



People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE

www.hse.ie/changeguide

Update on implementation
June 2018 to July 2019




Human
Resources
Leaders in People Services

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Chief Executive Officer, Paul Reid endorses *People's Needs Defining Change, Health Services Change Guide* as the organisational policy on change



I am very pleased to commend to you ***People's Needs Defining Change – Health Services Change Guide*** as the policy framework and agreed approach to change signed off by the HSE Leadership Team and the Joint Information and Consultation Forum which represents the Trade Unions. It is the overarching policy that guides and connects all our approaches to change. We must now work together to actively address the following:

Change is about people's needs

The Change Framework prioritises ***people's needs defining change*** as the central theme and positions an informed understanding of **people and culture** as the core platform for delivering sustainable change. The Change Guide specifically focuses on 'how' to work with service users, families, communities and staff to co-design service improvement based on people's needs and experiences.

Change leadership is our shared responsibility

The Change Guide translates the very best of evidence and practice into a 'how to do change well' guide and provides all of the resources needed to support teams to drive service improvement and build change capacity.

Measure for success

We must continually focus on the impact of our change efforts and demonstrate improvement in people's lives through robust measurement of our performance and the delivery of outcomes.

Connect and provide direction

The Change Framework provides us with an opportunity to align our existing initiatives in order to benefit from our combined efforts through a more cohesive approach. It unifies people and culture focused initiatives with process and project steps - Define, Design, Deliver to achieve Safer Better Healthcare and Staff and Public Value.

Become more 'change able'

Our ambition is to have more people doing change well so that as an organisation we are more 'change able' to deliver for our service users and meet the challenges in a complex system such as health services. The Change Guide strengthens our capacity to implement ***Sláintecare, People Strategy 2019-2024, HSE Corporate Strategy*** and ***Our Public Service 2020***. I look forward to working with you all to implement good change, to relentlessly focus on improving our change capacity at organisation and team level and to successfully deliver on sustainable service improvements and system reform.

Paul Reid, CEO, HSE.



Leadership & Management Awards 2019 Best Change Management Programme

People's Needs Defining Change - Health Services
Change Guide www.hse.ie/changeguide

“Our judges were really blown away by the way the HSE HR dealt with this challenge. Though an incredibly hard task to achieve success in on such a large scale, it was obvious that a real human element was at the core of this development project. Our panel wanted to commend the clear results achieved so far through its careful implementation.”

