



MANAGEMENT DEVELOPMENT PROGRAMS

Virtual Classroom
Information Pack
June 2023

**VIRTUAL
CLASSROOM**



HEALTH
EDUCATION
& TRAINING

[HETI.NSW.GOV.AU](https://www.heti.nsw.gov.au)

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HETI’S VISION AND PURPOSE

Vision
To be the first-choice partner for Education and Training in NSW Health

Purpose
We educate for better health outcomes

MAY 2022



MANAGEMENT DEVELOPMENT PROGRAMS

Virtual Classroom Information Pack

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WELCOME

TO THE HEALTH EDUCATION AND TRAINING INSTITUTE (HETI) MANAGEMENT DEVELOPMENT VIRTUAL CLASSROOM SERIES

Since 2020, HETI has progressively adapted its Leadership and Management Development courses, continuing to support NSW Health staff virtually. The programs strategically meet local needs whilst allowing participants to learn and network with colleagues throughout the system and across the state.

The Management Development Programs empower health staff to develop their management capability and contribute to positive workplace culture.

The courses are underpinned by the *NSW Health Leadership and Management Framework* and are aligned to the *NSW Public Sector Capability Framework* and the *NSW 2021 State Plan, 'A Plan to Make NSW Number One.'*

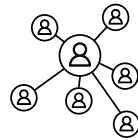
Contact us to discuss your management development requirements.





WHO ARE THE COURSES DESIGNED FOR?

The Management Development Programs provide education and training for all NSW Health staff. Front-line employees, corporate staff and emerging to senior managers; the courses nurture, empower and support high-functioning teams.



HOW ARE THE COURSES DELIVERED?

The courses are delivered state-wide using Zoom and interactive learner engagement software to connect participants across locations. Supported with a live facilitator, this is real-time learning, utilising breakout rooms and facilitator-led discussions to optimise participant learning and engagement.

Learners may work remotely or in a designated quiet area in the workplace; any space that allows them to focus on their learning and interact with other participants.

VIRTUAL CLASSROOM REQUIREMENTS

Technology

- Computer/ laptop
- Audio (computer speakers or headphones)
- Webcam
- Microphone
- Fast and reliable internet connection

Location

- A quiet space to work without disruptions



SUSTAINABILITY

Our approach to sustainability spans across every aspect of our products, services, staff and facilities. Aligning to this philosophy, the Management Development Programs are delivered using digital resources only.



EVALUATION

HETI recognises that monitoring and evaluation is vital to ensure training delivery is appropriate for participants and the training achieves its intended objectives and learning outcomes. The process is underpinned by an evaluation framework where data is collected and analysed in a systematic way:

Participant feedback – assesses whether the programs are appropriate for their intended audiences and assess the quality of implementation.

Impact evaluation – measures the extent to which a program's aims have been achieved.



IS THERE A COST?

The programs are state-funded and can be made available by NSW Health organisations to their employees.

VIRTUAL CLASSROOM APPROACH



HETI utilises best-practice, synchronous online learning and facilitation techniques to create engaging education, ensuring active participation and robust facilitated conversations are maintained in this learning environment.

Using a review framework, the courses undergo a continual improvement process to ensure content and delivery methodology are contextualised for the identified audience.





PEOPLE MANAGEMENT SERIES

PROMOTING POSITIVE CHANGE TO IMPROVE WORKPLACE CULTURE

OVERVIEW

The People Management programs assist NSW Health staff to build effective, outcomes-based teams. All staff who manage people need the necessary tools to ensure their teams work in safe, positive and empowering environments. The courses focus on the capabilities essential to all people managers, to ensure timely feedback is provided, to recognise situations which need attention and to support their staff to provide world-class patient-centred care.

ENQUIRY DETAILS

Enrol via My Health Learning

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PEOPLE MANAGEMENT SKILLS PROGRAM

Positive, committed management is essential in guiding the direction of our workforce and enhancing the human-centred approach for all staff.

