



People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE



Human Resources
Leaders in People Services

What is the Health Services Change Guide?

The Change Guide is a helpful and practical Guide to support managers and staff across the health and social care system to undertake change initiatives. It consists of the following:

- ▶ Health Services Change Framework (overleaf)
- ▶ Step-by-step guidance and templates to implement the Change Framework that can be adapted and used by local teams and services
- ▶ Additional Resources - signposting you to where you can get additional help
- ▶ It is supported by a Literature Review completed by the Centre for Health Policy and Management, Trinity College Dublin: *Understanding Change in Complex Health Systems – a review of the literature on change management in health and social care 2007–2017*

The **Change Framework** locates in one place all of the important elements that need to be focused on to deliver change well. These include:

- ▶ **People's Needs Defining Change:** working with people to understand their needs and support ongoing engagement.
 - ▶ **Create People and Culture Change Platform:** the change priorities that need to be worked on together to create a healthy culture and environment for change.
 - ▶ **Define, Design, Deliver:** the change activities
- Define:** Initiate change, define the purpose, assess the context and scale and get prepared.
- Design:** Determine the detail, plan and test, identify resources and agree Action Plan.
- Deliver:** Implement change, measure outcomes and support sustainability.

- ▶ **Change Outcomes:** Be accountable for performance and the delivery of safer better healthcare, and services that are valued by the public and by staff.

Agreed approach to change

- ▶ It is the agreed approach to change which is signed off by HSE Leadership and the Joint Information and Consultation Forum representing the Trade Unions. It complements other service, quality improvement and culture change programmes.

Why would teams use the Change Guide?

Increases your chance of success

- ▶ Gathers in one place all of the guidance needed to undertake change and improve services. Sign posts you to where you can get more help.
- ▶ Guides you on how best to work with service users, families and staff to understand their needs, value their experiences and insights and work with them to design service improvements.

Simplifies change in a complex system

- ▶ Guides you through the change process in detail with supporting templates and resources that can be applied in an adaptable manner to meet your needs.

Helps people to do change well

- ▶ Assists you and your team 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.

Reduces fragmentation

- ▶ Provides an opportunity to network and align change and service improvement initiatives at local and national level.

Is robust and evidence informed

- ▶ Informed by widespread consultation, combined with evidence from the literature.

How to access?

- ▶ Visit www.hse.ie/changeguide to access – People's Needs Defining Change - Health Services Change Guide, Templates, Additional Resources and the Literature Review.
- ▶ **Change Hub** at www.hseland.ie provides access to all of the documentation, templates, tools and methodologies.
- ▶ **Further information** - please email changeguide@hse.ie



Health Services Change Framework



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Developed by
Organisation Development and Design,
Human Resources Division,
Health Service Executive, Kells, Co Meath.

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