



Centre for healthcare
KNOWLEDGE & INNOVATION
COLLABORATE • LEARN • ADVANCE

Pathways to Reform:

A Cross-Country Exchange for Healthcare Leaders

Tuesday 26 - Saturday 30 May 2026



Mantra on Salt Beach
Kingscliff, NSW

HEALTHY
NORTH COAST



International Foundation
for Integrated Care
IFIC Australia

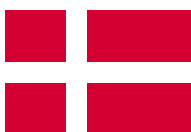


THE UNIVERSITY OF
SYDNEY



NUS
National University
of Singapore

Participating
Countries/Themes



A 5-day program of strategic dialogue and workshops.

Learn from global reform, apply lessons to Australia, and leave with strategies, quick wins, and networks for lasting impact.

Together, let's:

- Reflect on international reforms and their relevance to Australia.
- Share and test strategies for equity and stronger primary care.
- Explore how evidence and workforce pathways can drive reform.
- Shape quick wins and visionary ideas with peers.

Facilitated by:



Nick Goodwin, Visiting Professor, Centre for Research in Health System Performance, National University of Singapore & Senior Associate, International Foundation for Integrated Care



Carmen Huckel Schneider, Associate Professor & Deputy Director of The Leeder Centre for Health Policy, Economics and Data

Join the Exchange.

www.thecentrehki.com.au/events/pathways-to-reform



PROGRAM AT A GLANCE

Day One Tue 26 May (Half Day - >2pm)	Foundations for Contextualising Global Health Reform Arrival and Welcome Keynote - Global Reform, Local Impact: Learning to Learn from Other Systems Workshop #1 - From Inspiration to Application: Tools for Contextualising Reform 🌙 Welcome BBQ Dinner
Day Two Wed 27 May	Embedding Value in Primary Care (Inspired by Denmark) Case Study - How Denmark is Hardwiring Value into Primary Care Conversation - Primary Care as a System Integrator in Australia Workshop #2 - Designing Australia's System Integrator Model Conversation - Scaling Value in a Federated, Mixed-Funding System Workshop #3 - Designing for Consumer-Driven Care Groupwork - Turning Insight into Impact
Day Three Thurs 28 May	Designing for Pressure and Crisis-Ready Systems (Inspired by South Korea) Case Study - Reprioritising Primary Care in South Korea Workshop #4 - Ageing, Financing and System Design: Lessons from South Korea Conversation - When the Waters Rose: Lessons from the North Coast Conversation - When the Pandemic Struck: Lessons from South Korea Workshop #5 - Supporting Mental Health in Times of Adversity Group Work - Letters Across The Ocean Keynote - Surfing the Impossible Wave: Lessons from the Big Wave Riders
Day Four Fri 29 May	Driving Equity Through Evidence and Indigenous Leadership (Inspired by the UK & NZ) Case Study - Turning Evidence Into Action: The UK Experience Workshop #6 - Making Research Matter: Evidence, Policy and Political Will Case Study - Restructuring for Indigenous Health Equity in Aotearoa Conversation - Building Indigenous Equity from the Ground Up Group work - Reform in Practice: Making Equity Everyone's Business 🌙 - (Evening) Workshop #7 - Bridging Systems Thinking and Clinical Reality
Day Five Sat 30 May (Half Day - <11am)	From Global Insight to Local Impact Co-designed conversation - A shared forum where global reform insights are presented, tested and discussed with the local clinical workforce.

Note: Times are approximate. Programme subject to change.