Forming meaningful connections, enhancing capabilities and creating safe, healthy working environments contributes to a better human experience.

Available to all NSW Health managers, PMSP offers an integrated approach to building knowledge and capabilities to effectively support teams and positively manage challenging situations.



“I was very unsure as to whether I wanted to continue down the path of management. Completing this course, and getting a look at the path NSW Health hopes to take has encouraged me to enrol in further study to pursue this goal.”

Cohort 2, 2021 participant

PROGRAM OUTLINE

Modules	Module 1 - The Humanistic Manager
	Module 2 - Elevating Communication
	Module 3 - Evolving Team and Culture
	Module 4 - Managing with Purpose
	Module 5 - Delivering Impactful Presentations
	Module 6 - Change Management
Audience	NSW Health managers or staff acting in a role with people management responsibilities
Duration and elements	Six modules, each 4-hour virtual interactive classrooms
	Learning experience tailored to suit participants' availability – delivered as 4-hour workshops or a full-day format.
	Modules are scheduled weekly and may be completed over a 3-8 week period
	Includes 6 optional eLearning modules
Two intakes a year in Autumn and Spring	



People Management Skills Program Program Guide

“It’s probably one of the best and most enjoyable programs I’ve done so far... This was very interesting and engaging. The group of people were exceptional as well... Highly recommended.”

Cohort 2, 2021 participant



CORE CHAT: OUR VALUES IN ACTION

“Culture eats strategy for breakfast” - Peter Drucker.
A positive and collaborative culture is essential in the health system. A workplace where it is safe to provide feedback will lead to greater communication and better patient care.

Participants reflect on their personal values and explore their alignment with the NSW Health Core values.

Using the CORE Chat tool, the course empowers staff to take responsibility for initiating important workplace conversations, working toward mutually acceptable solutions, and bringing about positive change to improve workplace culture.

The course explores characteristics of high-performing teams and skills needed to give and receive effective feedback. Role plays and contextualised scenarios are used to develop participants' confidence in implementing the CORE Chat tool.

COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health staff
Duration	4-hour workshop

MORE THAN 10,800

NSW Health staff are now better equipped to have a solution-focused workplace conversation

CORE CHAT PROGRAM OVERVIEW

The CORE (Collaboration, Openness, Respect, Empowerment) Chat Program consists of a 4-hour workshop for all staff and an additional 2-hour workshop for people managers. It has been implemented across NSW Health organisations since 2016.

The Program supports cultural change through improving communication skills, planning for exploratory conversations and giving and receiving feedback.

The Program has proved suitable for clinical and non-clinical environments.

The success of the Program is in its simplicity; it provides staff with a common language tool and focuses on forward-looking, mutually acceptable solutions.

Some Health organisations have requested a whole-of-service or whole-of-organisation roll-out of the Program, to support their cultural transformation strategies.

The Program was a finalist at the 2017 NSW Health Innovation Awards in the category ‘Supporting Our Staff’.

“It was extremely useful and valuable to my professional development. I am new into my position in change management, all these tools and tips I learnt will help me deliver and communicate between different parties more effectively.”

December 2021



CORE CHAT FOR MANAGERS: LEADING CULTURAL CHANGE

A manager’s role in building team culture is vital. Their leadership in this area impacts team dynamics, engagement and performance.

Participants explore approaches for leading and managing with empathy and transparency. Identifying potential leadership styles, consideration is given to the various impacts these can have on culture within an organisation. Creating a supportive environment through authentic relationships can

achieve connection, common vision and interdependent action.

There is a deep dive into coaching conversations, utilising powerful questioning and simulated conversations to develop a manager’s coaching toolkit over time.

COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health managers or staff acting in a role with people management responsibilities
Duration	2-hour workshop
Course requirements	CORE Chat: Our Values in Action is a prerequisite for this course

“I am mentoring another NUM at the moment and will be encouraging them to enrol for the workshop as well. I am always exploring new ways to work more effectively with my team - this workshop has certainly given me some ideas.”

