People's Needs Defining Change
HEALTH SERVICES CHANGE GUIDE

Health Services Change Guide
Introduction

Insert date – would vary depending on presentation

Insert presenter name
Insert service name

Guidance for using these slides

- Please note this set of slides is intended to assist you to present on ***People's Needs Defining Change - Health Services Change Guide***

- You may wish to **select from the slides** included to meet your specific needs.

- We do ask that all presentations include the **Change Framework**

- Thank you for increasing awareness – as the **organisational policy** on change it is important that the Change Guide is included as part of all presentations on change / service improvement.

- Please encourage people to go online and test out the Change Guide and associated templates / handouts – access details are profiled in this presentation.

Thank you for your support and assistance

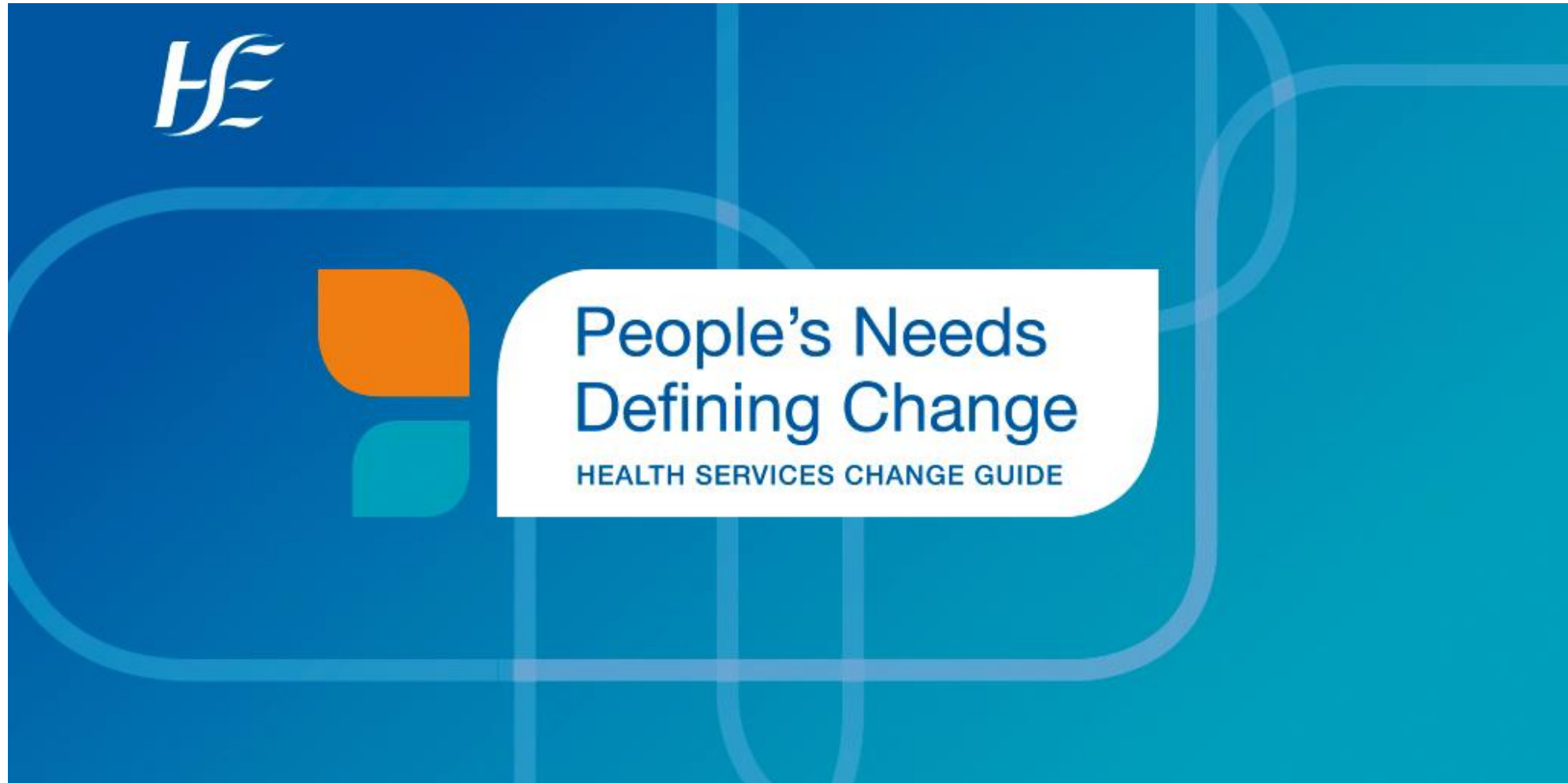# Health Services Change Guide

Support Resources

Access Resources

Purpose of this presentation

Introduce and highlight key elements of:

- **Health Services Change Guide** & **Change Framework**

- Outline the **supports available to all staff**

People's Needs
Defining Change
HEALTH SERVICES CHANGE GUIDE

What is the Change Guide?

What is the Change Guide?

1. Agreed approach to change signed off by the HSE and Trade Unions[1].

2. Hands-on guide to help managers and staff across the health and social care system to make change and deal with real service issues.

3. Consists of:

   - a Health Services Change Framework

