

SYDNEY EDUCATION

Think. Learn. Grow.

Strategic Plan 2023–28



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**Sydney
Local Health District**

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Ngurang Dali Mana Burudi – A place to get better

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges *Gadigal*, *Wangal* and *Bediagal* as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great *EORA Nation*. Always was and always will be Aboriginal Land.

We want to build strong systems to have the healthiest Aboriginal community in Australia.

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Land Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

Artwork:

Ngurang Dali Mana Burudi – A place to get better

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

Ngurang Dali Mana Burudi – A Place to Get Better

Ngurang Dali Mana Burudi – a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The *Gadigal*, *Wangal* and *Bediagal* are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great *Eora Nation*. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

The Goanna or Wirriga

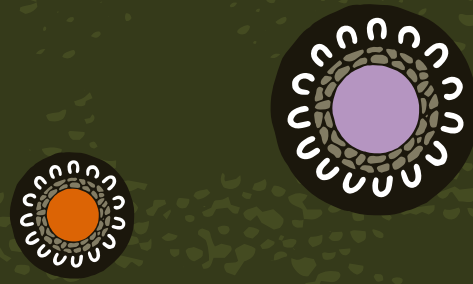
One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

The Whale or Gawura

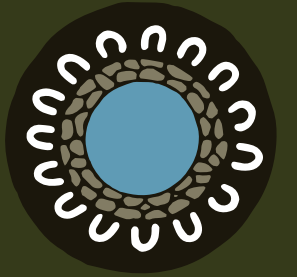
From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the *Gadigal* people.

The Eel or Burra

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.



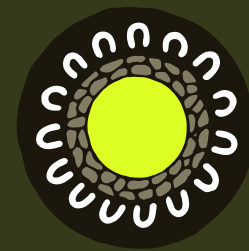
Acknowledgement of Country



We acknowledge that we work on the lands of the *Gadigal, Wangal* and *Bediagal* people of the *EORA Nation*. It is upon their ancestral lands that our services operate.

This land has always been a learning space for many Aboriginal nations. As we share knowledge, teaching and learning practices, we draw strength and guidance from Aboriginal and Torres Strait Islander knowledge, the oldest continuing culture in the world.

We pay our respect to Elders past, present and emerging and all Aboriginal people who work with us.



Introduction

In Sydney Local Health District, we invest in programs to support our staff, so they can be at their best.

Our staff come to work every day to make a difference. Our vision is to provide excellence in health and healthcare for all. Our values of Collaboration, Openness, Respect and Empowerment are evident in our daily work. Sydney Local Health District values diversity and at Sydney Education we celebrate our culture of inclusion.

We are committed to providing our staff with the skills they need to provide excellent services to our patients, their families and our community.

That’s what **Sydney Education** is all about.

Our Sydney Education Team works to support our staff in their careers, to develop their skills for today and into the future. We want our staff to **Think. Learn. Grow. with us.**

This plan is a key enabling plan, aligning with the strategic directions of Sydney Local Health District Strategic Plan and the NSW Future Health Plan. We have identified seven strategic priorities that underpin the excellent education services we offer our staff.

The plan supports our daily working guides for staff - our Management Accountability Framework and Staff Accountability Framework. The frameworks encourage positive leadership, excellent communication and healthy environments for work so our staff can provide the very best care to our patients.

We want our staff to be proud to be part of Sydney Local Health District and to love what they do.

Sydney Education is recognised for being innovative and for its diversity. Contemporary education services need to be agile to offer evidence-based education that elevates the human experience for our patients, community and our staff and offers solutions for future education needs.

Sydney Education is for everybody. Whoever you are, wherever you work, whatever your current level of education, Sydney Education is for you.

Think. Learn. Grow. with us.



Deb Willcox AM
Chief Executive
Sydney Local Health District



Lesley Innes
Director, Sydney Education
Sydney Local Health District

Think.
Learn.
Grow.

Think. Learn.
Grow. *with us.*

Think. Learn. Grow.

Artist: Lee Hampton

Story

This artwork represents the services that are provided by Sydney Local Health District's Sydney Education, based at the Rozelle Campus at Callan Park, and what Sydney Education represents.

