
2026-29 Performance Agreement

An Agreement between the Secretary, NSW Health
and the Health Education and Training Institute
for the period 1 July 2026 to 30 June 2029



NSW Health 2026-29 Performance Agreement

Principal purpose

The principal purpose of this Performance Agreement (**the Agreement**) is to articulate the direction, responsibility and accountability across the NSW Health system for the delivery of high quality, effective healthcare services that promote, protect and maintain the health of the community, in keeping with NSW Government and NSW Health priorities.

The *Health Services Act 1997* (NSW) allows the Health Secretary to enter into performance agreements with public health organisations in relation to the provision of health services and health support services (s.126).

Through execution of the agreement, the Secretary agrees to provide the funding and other support to the Health Education and Training Institute (**the Organisation**) as outlined in the Agreement (including through the Funding and Performance Supplement which is entered into by the Secretary, NSW Health and the Organisation for each financial year during the term of the Agreement, and forms part of the Agreement).

Objectives

NSW Health's vision is for a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, equitable, invests in wellness and is digitally enabled.

To achieve this, the Performance Agreement, and related Funding and Performance Supplements:

- Enable the organisation to deliver high quality, effective services that promote, protect and maintain the health of the community, and provide care and treatment to sick and injured people
- Promote accountability to Government and the community for service delivery and funding
- Contribute to health system performance monitoring and management to achieve NSW Health and Government goals and priorities
- Recognise that the needs of the population are not the same and all components of the system should strive to improve and drive equitable health outcomes
- Incorporate funding processes that target both allocative and operational efficiency
- Provide longer term funding certainty and investment flexibility with accountability mechanisms.

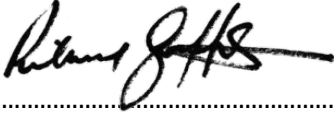
The Performance Agreement also seeks to link budget to outcomes to achieve NSW Outcomes:

- People receive timely quality care in hospitals
- People receive timely quality care in the community
- People are supported to make the best decisions for their health
- People are enabled to lead healthy and active lifestyles

Parties to the agreement

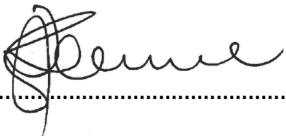
The Organisation

Mr Richard Griffiths
Acting Chief Executive
Health Education and Training Institute

Date 30/07/2026 Signed 

NSW Health

Ms Susan Pearce AM
Secretary
NSW Health

Date 31/07/2026 Signed 

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1 Legislation and governance

1.1 Legislation

The *Health Services Act 1997* (the Act) provides a legislative framework for the public health system, including the establishment of statutory health corporations to enable certain health services and health support services to be provided within the State other than on an area basis (s.11). The Health Education and Training Institute is a Chief Executive governed statutory health corporation established under section 52B, 52C and 52E and specified in Schedule 2 of the Act.

Under the Act the Health Secretary's functions include: the facilitation of the achievement and maintenance of adequate standards of patient care within public hospitals, provision of governance, oversight and control of the public health system and the statutory health organisations within it, as well as in relation to other services provided by the public health system, and to facilitate the efficient and economic operation of the public health system (s.122).

1.1.1 Ministerial determination of functions

The Performance Agreement recognises that the Health Education and Training Institute has a clearly defined role and set of functions as articulated in the Ministerial Determination of Functions for the Support Organisation, signed by the Secretary of the Ministry of Health on 13 September 2017, pursuant to Section 53 of the *Health Services Act 1997*.

1. Role

The primary role of the Institute is to provide leadership to Local Health Districts, Networks and other NSW public health organisations and training providers on the development and delivery of education and training across the NSW public health system. The Health Education and Training Institute ensures education and training across the system:

- i) supports safe, high quality, multi-disciplinary team based, patient centred care;
- ii) meets service delivery needs and operational requirements; and
- iii) enhances workforce skills, flexibility and productivity;

2. Functions

- a. To design, commission, conduct, coordinate, support and evaluate education and training programs for:
 - i. clinical, corporate and support staff, including Vocational Education and Training sector trainees, vocational, undergraduate, professional entry/clinical trainees, new graduates; and
 - ii. such other education and training and workforce development programs as the Secretary may direct from time to time;
- b. To establish governance for whole of health education and training programs for the NSW Health system;
- c. To design, commission, conduct, coordinate, support and evaluate management, leadership and professional development programs;
- d. To support reform and improve workforce capacity and quality of clinical and non-clinical training through:
 - i. identification and development of statewide programs for clinicians to become skilled teachers, trainers and supervisors;
 - ii. managing a registered training organisation;