   - a step-by-step guide to carry out change

   - links to additional resources and help

Purpose of the Change Guide

Simplifies change in a complex system

- **Gathers** in one place guidance needed to undertake change and improve services.

- **Guides** you through the change process with supporting templates and resources that can be applied and adapted.

- **Sign posts** you to where you can get more help - resources in the system.

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Purpose of the Change Guide

Helps people to do change well

- Assists individuals and teams **build change capacity** to undertake change initiatives with confidence.

- Recognises the importance of working with people in their **local context** to deliver change that meets **local needs.**
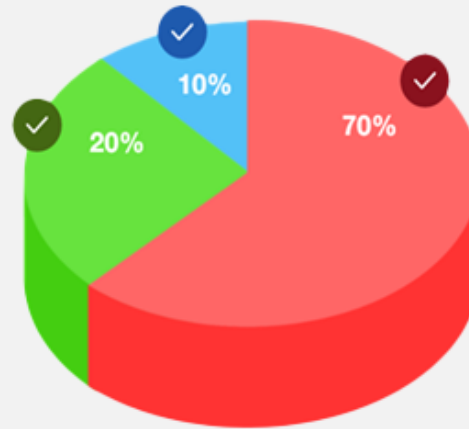
People at the heart of change

- Evidence is clear – we underestimate the human factors in change

- Need to **focus on people & culture change** (70%) and not just on processes (20%) & systems (10%)

- Change levered from the **'outside in'** is more powerful

70% of the focus should be on people

All 3 areas (people, process and systems) are important and interconnected

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What is the Change Framework?

- An **overarching framework** that enables a **whole system** approach to delivering change.

- Focused on **people and culture change.**

- **Context specific** - a 'tailored' organisational offering, informed by evidence and research, and applied to an Irish health and social care context.