The large oval at the centre of the artwork is a large meeting place, and represents Sydney Education. The background brick wall pattern is dedicated to the original architecture, with the red brick buildings that make up the building envelopes of Callan Park. The Jacaranda Tree is prominent throughout the grounds of Callan Park, and therefore becomes an integral part of the story of the artwork. Trees also represent growth, their roots travel far and wide, which also represents the spread of Sydney Education's services. Their students will go on to serve their communities to the highest quality of standards in service of care. The colour purple represents peace and calmness, something that medical professionals are required to have, in order to best serve their community and patients in times of need. The lush green sections of the artwork represent the open green grounds of Callan Park. It also represents the need for clean, inviting spaces, where people can relax and recharge, creating a balance between work and personal life.

From the centre of the artwork, the large meeting place stretches out across the artwork along 13 journey lines. These journey lines are

finished in a grey cobblestone-like finish. The cobblestone finish represents a solid foundation of learning, while the numerous cobblestone sections along each journey line represents the more than 200 courses offered by Sydney Education.

At the end of each journey line there are a total of 13 meeting places. Each Meeting place has a significant meaning, all 13 meeting places represent the values and ideas of Sydney Education, they are as follows:

- Ngalaya - Ally (Connect)
- Connection
- Inclusive
- Mana (Working together)
- Innovation
- Burbangana (Take my hand and help me up)
- Growth
- Warawal - Milky Way (Discover)
- Change
- Bamaradbanga (Open the Door)
- Trustworthy Accredited
- Nangami (Dream/Image)
- Wunyawari - Make believe (Idea)

The "U" shaped symbol (Aboriginal symbol for man/woman) surrounding each meeting place represents the staff on their journey to learning new skills to becoming the best at their chosen fields, in order to provide the best

care and services possible for their patients, and community.

The coloured centres of these meeting places were chosen to tie in with the current surroundings of where the original artwork will reside at Sydney Education at Callan Park.

The bottom section of the artwork represents the shoreline of Callan Park, and the grounds on which Sydney Education sits, Wangal land.

The Southern Right Whale is one of the Wangal people's totems, I have used the Whale to represent the land on which Sydney Education resides. These whales are bordered by a school of fish, this represents the Sydney Education's school of learning, and the opportunities it brings to the many health professionals who want to grow their skills, needed to provide the highest quality service and care to their patients and community, along with providing opportunities to grow their own careers. The school of fish also surround both whales, and tie them together, this represents the amalgamation of the former Central Sydney Area Health Service and the South Western Sydney Area Health Service into the Sydney South West Area Health Service.

The whole story brought together is to inspire staff to **Think. Learn. Grow.**





The Sydney Education Story

We’ve been delivering education services for almost 20 years.

Our journey started in 2005 as the Centre for Education and Workforce Development (CEWD), following the amalgamation of the former Central Sydney Area Health Service and the South Western Sydney Area Health Service into the Sydney South West Area Health Service.

At that time, we were one of the few education services that combined both clinical and non-clinical education under one directorate.

In 2011, Sydney South West Area Health Service transitioned to Sydney Local Health District following the National Health Reform Process. The Centre for Education and Workforce Development was already recognised as one of the most innovative education services in NSW Health.

Sydney became one of the first Local Health Districts in NSW to launch an Education and Training Strategic Plan. It provided strategic direction for education services and enabled high level education to support the work of our staff.

In 2020 during the COVID-19 pandemic response, the Centre for Education and Workforce Development transformed its operations. We formed rapid response teams known as “Tiger Teams” to provide education and support to keep our staff and our community safe.

This is an example of the type of agility required of Sydney Education to ensure we are able to meet the emerging needs of the organisation.

At Sydney Education, we know how important it is for learning to be life-long and to incorporate different styles including experiential learning, social learning and informal learning.

In 2023 our service will transition to Sydney Education to better reflect the role of the service in Sydney Local Health District.

Sydney Education offers learning opportunities at locations right across the District or at its headquarters in the grounds of Callan Park at Rozelle. It is a beautiful learning and collaboration space.

Our Sydney Education Services

Sydney Education offers a wide range of learning opportunities each year for both our clinical and non-clinical workforce. Our staff are encouraged to be life-long learners and to support a culture of learning within their departments and services.

We offer face to face courses and programs to support staff in clinical practice; leadership and management; education and research; health and wellbeing; work health and safety; people, culture and values; project management and change management. Access to Sydney Education is free for our staff and is one of the most significant investments that we make.

Staff have access to a significant number of online courses, developed at a state level, via the My Health Learning platform.