March 2022

“This training has been good to reflect on how I try to influence positive change in my workplace, with a balance of working alongside my co-workers and directing change.”

November 2021





EMOTIONAL INTELLIGENCE IN PRACTICE

An emotionally-intelligent, self-aware workforce enables increased capacity to communicate effectively, manage emotions, cope with change and build resilience to enhance workplace interactions.

This course encourages participants to reflect on their skills to communicate effectively, recognise and manage their own emotions and adopt emotionally intelligent behaviours in the workplace.

Through facilitated discussion, managers explore a range of practical tools to improve their emotional intelligence and help translate new skills into the workplace.

Participants build the capability to:

- Recognise the impact of their own emotions and those of others
- Proactively manage own emotions

"I believe it is helpful for those in management positions to have a greater understanding of their emotional intelligence and to model this in the workplace to have productive and cohesive environments. This [course] has helped me understand my own role in this better and provided practical advice on how to do so."

February 2022

"[This course] allowed me to critically think about my emotions in the workplace, challenge my current thought processes and responses, and provides me many methods and resources to improve myself in this area for the benefit of my team."

February 2022



COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health managers or staff acting in a role with people management responsibilities
Duration	4-hour workshop



POSITIVELY RESOLVING WORKPLACE CONFLICT

Managers are responsible for proactively encouraging all staff to address conflict in the workplace and to be a catalyst for change, creating a respectful and open environment.

This course provides an opportunity for participants to reflect on their own beliefs and attitudes around conflict and equips them with a range of strategies to approach conflict from a positive and proactive perspective in their work environments.

Participants are challenged to explore conflict through a different lens, and work with tools to assist them with proactively managing themselves and their team in conflict situations.

Managers are encouraged to build positive relationships and strong communication with high levels of trust, adopt early intervention strategies and contribute to developing a conflict-resilient workplace.

COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health managers or staff acting in a role with people management responsibilities
Duration	4-hour workshop

“The workshop gave me simple ideas to change my approach to understanding and resolving conflict. I will be making every attempt to include these in my approach to work and management. Wish I learnt this a long time ago!”

September 2021

“Has given me a different perspective to the word conflict. I came across models [I have] never heard of before which I will explore a bit more. I am looking forward to using the different techniques I have learnt today to handle conflicts that may arise.”

October 2021





FINANCE AND BUSINESS MANAGEMENT SERIES

DEVELOPING FINANCIAL CAPABILITIES, AND ENHANCING EFFICIENT WORK PRACTICES

OVERVIEW

As demand for health services continues to grow, responding to challenges requires changes in the way health services are delivered. Now, more than ever, our business must be undertaken in a way that maximises resource efficiency and sustainability. Empowering our current and future managers to understand their role in the system, effectively manage their resources and be involved in decisions driven by the organisation's strategic priorities, leads to improved financial outcomes for all.

ENQUIRY DETAILS

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FINANCIAL MANAGEMENT ESSENTIALS SERIES

Driving financial resource management awareness and capability within NSW Health.

Developed in collaboration with key industry finance partners and the Ministry of Health’s Systems and Performance Branch, the Financial Management Essentials Series (FMES) empowers all staff to positively contribute to the sustainability of NSW Health.

FMES is comprised of two interactive virtual classrooms (Module 1 and 2) and a self-directed practical learning experience (Module 3). Participants can choose their entry point to the Program based on their knowledge, skill level and circumstance enabling a scaffolded approach to learning.