- **Connects** and **complements** other approaches to service/quality/culture improvement in the system.
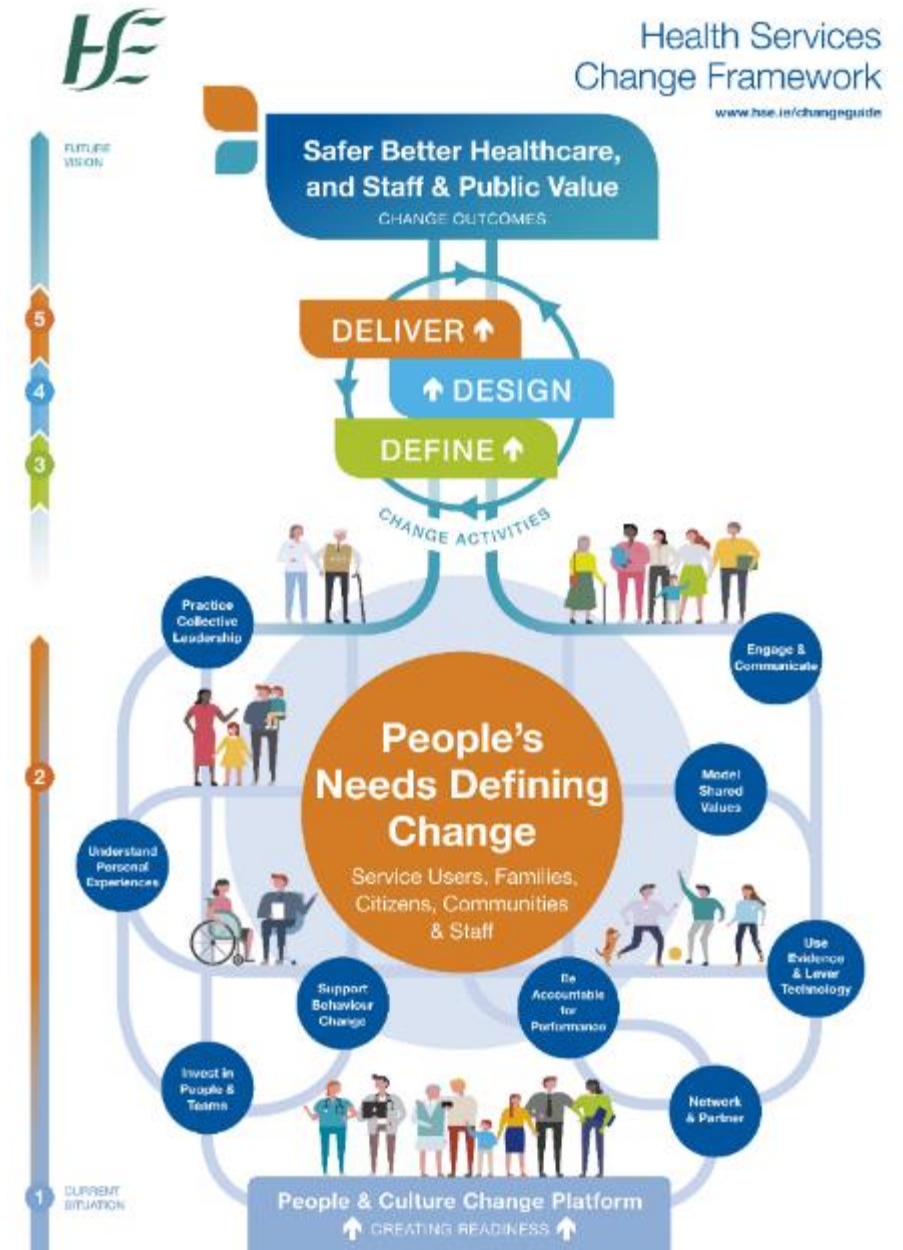
Health Services Change Framework

Change Framework - brings together all the elements you need to focus on to deliver change.

1. Places **People's Needs Defining Change** at the centre of all change initiatives.

2. Recognises that change is essentially about people.

3. Prioritises engagement - **'people support the change they help to create'**

Health Services Change Framework

4. Focuses on a **People and Culture Change Platform** to prepare an environment where change can be encouraged and developed.

5. Provides guidance on change activities:

   • **Define** what needs to change and clarify why.

   • **Design** a better future with all key people involved.

   • **Deliver** and sustain the change.

   Supports you to deliver change outcomes - **safer better healthcare** & services that are **valued** by the public and by staff.

