

HSE Change Management Resources

The HSE Change Management Resources have been developed to support all staff working in the Health Services to gain the knowledge, skills and confidence to approach change in a way that improves the prospect of a good outcome for our patients, service users, staff and communities.

The resources describe the HSE Change Model, are based on experience of what works in practice and up to date research, and place a particular emphasis on the importance of engaging people in the process of change.

This is the approach to change agreed by the HSE Management Team and by the Joint Information & Consultation Forum.

The approach to change set out in *Improving Our Services* is stipulated in the Public Sector (Croke Park) Agreement 2010 – 2014 (Health Sectoral Agreement, 2.12) and its successor, the Public Sector Stability (Haddington Road) Agreement 2013 – 2016.

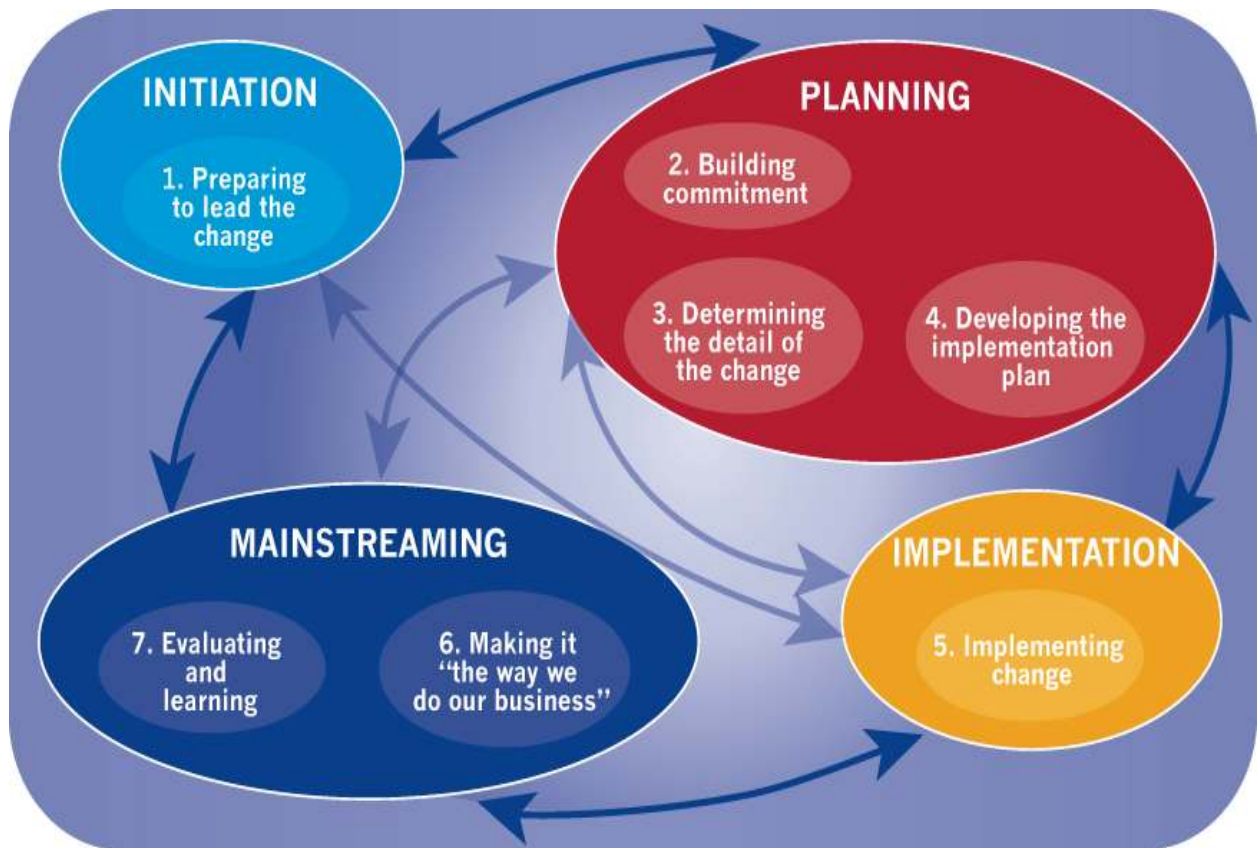


Figure 1: HSE Change Model

Model adapted from: Kolb, D. and Frohman, A. (1970), Huse, E. (1980), Neumann, J. (1989), Kotter, J.P. (1995) and Ackerman Anderson, L. and Anderson, D. (2001).

Improving Our Services – A Users’ Guide to Managing Change in the HSE



Improving Our Services - A Guide to Managing Change in the HSE details a step by step approach to planning, managing and implementing change.