Judging Panel, Leadership and Management Awards 2019

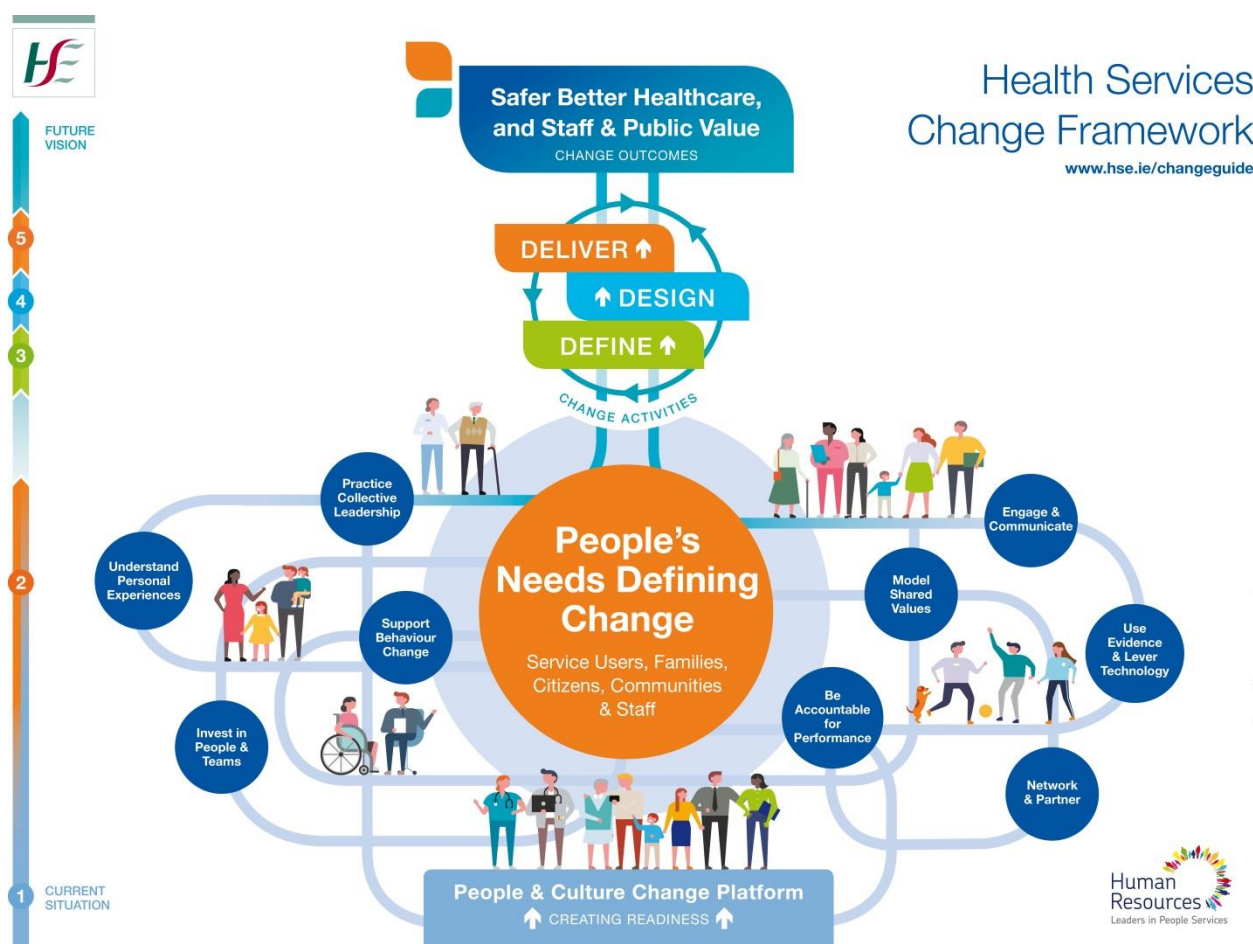
We were delighted to receive this national award recognising HR excellence across private and public sectors. We wish to acknowledge all those who supported the development process from 2016 -2018 and who are now supporting implementation across the system. This award recognises all colleagues who have pioneered for years to promote a people centred approach to change. **Placing people's needs at the centre of all change activity** as our agreed shared purpose provided the momentum to keep the development process on track. All those involved were committed to delivering a sustainable approach that would benefit staff, teams and in particular service users and communities.

The outcome - ***People's Needs Defining Change – the Health Services Change Guide*** – is the agreed approach to change across the health system signed off by HSE Leadership and the Trade Unions. The transferability of the approach to change has been recognised by the wider public sector. We were also delighted that the work of the Leadership Academy was recognised in developing leaders for change and the delivery of person centred care.

The unique aspects of the approach that were highlighted were:

- **Co-designed** through a large scale whole system engagement process using multiple methods.
- Developed internally, led by HR – worked with ‘our own expertise’ based on people’s **lived experiences of change**, embedded in the needs of the organisation while recognising the need to be future and outward focused.
- Integrated most up to date **evidence** on change into a ‘user friendly’ guide/ policy.
- **Tailored** to an Irish health and social care context as an outcome based approach.
- Targeted at **improving change capacity**, building self-reliance and resilience.
- **Measurement** of change outcomes and sustainability core to the approach.
- Aimed to maximise **impact at service delivery** level by connecting service improvement activities – increased potential for collaboration and more focused interventions.

- Input from **'thought leaders'** on change, academic, business sectors, reference groups established, submissions received.
- **Implementation Plan** – agreed five year dedicated focus on improving change capacity signed off by HSE Leadership Team and the Trade Unions working with colleagues in service / quality improvement, project management and culture change.
- Positioned **public value** as a core influence of change activity.



Update on Implementation Plan

Four key actions that guide the implementation process

1 Communication and Awareness

The Change Guide Booklet was developed to assist implementation and extensive distribution of Change Guide materials took place and is continuing based on requests both within the organisation and externally. Available to download at www.hse.ie/changeguide

Work is advanced with the National Communications Team to progress our digital offering and social media presence – revision of the website is underway. We are progressing other platforms such as Twitter and LinkedIn.

Updates on the Change Guide are being included in a range of Newsletters and e-zines across the system and we are continuing to develop links with local Communications Officers.

Work on-going to explore opportunities to enhance our **digital offering along a pathway of interventions** including HSeLanD; working with Organisational Digital Change, HBS/HR; we also participated at the Digital Transformation Workshop in Maynooth University. Discussions are in progress on collaborative opportunities with the HSE Digital Academy.