Health Services Change Framework

People's Needs Defining Change

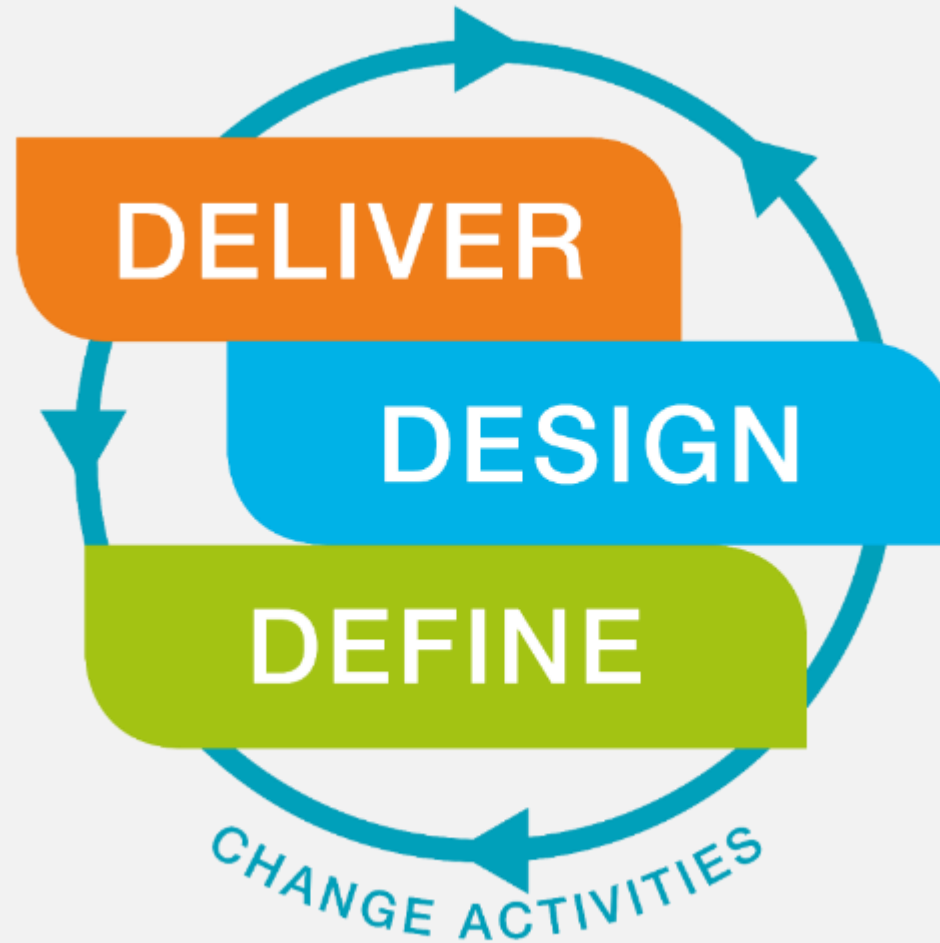Service Users, Families, Citizens, Communities & Staff

Health Services Change Framework

People & Culture Change Platform ➡️

Change Activities

Change Activities

DEFINE

- Identify shared purpose
- Understand current services
- Agree better outcomes
- Measure for success
- Make case for change

DESIGN

- Agree to co-design
- Design service operational model
- Test and refine
- Agree Action Plan
- Communicate Action Plan

DELIVER

- Implement actions
- Support implementation
- Measure progress
- Celebrate success
- Sustain improvement

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Change Outcomes

Safer Better Healthcare, and Staff & Public Value

CHANGE OUTCOMES

www.hse.ie/changeguide   changeguide@hse.ie

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Human Centred Design

What do people need?

What is technically and organisationally feasible?

What is financially viable?

DEFINE

DESIGN

DISCOVER

DELIVER

People's Needs Defining Change – Health Services Change Guide (2018: 73)
www.hse.ie/changeguide

1. Increases your chance of success by:

- providing all the help you need to carry out change and improve services.
- guiding you on how best to work with service users, families and staff to understand their needs, value their experiences and design service improvements.

2. Simplifies change in a complex system by:

- recognising the importance of working with people in their own situation to design and deliver change that meets their specific needs and local context.
- providing an opportunity to connect change and service improvement initiatives at local and national level.

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3. **Helps people to do change well by:**

- Helping teams to develop the ability to carry out change initiatives with confidence.

- Guiding you through the change process in detail, with lots of helpful resources.

See details in the following slides on resources and supports available.

Access Organisation Development & Change Practitioners
Providing individual and team supports

The **Health Services Change Guide** is a step-by-step guide to help you deliver good change.
The following resources will help you translate theory into practice, enabling people and culture change.