We are a delivery site of the NSW Health Registered Training Organisation which allows us to offer contextualised qualifications to our staff. We deliver qualifications that range from Certificate II to Graduate Diploma level. These qualifications can either be used to support entry to health employment programs or career progression for our existing workforce.

Sydney Education is more than a traditional education service; many of the professional development opportunities we offer take place outside the classroom setting. Over the last ten years, our services have expanded to other developmental activities including coaching, clinical supervision, facilitation and team development.

In 2021-22 the service delivered

25,332

days of education.

22,825

individual attendances at courses.

COVID-19 pandemic response

The Centre transformed its business between 2020–22 to support the District’s COVID-19 pandemic response. Tiger Teams provided education and support in clinical areas and led education of staff for the NSW Health Vaccination Program.

Face to face education recommenced in February 2022.



155

people completed a VET sector qualification or statement of attainment.

218,642

online modules were completed by staff across the District.

12,496

operational assessments were completed.

Almost 1.3 million

clinical placement hours were provided by staff across the District and 5280 students completed a clinical placement.



Our People

Our staff are our most valuable resource. Sydney Education is fortunate to have a team of highly skilled professionals. We come from diverse professional backgrounds, but have in common, our commitment to the education and professional development of others.

There are four teams within our service that are aligned to our strategic priorities:

Professional Practice and Development

Clinical Practice and Safety

Transition to Practice

Education Support Services



Commitment to our Staff

As a service,
we are committed to:

Succession planning for key education positions and fostering a culture of diversity within our team

Establishing pathways for education careers

Ensuring that our staff are highly skilled and well supported

Working together to create positive environments that are culturally safe for work and learning

Celebrating and acknowledging the work of our staff

Empowering staff to work to their full potential

Working with our staff to support environmentally sustainable work practices for a healthier future



Our Partners

Sydney Education strives to work innovatively with internal and external partners including Universities, Non-Government Organisations, Government Organisations other Local Health Districts and NSW Health pillars such as the Clinical Excellence Commission (CEC), Health Educational and Training Institute (HETI), the NSW Health RTO, and the Agency for Clinical Innovation (ACI).

Through these partnerships we can create opportunities for learning as well as ensuring that the education we deliver is informed by State level strategic priorities. We also recognise that we have a responsibility to provide education that benefits the broader community.

Our partnerships with Universities have helped us grow our scholarship program so that more staff can be supported to complete tertiary level qualifications.

Our Consumers

Sydney Education is committed to engaging with consumers to ensure that their voice is represented in the services that we deliver and the decisions we make.

The Sydney Education Consumer and Community Advisory Council has diverse representation from the staff of our District who are consumers of education services as well as consumers of healthcare services. We work together, to review the education resources that we develop and deliver.

We are also investing in our Lived Experience Educators. These are members of our community who are employed to share their powerful stories as part of our courses and programs. Their voices will ensure that we always put patients and families at the centre of what we do.



Strategic Priorities

Seven strategic priorities
have been identified:
Sydney Education *will:*

1

Lead
innovative
health
education.

Sydney Education supports learning, innovation, new models of care and knowledge exchange to ensure the District has a strong culture of learning.

2

Enable
excellence
in health and
healthcare.

Sydney Education empowers staff to work to their full potential, to do their jobs well and to grow their career in Sydney Local Health District.

3

Support
safer work,
safer care.

Sydney Education brings staff together with a shared focus on safety in the workplace for ourselves, each other, our patients, their families and our community.

4

Elevate the
experience
of our
workforce.

Sydney Education provides services that connect staff, acknowledge their value and enhance their career progression.

5

Develop
transformational
leaders and
managers.

Sydney Education works with our leaders and managers to provide education and support that harnesses their potential.

6

Grow our
emerging
workforce.

Sydney Education invests in our future workforce through targeted education and transition to practice programs.

7

Connect
with staff and
community.

Sydney Education collaborates with staff, patients and community to enhance learning and share knowledge.



1

Lead innovative health education.

Sydney Education supports learning, innovation, new models of care and knowledge exchange to ensure the District has a strong culture of learning.

Sydney Education

will:

- Support new models of education, technology and work practices of the future
- Collaborate with HETI, universities, NGOs and other strategic partners to provide professional development opportunities for the workforce
- Actively engage in education research that supports the delivery of best practice education services
- Adapt and change our services to meet both the current and emerging needs of our workforce





2

Enable excellence in health and healthcare.