PROGRAM OUTLINE

MODULE 1: HEALTH BUSINESS FUNDAMENTALS

Overview	A foundational module designed for NSW Health staff who wish to increase their awareness in financial resource sustainability. Participants build knowledge in financial terminology and develop skills to support successful budget management, increasing employee accountability whilst promoting financial integrity.
Learning outcomes	Demonstrate awareness of the context surrounding NSW Health’s patient centred approach Examine important financial terminology and budget basics Recognise key financial roles and responsibilities Identify how to contribute to the sustainability of NSW Health
Audience	NSW Health staff
Duration	4-hour workshop

MODULE 2: FINANCIAL MANAGEMENT PRINCIPLES

Overview	An intermediate level module designed for clinical and nonclinical NSW Health Managers with limited cost centre management experience. The course develops skills to monitor a budget and apply budgetary control mechanisms. Participants explore the governance obligations of NSW Health Managers and the connection to value-based healthcare.
Learning outcomes	Identify and explain key governance and ethical obligations Demonstrate capability in interpreting budgets and applied budgetary control Explain the importance of continuous monitoring and reporting Assess financial data to continually improve NSW Health resource management.
Audience	NSW Health Managers (emerging/ new) - clinical and non-clinical
Duration	Full-day workshop

MODULE 3: APPLIED FINANCIAL MANAGEMENT

Overview	An advanced module designed for NSW Health staff committed to improving sustainability. Participants identify an area of improvement or innovation which will enhance resource management efficiency and/ or improve service delivery. Participants develop and submit an efficiency improvement plan for review.
Learning outcomes	Identify an area of improvement or innovation which will enhance resource management efficiency and/or improve service delivery Develop an efficiency improvement plan.
Audience	NSW Health staff who have an idea/innovative approach they consider could improve resource management including spend, staffing, goods, and services.
Elements	Self-directed learning



MASTERING ATTENTION MANAGEMENT

Working in a fast-paced and adaptive environment, the ability to focus is essential to quality outcomes. Consciously modifying one's own behaviour to control distractions enables an improvement in wellbeing and an increase in efficiency and effectiveness within health services.

This course helps NSW Health employees to feel more empowered in how they spend their time at work.

This course assists participants to:

- better understand the role conscious attention plays in work effectiveness
- gain clarity over their work priorities and objectives
- proactively manage their internal and external environments.

"Highly valuable, leaving this workshop with more control and knowledge about time management and efficiency."

September 2021

"Provided time and the space to reflect on the impact of poor work habits and how to improve or manage these. Very helpful for work output and professional development."

October 2021

COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health staff
Duration	4-hour workshop



PURPOSEFUL MEETINGS

Whether chairing or participating, all staff play a role in making meetings a more efficient and effective experience.

This course encourages participants to reflect on their meetings and understand the difference between efficiency and effectiveness.

Participants are guided through key steps involved with planning and chairing a meeting, as well as evaluating its effectiveness.

Participants are introduced to a range of facilitation approaches that aim to create an inclusive, dynamic and purposeful meeting. Through simulated exercises, participants are provided with strategies to manage disruptive behaviours while maintaining focus and group momentum.

The course assists any employee who organises and/ or participates in meetings, increasing their skills to effectively chair and actively contribute.

“I found this workshop valuable in enhancing the way I think about my meetings and how I review their effectiveness. I will recommend to my colleagues.”

September 2021

“[I] really enjoyed the content and learned a significant number of strategies to implement whilst facilitating purposeful meeting.”

August 2021

COURSE OUTLINE

Learning outcomes	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
Audience	NSW Health staff
Duration	4-hour workshop





NSW HEALTH LEADERSHIP AND MANAGEMENT FRAMEWORK

DOMAINS AND CAPABILITIES

- 1 Achieving Outcomes
- 2 Developing and Leading Self
- 3 Engaging People and Building Relationships
- 4 Partnering and Collaborating Across Boundaries
- 5 Transforming the System
- 6 Managing for Now and the Future

THE FRAMEWORK DESCRIBES LEADERSHIP AND MANAGEMENT IN TERMS OF SIX DOMAINS:

Leadership is presented in Domains 1-5 and Domain 6 refers to Management.

For each domain a set of capabilities is defined and for each capability there is a set of behavioural descriptors. The intention is to point to the kinds of specific observable actions associated with effective leadership in a health care context.



This is a revised 2020 framework. More information is available at [heti.nsw.gov.au/lmframework](https://www.heti.nsw.gov.au/lmframework)



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