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Health Services Change Guide

Change Guide in Action
Interactive workshop based on people's experiences of using the Change Guide in practice

For more information click here

Change Consultation Clinic
One-to-one scheduled clinic with OD & Change Practitioner responding to needs promptly

For more information click here

Change Mentoring
Agreed number of sessions with OD & Change Practitioner with a systems change focus

For more information click here

Change & Innovation Practice Programmes
Bespoke design and adapted to your needs

For more information click here

HSE Organisation Development & Design, Kells, Co. Meath

Change & Innovation Hub on HSeLanD

changeguide@hse.ie

@HSEchange_guide

Health Services Change Matters

www.hse.ie/changeguide

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Access Digital and Self-Directed Learning
Building your capacity to deliver change

The **Health Services Change Guide** is a step-by-step guide to help you deliver good change. The following resources will help you translate theory into practice, enabling people and culture change.

Delivering Change in Health Services
eLearning Programme

Build your knowledge & confidence

>> Click here for more information

CPD Certificate
(12 points)

Delivering Change in Health Services

Develop while improving your service

>> Click here for more information

Reflect Recover Renew

Support teams to make sense of rapid emergent change

>> Click here for more information

Change & Innovation Hub

Access current thinking and best practice, including case studies

>> Click here for more information

HSE Organisation Development & Design, Kells, Co. Meath

Change & Innovation Hub on HSeLanD   changeguide@hse.ie   @HSEchange_guide   Health Services Change Matters   www.hse.ie/changeguide

Change Guide Resources
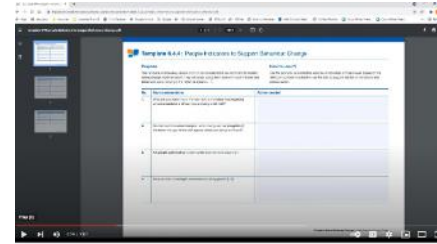## Access our YouTube Videos

Change Guide Resources
Explanatory videos

Change & Innovation Hub
Prompts to assist you navigate

Essential Templates
Guidance on how to use

Creating Conditions for Change
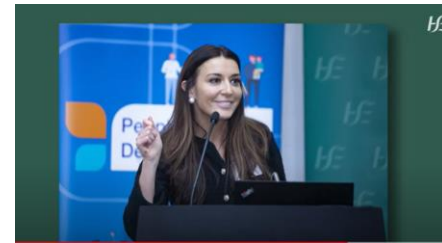Listen to case studies

Change Guide in Action
Stories of change

CPD Certificate
How to get CPD points

Delivering Change Together
Change programme insights

Interviews with Change Leaders
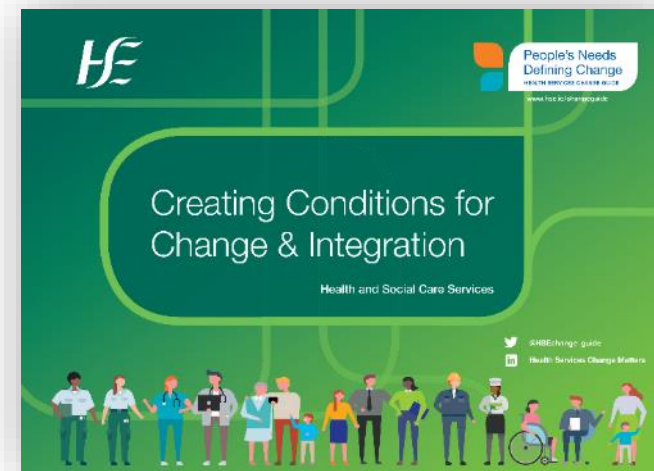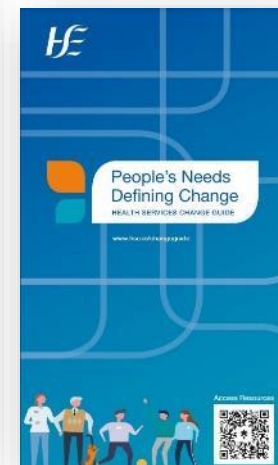Sharing experiences