Presentations and information sessions on the Change Guide with service teams are on-going to increase awareness.

Change Guide Master Slides were developed and updated based on feedback. These slides contain speaking notes for use by locally based change and improvement practice staff.

Available to download at www.hse.ie/changeguide



Pat Bennett & Mary Walsh meeting participants at the recent Leaders in Management Programme



Nursing participants on the RCSI Advanced Leadership Programme for MSC



LETD Colleagues planning meeting

2 Alignment and Synergy at Strategic Level

Work is on-going to position the Change Guide in the context of **organisational policy** with a particular focus on using the People and Culture Change Platform to connect service improvement initiatives. The evidence on change clearly signalled the need for more joined up approaches and targeted interventions at team level to increase readiness for change and service/quality improvements.

Our Public Service 2020 – met with public service colleagues who are leading the Action Plan 2020 on ‘embedding programme and project management’ to position the Change Guide as a key enabler to deliver on the outcomes for public services taking a blended approach to people and project approaches.

Progressed linkages with the **Nursing and Midwifery Planning and Development Units** – met with the Director group and scoped out ways to increase awareness of the Change Guide and embed it into key change initiatives. Practice development was identified as a key area for attention.

Engagement with colleagues in the **National Clinical Leadership Centre** to begin the process of integrating the Change Guide into leadership and development programmes. This work will continue over coming months.

Early initiation work is underway to develop a business case with the **National Quality Improvement Team** with regard to building capacity for change and improvement as a joined up approach between QIT and HR.

Early collaboration is also being scoped with regard to **research** on sustainability of service/quality improvement with the National Quality Improvement Team and UCD.

Group established on “**Staff Engagement, Culture and Communication & Quality Improvement**” coordinated by National Communications. Early work being considered on how to coordinate interventions and deliver more cohesive/integrated approaches to culture improvement.

On-going collaboration in relation to the **Spark Innovation Programme**.

National Communications Programme, opportunities to support greater collaboration identified.



3 Education and Practice Development

We wish to acknowledge **LETD colleagues** throughout the country who are using the Change Guide as an integral part of development programmes and assisting participants to explore different elements of the Guide depending on their needs.

Change and Improvement Development Pathway drafted – this will form the basis for further discussion and consultation. It will assist the design of interventions at four key levels (all staff, team leader and intact teams, change and improvement practitioners/champions, and system leaders); it will also assist in mapping current interventions and aligning development offerings with qualifications frameworks as appropriate.

Change Framework and Change Guide is integrated into Induction, People Management Legal Framework and Clerical Administration Development programmes.

Work is on-going with regard to the **First Time Managers Programme** – feedback received on input to date and additional materials provided

Development session took place with colleagues from LETD and the PMOs to design the module on **'Leading Service Improvement – Change and Project Management'** as part of the Leaders in Management Programme. This work is on-going.

Early planning is underway with regard to a **Change and Improvement Practice Programme** which will be delivered in 6 locations over coming months up to April 2020.

Continuing to scope out and agree the best ways to integrate the Change Guide into **academic programmes** with key partners nationally – at present a number of presentations and development sessions are taking place – consideration of a more sustainable model is required. Meetings are scheduled with a number of Universities and Colleges over coming months.

The Change Guide is now accompanied by a **Poster Template** to assist colleagues and teams to profile their work at conferences and knowledge sharing events.

Administration of the [Change Hub](#) – we are continuing to build on the Change Hub resource. Please contact: Elaine Birkett and she would be very pleased to assist people, email: changeguide@hse.ie

We are particularly keen to receive 'stories of change' and feedback. Case Study template available by contacting changeguide@hse.ie



4 Cohesion and Practice Improvement at Delivery Level

We are currently working with colleagues on a more collaborative approach to aligning development resources at CHO level so that service managers experience a more coordinated approach when requesting development interventions. Work with development colleagues in **Midlands Louth Meath CHO8** is on-going. Terms of Reference for a **Community of Practice Change and Improvement** are pending sign off. Work is also commenced on scoping out a referral pathway for more joined up interventions that require the involvement of a range of development services locally. This work will act as a template for further collaboration.

Plans are underway to work with Programme / Project Management colleagues in the hospital groups.

Working with colleagues in the CHOs to embed the Change Guide into locally based best practice and recognition processes.