REGISTRATION

Early Bird (Before 20 February 2026):	\$2699.00
Standard Registration:	\$3100.00

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INCLUSIONS

- Curated pre-work and IFIC workbook to drive practical, integrated action.
- 25+ hours of structured, interactive learning over five days
- Optional extension pathway to gain up to 6 USyd credits.
- Poolside welcome BBQ dinner on the Tuesday night
- Workshop dinner on the Friday night
- Four lunches, four afternoon teas, and three morning teas

OPTIONAL ADD ONS/ADDITIONAL TICKETS

Site Visit: Tweed Valley Hospital	FREE
A guided look at how community-led design shaped the new Tweed Valley Hospital.	
Healthy North Coast Clinical Conference.	FREE
Stay on for the remainder of Healthy North Coast's annual CPD conference, the theme being "Health Across the Ages and Stages"	

Accommodation: 10% off Best Available Bed & Breakfast advertised rate at time of booking. Promo code discount valid for 3 days pre & post stay. Promo code: **PATHWAYS2026**

LOCATION

Set against the serene backdrop of Kingscliff on the Tweed Coast, Mantra on Salt Beach offers an exceptional venue for the Pathways to Reform program. Located just 15 minutes from Gold Coast Airport and under 90 minutes from Brisbane, it combines accessibility with a relaxed coastal ambiance. The resort features purpose-built conference facilities, designed to support immersive workshops, plenaries and interactive sessions. With accommodation options overlooking tranquil lagoon pools or the ocean, attendees can transition seamlessly from intense learning sessions into restorative downtime, connecting insights in a calm and inspiring setting.

The venue supports both high-impact thinking and moments of reflection, making it the perfect host for an event focused on systemic health reforms.





FACILITATION



Centre for Research in
Health Systems Performance
Yong Loo Lin School of Medicine



THE UNIVERSITY OF
SYDNEY



Integrated Care
Academy

Pathways to Reform will be jointly facilitated by Professor Nick Goodwin and Associate Professor Carmen Huckel Schneider, who bring global systems insight and deep Australian policy expertise. Together they will prime participants through curated pre-work and a practical workbook that guides through the big questions of reform. Across the week, Nick and Carmen will help leaders move from global inspiration to local application - learning from other systems, contextualising ideas for Australia, designing integrator functions, strengthening consumer-driven care, and aligning evidence, policy and political will. Their facilitation blends strategic insight with hands-on tools, ensuring participants leave with clarity, capability and a concrete plan for action.

FEATURED CONTRIBUTORS



Hans Erik Henriksen

Vice President of QUMEA and former CEO of Healthcare DENMARK, Hans Erik draws on two decades of digital health leadership, AI-enabled care and Denmark's value-based reforms - offering practical lessons for advancing integrated, data-driven healthcare in Australia.



Elana Curtis

A Māori public health physician and system reform leader specialising in equity, cultural safety, and Indigenous governance. She brings deep insight into Aotearoa New Zealand's health reforms, including Te Aka Whai Ora, and the enduring principles of Māori-led, culturally grounded health system design.



Soonman Kwon

Professor and Former Dean of the School of Public Health at Seoul National University, with 30+ years' experience in universal health coverage, health financing and systems reform. Advises WHO on UHC, long-term care financing and post-COVID health system resilience.



Don Nutbeam

Executive Director of Sydney Health Partners and former Vice-Chancellor of the University of Southampton, Don brings global expertise in health literacy and system reform, offering insights on how UK public health innovations can inform Australia's drive for more equitable care.

SUPPORTING CONTRIBUTORS

Alongside our featured contributors, the Exchange draws on a wider network of Australian and international leaders across primary care, digital health, First Nations health, aged care, public health, and health workforce innovation. Additional contributors will be announced progressively.



PROGRAM

Day 1 - Tuesday 26 May (Half Day)

Theme: Foundations for Contextualising Global Health Reform

Objective: Equip participants with practical strategies to engage with international reforms and extract lessons relevant to their own leadership, context, and goals within the Australian system.