Sydney Education empowers staff to work to their full potential, to do their jobs well and to grow their career in Sydney Local Health District.



Sydney Education *will:*

- Provide education that contributes to the attraction and retention of skilled people
- Provide education that ensures staff have the skills and support to do their job well
- Partner with Digital Health and Innovation to enable staff to utilise new technologies
- Continue to identify the education needs of our workforce, in an evolving clinical landscape

3

Support safer work, safer care.

Sydney Education brings staff together with a shared focus on safety in the workplace for ourselves, each other, our patients, their families and our community.

Sydney Education

will:

- Provide education that ensures a safe and culturally respectful workforce and environment
- Provide education that prioritises safe patient and family centred care.
- Ensure that staff and patient safety is a focus in current and emerging education initiatives including programs that reduce work related violence
- Contribute to programs for staff that make progress towards zero suicides through meaningful awareness and prevention education





4

Elevate the experience of our workforce.

Sydney Education provides services that connect staff, acknowledge their value and enhance their career progression.

Sydney Education *will:*

- Incorporate the principals of kindness and compassion into the development and delivery of education initiatives
- Support the mental health and wellbeing of staff and patients through education
- Support staff to build positive work environments that bring out the best in everybody through education
- Invest in our current and future staff by providing quality education programs that inspire staff to achieve their career goals

5

Develop transformational leaders and managers.

Sydney Education works with our leaders and managers to provide education and support that harnesses their potential.

Sydney Education

will:

- Promote the development of strong, effective and diverse leaders and managers dedicated to excellence in service delivery and care
- Provide education that connects staff with career pathways to support future leaders and managers
- Support our staff to build and lead healthy, thriving teams through education
- Grow the capability of leaders and managers to drive change in our system





6

Grow our emerging workforce.

Sydney Education invests in our future workforce through targeted education and transition to practice programs.

Sydney Education

will:

- Support new graduate clinicians in their transition from student to practitioner
- Develop education initiatives that provide pathways to employment within Sydney Local Health District
- Enhance the student experience, supporting Sydney Local Health District to be an employer of choice
- Deliver education that supports new professional groups and emerging workforce needs

7

Connect with staff and community.

Sydney Education collaborates with staff, patients and community to enhance learning and share knowledge.

Sydney Education

will:

- Partner with consumers in the co-design and implementation of education, including lived experience and patient stories
- Ensure that education delivered meets the needs of the staff, organisation and community
- Support closing the gap through education programs and employment opportunities that engage our Aboriginal staff and communities
- Grow our profile to ensure that staff are aware of and have confidence in our education services





Implementing the Sydney Education Strategic Plan

Sydney Education will monitor and evaluate our progress annually and meet quarterly to celebrate our achievements.

Sydney Education *will:*

- Report against operational plans annually to ensure we are meeting our strategic priorities
- Deliver quarterly data reports
- Conduct educational needs analyses of our Sydney Education consumers
- Conduct and act on the results of surveys reflecting our work, including staff surveys about our courses, the 90 day new staff survey and the People Matter Employee Survey
- Celebrate with a quarterly staff forum to highlight activity and achievements

Our Sydney Education Learning Centres

We deliver education and training in facilities throughout Sydney Local Health District, including dedicated education venues at Concord, RPA and Canterbury Hospitals.

Our head office is located in the beautiful and historic grounds of Callan Park. Our Education Centre is located in one of the refurbished buildings of the old Rozelle Hospital. Our facilities include a large auditorium; lecture, tutorial and meeting rooms; and two high fidelity simulation wards.

Venue	Address
Head Office (Rozelle Hospital)	Sydney Education (Building 301) Cnr Balmain Road and Cecily Street, Rozelle
Balmain Hospital	Booth Street, Balmain
Camperdown Campus	Level 1, 28-32 Mallett Street, Camperdown
Canterbury Hospital	575 Canterbury Road, Campsie
Concord Hospital	Learning and Development Unit (Building 20A), Hospital Road, Concord
Croydon Health Centre	24 Liverpool Road, Croydon
RPA Hospital	Kerry Packer Education Centre (Building 72), Johns Hopkins Drive, Camperdown
Sydney Dental Hospital	2 Chalmers Street, Surry Hills

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