- iii. maintaining and administering an online learning management system, including provision of quality assurance standards and resource development;
 - iv. statewide oversight, coordination and implementation of best practice learning including simulated learning environments, and other technologies;
- e. To maintain registration as a higher education provider and develop and deliver as appropriate higher education courses to support identified workforce needs;
- f. To institute, coordinate, oversee and evaluate education and training networks, and ensure they support service delivery needs, meet operational requirements, optimise the use of Statewide and Local Health District education and training resources and are, as far as possible, consistent with, clinical service networks;
- g. To set standards for education and training, including medical training, and accredit institutions for prevocational education and supervision;
- h. To establish effective monitoring and reporting systems to meet statewide and national reporting requirements for education and training in the health sector;
- i. To ensure education and training programs and other projects it undertakes in performing its functions:
 - i. are responsive to local needs,
 - ii. are cost effective, affordable and accessible,
 - iii. meet both individual local health district, specialty network and whole of system needs,
 - iv. support staff in providing safe, high quality, multi-disciplinary team-based, patient-centred care,
 - v. support inter-professional learning and team-based practice.
- j. To work closely with Local Health Districts, Specialty Networks and education providers;
- k. To develop a three year Strategic Plan and an Annual Work Plan, linking activities and priorities of the Health Education and Training Institute to the statewide directions and priorities of NSW Health and work in accordance with these plans and the Service Compact agreed with the Secretary;
- l. To provide advice to the Secretary on matters relevant to its functions.

1.2 Structure of the Performance Agreements

The Agreement consists of the following:

- (a) this document;
- (b) any Funding and Performance Supplement executed between the Secretary, NSW Health and the Organisation for each financial year during the term of the Agreement; and
- (c) any documents incorporated by reference.

1.3 Variation of the agreement

The Agreement may be amended at any time by agreement in writing between the Organisation and the Ministry of Health.

The Agreement may also be varied by the Secretary or the Minister in the exercise of their general powers under the Act, including determination of the role, functions and activities of statutory health corporations (s. 53).

Any updates to finance or activity information further to the original contents of the Agreement and / or the Funding and Performance Supplement for each financial year during the term of the Agreement will be provided through separate documents that may be issued by the Ministry of Health in the course of the year and will be incorporated into the Agreement by reference.

1.4 Conditions of subsidy

The Organisation is required to comply with the various Conditions of Subsidy set out in the Financial Requirements and Conditions of Subsidy (Government Grants).

1.5 National Agreement

The Australian and all state and territory governments reaffirmed their commitment to providing healthcare accessible under the Medicare principles to all Australians through a long term agreement on health funding and reform reached at National Cabinet on 30 January 2026. This commitment, alongside funding and system reform agreements are detailed in the Addendum to the National Health Reform Agreement (NHRA) 2026-2031, which takes effect from 1 July 2026 at the endpoint of existing agreement.

1.6 Governance

The Organisation must ensure that all applicable duties, obligations and accountabilities are understood and complied with, and that services are provided in a manner consistent with all NSW Health policies, procedures, plans, circulars, inter-agency agreements, Ministerial directives and other instruments and statutory obligations.

1.6.1 Clinical governance

NSW public health services are accredited against the National Safety and Quality Health Service Standards.

The Australian Safety and Quality Framework for Health Care provides a set of guiding principles that can assist health services with their clinical governance obligations.

The NSW Health Clinical Governance in NSW policy (PD2025_032) provides an important framework for improvements to clinical safety.

1.6.2 Corporate governance

The Organisation must ensure services are delivered in a manner consistent with the NSW Health Corporate Governance and Accountability Compendium.

1.6.3 Procurement governance

The Organisation must ensure procurement of goods and services complies with NSW Health Procurement (Goods and Services) policy (PD2024_044). The Public Works and Procurement Act 1912 grants the Procurement Board authority to issue directions and policies to government agencies regarding the procurement of goods and services of any kind. The Organisation must ensure procurement of goods and services complies with the NSW Government Procurement Policy Framework and any NSW Procurement Board Directions as issued. The Organisation must also comply with procurement-connected policies, including but not limited to the Aboriginal Procurement Policy and the Small and Medium Enterprise and Regional Procurement Policy.