Time	Session & Presenter	Description	Outcome
2:00 - 2:30pm	Arrival, Afternoon Tea and Welcome	Participants receive their Pathways to Reform Workbook, which contains hands-on tools for contextualising reforms: transferability filters, system mapping, and application frameworks.	Orientation for translating global lessons into your own setting.
2:30 - 3:15pm	Keynote 1: Global Reform, Local Impact: Learning to Learn from Other Systems A/Prof. Carmen Huckel Schneider	How to critically engage with global reforms, assess relevance, and adapt evidence to the Australian setting. Workbook introduced as a reference guide for capturing insights.	A framework for engaging constructively with global reforms in Australian settings.
3:30 - 4:45pm	Workshop 1: From Inspiration to Application: Tools for Contextualising Reform Prof. Nick Goodwin	A hands-on session where participants use the workbook tools to practice contextualising reforms and shaping actionable strategies.	Confidence in using tools to adapt international lessons.
6:30pm 🌙	Welcome BBQ Dinner by the Pool	Informal networking dinner to connect, share goals, and build relationships.	Fostered collaboration and participant connections.

Note: Times are approximate. Programme subject to change.



PROGRAM

Day 2 - Wednesday 27 May

Theme: Embedding Value in Primary Care (Inspired by Denmark 🇩🇰)

Time	Session & Presenter	Description	Outcome
Morning	Case Study: Denmark - Hardwiring Value into Primary Care Hans Erik Henriksen	Explores how initiatives such as local health councils, GP workforce targets, chronic care pathways, and easier data access are putting value at the heart of primary care.	Clarity on the structural levers that embed value in primary care in Denmark.
	Conversation: Primary Care as a System Integrator in Australia with Hans Erik Henriksen	Dialogue on adapting Denmark's model within Australia's federated system.	Perspectives on adapting reforms within Australian realities.
Midday	Workshop 2: Designing Australia's Integrator Model	Practical design session using workbook tools to sketch integrator models adapted to local contexts.	Practical design concepts to test, adapt, or advocate for in local systems.
	Conversation: Scaling Value in a Federated System Panel	Examines strengths and barriers for scaling reforms and highlights entry points that can drive change.	Approaches to scaling that recognise the constraints and opportunities across public, private, and hospital care.
Afternoon	Workshop 3: Designing for Consumer-Driven Care	Practical session exploring ways to embed consumer voice, guided by workbook templates for stakeholder mapping.	Practical entry points for embedding consumer voice in healthcare reform.
	Groupwork: Turning Insight into Impact	Collaborative exercise consolidating learnings, quick wins and big ideas.	Synthesised insights into implementable actions.

Note: Programme subject to change.



PROGRAM

Day 3 - Thursday 28 May

Theme: Strengthening Primary Care and Crisis-Ready Systems (Inspired by South Korea 🇰🇷)

Time	Session & Presenter	Description	Outcome
Morning	Case Study: Reprioritising Primary Care in South Korea Prof. Soonman Kwon	Explores South Korea's responses to ageing through financing, long-term care, and primary care reform - what worked, what didn't, and why.	Clarity on the structural levers that are re-centring primary care in Korea.
	Workshop 4: Korean Pathways to Stronger Care and Ageing Prof. Soonman Kwon	Participants compare Korean and Australian systems to identify principles, quick wins, and long-term integrated care	Transferable lessons for building continuity and age-friendly care models.
Midday	Conversation: When the Waters Rose - North Coast Lessons Panel	Reflections on local system strain during climate emergencies.	Grounded insight into how local systems cope under climate pressure.
	Conversation: When the Pandemic Struck - Korea's Lessons Prof. Soonman Kwon	Insights into Korea's pandemic-ready design and data use.	Applicable strategies from Korea's crisis reforms to support planning.
Afternoon	Workshop 5: Supporting Mental Health in Adversity Dr. Lourdes Ferrer	Design session to embed stepped care and navigation into crisis-ready mental health responses.	A tested framework for embedding stepped care and navigation supports locally.
	Groupwork: Letters Across the Ocean	Reflective group exercise to link Australian and Korean experiences.	A shared pool of ideas from both contexts for future action.
	Keynote: Surfing the Impossible Wave Mark Mathews (Big Wave Rider)	Draws parallels between reading the ocean and navigating change.	Mindset change: uncertainty as fuel for adaptability and action.