Continuing to respond to requests for support to managers leading out on change/service improvement initiatives across a range of services. This is evolving as a 'change clinic' consultancy concept and has the potential to be developed with development colleagues in project management, quality/service improvement, etc.



Change Guide and Framework included in the PMLF - Clinical Leadership Programme in UL Hospital Group



National Staff Engagement Forum incorporated the Change Guide into their Liberating Structures session with QI Team



Staff Engagement event promotes Change Guide with Mental Health Colleagues in Community

**People's
Needs Defining
Change**

Service Users, Families,
Citizens, Communities
& Staff

Online resources – Change Hub on HSeLandD

The Change Hub is continuously updated and includes case studies on good change practice in health and social care. You can also subscribe to receive newsletters and regular updates.

Welcome to the Change Hub

With the Health Services Change Framework as its foundation, the Change Hub supports all staff to gain the knowledge, skills and confidence to approach change in a way that improves the prospect of a good outcome for all involved.

Here you will find practical tools, resources, and the experience of colleagues, to increase your understanding of the importance of the people and culture change platform, and how to work with that platform to define, design and deliver safer, better healthcare and staff and public value.


Click on elements of the interactive Change Framework Image below to find out more.



Change Guide – Poster Presentation template

Poster presentation template is also available on the Change Hub for use at conferences – [click here](#). This template assists in highlighting engagement with stakeholders, defining your service improvement, the design process used and delivering your project through implementation. A case study guidance document is also available to support users in writing up projects – [click here](#).

Sample text



www.hse.ie/changeguide

Please insert other organisation/service logo as appropriate – delete this text box

Name of service improvement initiative – delete this text box

Developing a Change Framework for use in Health and Social Care

Complete as appropriate – delete this box

Presenters: C Heslin and A Ryan, National HR Division, HSE, Organisation Development – Improving Change Capacity

Introduction

(Suggested content – delete as appropriate)


Brief description of the change initiative:
Key information that helps the reader to understand your work:

- Type of service
- Client group etc.
- Scale of the change

People and Culture Change Platform (Section 1 of the Change Guide – see also Change Framework opposite):

- How ready was your team/service for change?
- How did you address the key people and culture factors to prepare for change?
- As a change leader how did you prepare for the initiative?

People & Culture Change Platform
↑
Change Framework
↑
Engagement



Engagement

(Suggested content – delete as appropriate)

People's Needs Defining Change
(Section 2 of the Change Guide)


- How did you involve key stakeholders?
- How did you focus on people's needs?
- How did you sustain involvement?

DEFINE ↑

(Suggested content – delete as appropriate)

Define (Section 3 of the Change Guide)

- Why was change needed?
- What were the intended outcomes?
- How did you design your measurement?




↑ DESIGN

(Suggested content – delete as appropriate)

Design (Section 4 of the Change Guide)

- How did you progress co-design with key stakeholders?
- How was the improved / new service design determined?
- How did you test the improved design?
- How was the Action Plan agreed?
- How well did your communication and engagement plan work?




DELIVER ↑

(Suggested content – delete as appropriate)

Deliver (Section 5 of the Change Guide)

- What was your experience of implementing actions and going live with the change?
- How did you increase support to all involved with implementation?
- How did you measure progress in line with agreed outcomes?
- Was success celebrated and what new ways did you use?
- What helped to sustain improvements and share learning?




Outcomes

Safer Better Healthcare, and Staff & Public Value

CHANGE OUTCOMES

- What are the Change Outcomes from your initiative/innovation?
- What was the impact for service users, communities and staff?



(Suggested contact information – insert your details)

For more information contact us

E: changehub@hse.ie
 Twitter: [@twitterhandle](https://twitter.com/twitterhandle)
 Case studies: www.hseland.ie/changehub

Acknowledgements:

References:

People's Needs Defining Change - Health Services Change Guide

The Change Guide and resources are also available on the HSE website. Here you will have access to the Change Guide, the summary booklet, change framework and all the essential and additional templates that accompany the Guide.



Visit us online
www.hse.ie/changeguide

Change Guide is interactive!

Go to **page 7** and click on any element of the **Change Framework** OR navigate from the **Contents** section (pages i-v).

Access all of the Essential Templates and Additional Resources.

People's Needs Defining Change – Health Services Change Guide

Change Guide: www.hse.ie/changeguide

Change Hub visit: <http://www.hseland.ie/ChangeHub>

Email: changeguide@hse.ie

Twitter handle: @HSE_HR

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