisation	Facilitate the development of skilled, strategic, capable future NSW Health managers Develop leaders who will foster cultures of excellence, innovation and collaboration to ensure the delivery of safe, high quality healthcare to patients, families, carers and communities. In Year One of the Program participants undertake the BSB51918 Diploma of Leadership and Management.	Two years	Nine two-day face-to-face modules (attendance compulsory). eLearning Experiential learning Two work placements Peer Learning 360 ° feedback Mentoring program	NSW Health staff newly appointed to or seeking health manager roles		✓	✓	✓	✓