1.6.4 Performance Framework

Performance Agreements are a central component of the *NSW Health Performance Framework* which documents how the Ministry of Health monitors and assesses the performance of public sector health services to achieve expected service levels, financial performance, governance and other requirements.

2 Strategic context

The delivery of NSW Health strategies and priorities is the responsibility of the Ministry of Health, health services and support organisations. These are to be reflected in the strategic, operational and business plans of these entities.

2.1 Future Health Strategic Framework

The *Future Health: Strategic Framework* (the Strategic Framework) is the roadmap for how the health system will deliver services to achieve NSW Health's vision.

The Strategic Framework reflects the aspirations of the community, NSW Health's patients, workforce and partners in care for how they envisage our future health system. Future Health guides the delivery of care in NSW from 2022-32, while adapting to and addressing the demands and challenges facing the NSW Health system. There will be specific activities for the Ministry of Health, health services and support organisations to deliver as NSW Health implements the Strategic Framework, and services are required to align their strategic, operational and business plans with these Future Health directions.

2.2 Regional Health Strategic Plan

The *Regional Health Strategic Plan 2022-2032* outlines NSW Health's strategies to ensure people living in regional, rural and remote NSW can access high quality and timely healthcare with excellent patient experiences and optimal health outcomes. The *Regional Health Strategic Plan* aims to improve health outcomes for regional, rural and remote NSW residents over the decade from 2022 to 2032.

Regional NSW encompasses all regional, rural and remote areas of NSW. There are nine regional local health districts in NSW: Central Coast, Far West, Hunter New England, Illawarra Shoalhaven, Mid North Coast, Murrumbidgee, Northern NSW, Southern NSW and Western NSW. Some areas of other local health districts may also be considered regional for the purpose of the plan, such as South Western Sydney and Nepean Blue Mountains. The *Regional Health Strategic Plan* is also supported by the metropolitan local health districts and by the Specialty Health Networks which have patients in many regional locations.

The *Regional Health Strategic Plan Priority Framework* outlines a suite of targets for each Strategic Priority, to be achieved in each time horizon of the Plan.

2.3 NSW Aboriginal Health Plan

The *NSW Aboriginal Health Plan 2024-2034* aims to drive change to achieve the highest possible levels of health and wellbeing for Aboriginal people in NSW, in line with the National Agreement on Closing the Gap, by:

- Guiding how health systems are planned, delivered, and monitored
- Elevating the focus on Aboriginal expertise to drive shared decision-making and innovative collaborations
- Influencing the redesign of health services to achieve health equity
- Providing direction for the elimination of racism in all aspects of health care

The NSW Aboriginal Health Plan is supported by the *NSW Aboriginal Health Governance, Shared*

Decision Making and Accountability Framework which promotes partnership and shared decision making and is operationalised through the NSW Aboriginal Health Transformation Agenda which NSW Health Organisations have responsibility for actioning.

2.4 NSW Health Workforce Plan 2022-2032

The *NSW Health Workforce Plan* describes the NSW Health workforce vision and its system priorities:

1. Build positive work environments that bring out the best in everyone.
2. Strengthen diversity in our workforce and decision making.
3. Empower staff to work to their full potential around the future care needs.
4. Equip our people with the skills and capabilities to be an agile, responsive workforce.
5. Attract and retain skilled people who put patients first.
6. Unlock the ingenuity of our staff to build work practices for the future.

State-level leads have been identified to lead specific activities under the first Horizon, on behalf of the system.

However, to achieve the workforce vision, all agencies, local health districts, specialty networks and pillar organisations are responsible for delivering on these six system-wide workforce priorities for the workforce of their organisation.

2.5 NSW Government priorities

There are several government priorities that NSW Health is responsible for delivering. These government priorities are usually reported to the Premier's Department or The Cabinet Office through NSW Health Executive. Progress on government priorities allocated to NSW Health is monitored by the Ministry of Health including:

- Election commitments including the Premier's focus areas
- Inquiry recommendations
- NSW Performance and Wellbeing Framework