- It promotes a consistent approach to change across the system
- It places a strong emphasis on communicating and engaging with the people who need to contribute to or will be affected by the change
- it improves people's capacity to manage change by providing them with a step by step guide and practical tools

The Guide is available from the [Change Hub](http://www.hseland.ie) at www.hseland.ie the HSE website www.hse.ie or by e mailing ios@hse.ie

Figure 2: *Improving Our Services – A Guide to Managing Change*, HSE 2008



Based on the HSE Change Model, the [Change Hub](#) is the HSE's online Change Management Resource. With a growing membership of over 6,700 members, 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 by:

1. Supporting individuals and teams to manage change effectively by providing practical tools and templates, backed up by online support, advice and learning resources
2. Enabling collaborative working across geographical and sectoral boundaries through the provision of secure document sharing and discussion facilities
3. Engaging staff in service improvement and reconfiguration by providing up to date information and connecting those leading out on change with those affected by it.
4. Capturing and sharing the learning and experience of staff who have brought about service improvement, facilitating organisational learning, replication of good practice and achieving cost and time savings

To access the Change Hub, first time visitors should register on www.hseland.ie by clicking [Register Here if it's Your First Visit](#) link on the Home Page, then click on [Practice Development Hubs](#) and select the blue [Change Hub](#) icon.



As the *Change Hub* is a web based resource it is accessible to all who work in the Health Services.

The Change Hub's [Case Study Repository](#) captures and shares the service improvement experience of colleagues, thereby facilitating organisational learning and the replication of good initiatives at local, regional and national level.

Enhancing Quality, Safety and Efficiency with the Epilepsy Electronic Patient Record



Requirements Gathering, Design and Development (11.06)	▶
Staff Training and Support (03.51)	▶
Keeping People on Board (03.07)	▶
Quality, Safety and Efficiency Benefits (07.22)	▶
Advice to Others (04.28)	▶

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Figure 3: *Change Hub* Case Study Repository

The Hub provides resource materials which assist staff to understand the underlying theory of managing change, as well as guidance and practical tools and templates.

Resources Welcome / Resources

A key element of the Change Hub is to provide resource materials to assist staff to understand the relevant theory and to offer guidance on how change is planned, implemented and sustained.

These resources present practical insights and guidance on the approach to change outlined in the HSE Change Model, as well as other approaches, enabling staff to base their decisions and practice on evidence from the literature of what works well in a health and social care environment, coupled with the experience of colleagues who have undertaken similar initiatives in a comparable environment.

Categories

Search and select your required resources from the relevant categories below.

- Change Management Resources
- Project Management Resources
 - HSE Project Management Guide
 - Project Management Templates
- Risk Management Resources
- Other

Category
Change Management Resources

New Resource

Improving Our Services A Guide to Managing Change in the Health Services Executive ViewDownload

Improving Our Services - A Guide to Managing Change in the HSE details a step by step approach to planning, managing and implementing change.

It promotes a consistent approach to change across the system.

It places a strong emphasis on communicating and engaging with the people who need to contribute to or will be affected by the change.

It improves people's capacity to manage change by providing them with a step by step guide and practical tools.

The guide is structured in two parts. Part one focuses on fundamental concepts, the understanding of which are critical to successful and sustainable change. Part two explains the approach to change set out in the HSE Change Model and provides guidance, including questions, resources and templates.

Figure 4: Resources

HSE Change Model eLearning Programme

This practical interactive [eLearning Programme](#) explains the approach to change outlined in the HSE Change model. Participants are guided through the four stages of the Model with direct links to the relevant tools and templates.

The programme places particular emphasis on the importance of engaging with those who will be participating in the service improvement initiative or will be affected by it, and highlights managers' obligations in this regard. It takes approximately 30 minutes to complete. The elearning programme is a useful resource for newly formed project teams as it promotes a common understanding of the approach to be used, thereby enabling good governance and risk management.



Figure 5: HSE Change Model eLearning Programme

Improving Team Working – A Guidance Document

Improving Team Working assists those leading and guiding teams by providing resource materials to increase capacity and improve team based services.

Based on experience with Primary Care Teams and groups across Dublin North East, this practical Guide provides the required support for teams to work through three critical phases: –

1. The **Preparation Phase** - the first exploratory meeting with Primary Care Team members,
2. The **Early Development Phase** - including
 - a. Background information and definition of team working
 - b. Establishing Ground Rules
 - c. Developing clarity of purpose
 - d. Clarifying roles
 - e. Establishing processes for working together, including communication processes
 - f. Managing the client pathway from referral to transfer of care or discharge
 - g. Processes for setting team goals and measuring performance
 - h. Attending to inter-personal and intra-team relationships
3. the delivery of specific **Team Development Modules**, e.g.
 - a. managing meetings
 - b. developing communication processes
 - c. self awareness assessment tools, e.g. Belbin Team Role Inventory and Myers-Briggs Type Indicator (MBTI)
 - d. Client focus/customer service

The Guide is available to download from the [Change Hub](#) or from www.hse.ie/publications



Figure 6: *Improving Team Working*, HSE 2010

Further Information

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