PROGRAM

Day 4 - Friday 29 May

Theme: Driving Equity Through Evidence and Indigenous Leadership (Inspired by UK 🇬🇧 & NZ 🇳🇿)

Time	Session & Presenter	Description	Outcome
Morning	Case Study: Turning Evidence Into Action - UK Experience Prof. Don Nutbeam	Explores how UK institutions embed research and cultural shift into reform through bodies like NICE and the NHS Innovation Accelerator	Strategies for embedding evidence in planning and reforms.
	Workshop 6: Making Research Matter	Hands-on activity using workbook policy templates to connect evidence, politics, and practice.	Tools to strengthen the research-policy-practice interface.
Midday	Case Study: Indigenous Health Equity in Aotearoa (NZ) Elana Curtis	Explores how Te Aka Whai Ora embedded Indigenous self-determination in governance, pairing reform with workforce and leadership development.	Lessons from Te Aka Whai Ora to inform equity-driven governance in local systems.
	Conversation: Building Indigenous Equity from the Ground Up Panel	Dialogue on Indigenous leadership in reform, drawing on lessons from Te Aka Whai Ora and perspectives from Aboriginal health and workforce development.	Pathways to strengthen Indigenous voice in organisational reform.
Afternoon	Groupwork: Reform in Practice - Making Equity Everyone's Business	Collaborative activity using workbook exercises to capture cross-sector commitments.	Shared commitments for advancing equity.
Evening 🌙	Workshop 7: Bridging Systems Thinking and Clinical Reality Student-led	Collaborative dinner to synthesise the week's learning into a practical, conference-ready presentation.	Actively test the week's global reform ideas by working through how they translate into real-world clinical decisions

Note: Programme subject to change.



PROGRAM

Day 5 - Saturday 30 May (Morning Only)

Theme: Creating a Healthy North Coast Through the Ages and Stages

Time	Session & Presenter	Description	Outcome
Morning	<p>Keynote: Why “Health Across the Ages” requires system thinking.</p> <p>Monika Wheeler</p>	Highlights why global learning matters and the system challenges underpinning everyday clinical care.	Shared strategies for embedding evidence, equity, digital tools and integrated care into everyday clinical and planning decisions.
	<p>Conference Plenary: Lessons from the Exchange</p> <p>Nick Goodwin & Carmen Huckel-Schneider & Students</p>	Highlights the key themes and insights from the Exchange as co-designed by all involved.	Clear, practical system insights that clinicians and leaders can apply across early life, chronic and complex care, ageing and digital health
	Q&A	An open-floor dialogue bringing clinicians, senior executives, facilitators and international speakers into the same conversation.	Mutual exchange of knowledge that bridges system leadership and frontline practice, accelerating understanding and enabling immediate, locally relevant action.
Close	<p><i>Pathways to Reform: A Cross Country Exchange closes at 10:30am.</i> Participants are invited to stay on for the remainder of the Healthy North Coast conference.</p>		

Note: Programme subject to change.



The Centre for Healthcare Knowledge & Innovation (CHKI) is the home of the Knowledge Partnership between Healthy North Coast and the International Foundation for Integrated Care. It brings together local leadership and global expertise - creating a bridge between regional innovation and international best practice.

ABOUT HEALTHY NORTH COAST

Healthy North Coast is the Primary Health Network for the North Coast of NSW, focused on improving the health and wellbeing of local communities. Its goal is to strengthen system integration, support primary care, and commission services that deliver more coordinated, accessible and person-centred care across the region.

ABOUT IFIC AUSTRALIA

IFIC Australia is the national arm of the International Foundation for Integrated Care, dedicated to accelerating person-centred, integrated health and social care. Its goal is to connect practitioners, policymakers and researchers to global evidence, practical tools and shared learning that help systems move from aspiration to implementation.

Information Contact

Bronwyn Thirkell

Coordinator CHKI

0493 664 354

coordinator@thecentrehki.com.au

HEALTHY NORTH COAST



International Foundation
for Integrated Care
IFIC Australia



This immersive Exchange has been proudly supported by:



**Southern Cross
University**



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**CLINICAL
INNOVATION**



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SYDNEY



Centre for Research in
Health Systems Performance
Yong Loo Lin School of Medicine

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