https://studio.youtube.com/channel ODD

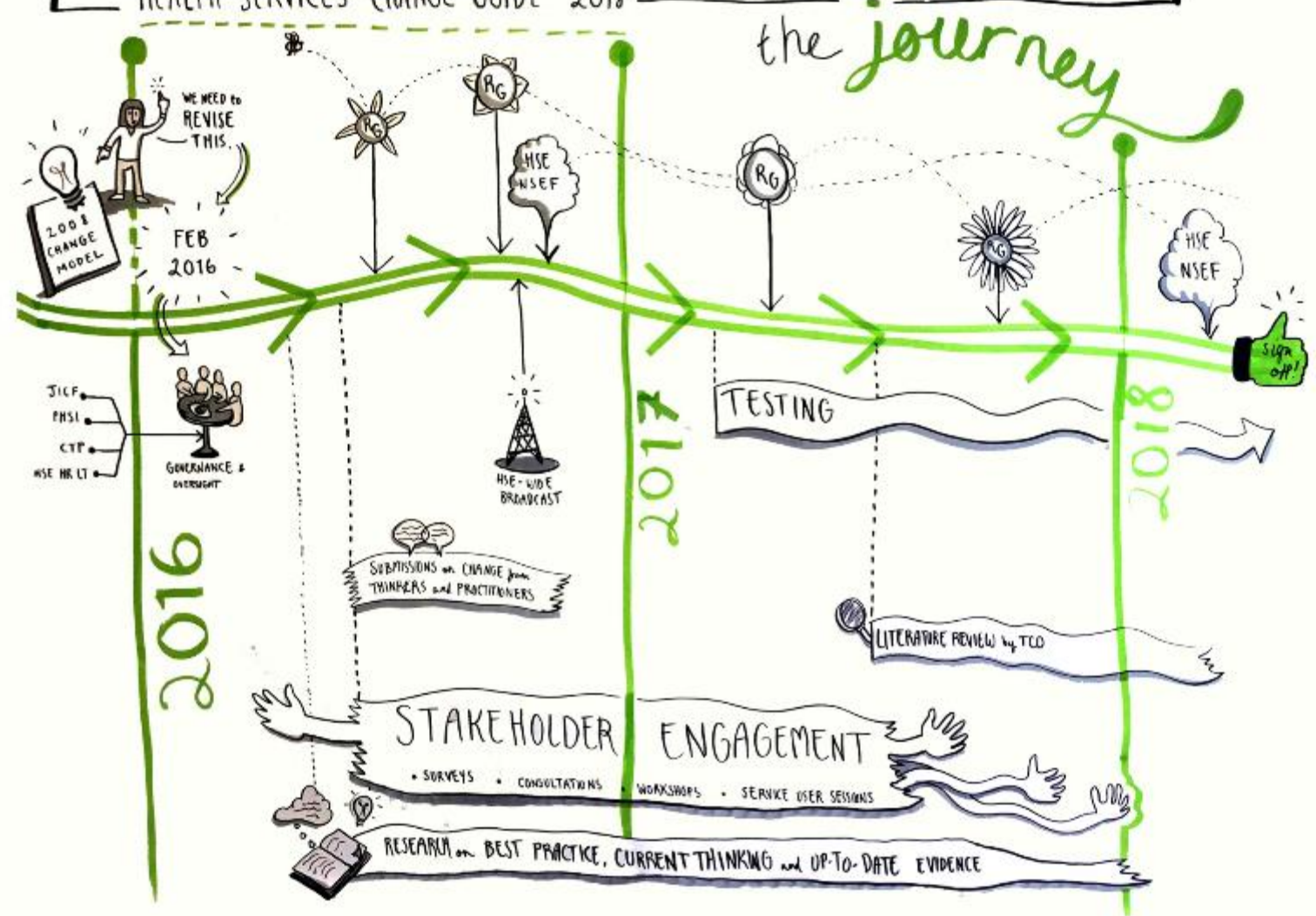# Resources to deliver Change & Improvement

Online and in your hands

Appendix:
Change Guide Development Process

- **Extensive engagement**, consultation, development work, testing and refinement.

- **Practice based** - informed by people's experiences of implementing change.

- **Evidence informed** including robust analysis.

- **Literature Review** commissioned from Trinity College Dublin and an extensive review of grey literature.

- **Testing and refining** based on **user experience** of the guidance document.

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