

**HSE Director General 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, Director General, HSE.*

**What is the Health Services Change Framework?**

The [Change Framework](#) brings together all the elements you need to focus on to deliver change. The change outcomes are **safer better healthcare** and services that are **valued by the public and by staff**:

- It places **People's Needs Defining Change** at the centre of all change initiatives.
- It recognises that change is essentially about people.
- It prioritises engagement - 'people support the change they help to create'.
- It focuses on a **People and Culture Change Platform** to prepare an environment where change can be encouraged and developed.
- It provides guidance on the change activities:

- Define** what needs to change and clarify why
- Design** a better future with all key people involved
- Deliver** and sustain the change



Find out more about the Change Guide by visiting:

[www.hse.ie/changeguide](http://www.hse.ie/changeguide)  
[www.hseland.ie/changehub](http://www.hseland.ie/changehub)

Contact us:  
[changeguide@hse.ie](mailto:changeguide@hse.ie)

Share a case study:  
Have you completed a change initiative? Have it profiled on the Change Hub by emailing [changeguide@hse.ie](mailto:changeguide@hse.ie)



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 Healthcare West



### Change Guide Implementation plan – what's been happening?

- Work is advanced with the National Communications Team to progress our digital offering and social media presence – revision of the website is underway.
- 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; participated at the Digital Transformation Workshop in Maynooth University. Discussion to be progressed on collaborative opportunities.
- Progressed linkages with the Nursing and Midwifery Planning and Development Units to scope 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.
- Engaged with colleagues in the National Leadership and Innovation Centre for Nursing and Midwifery to begin the process of integrating the Change Guide into leadership and development programmes.
- Early initiation work underway to develop a business case with the National Quality Improvement Team with regard to building capacity for change and improvement.
- Change and Improvement Development Pathway to support education and practice based learning drafted for review
- 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

### People's Needs Defining Change

Service Users, Families, Citizens, Communities & Staff

Use Evidence & Leverage Technology

### Change Framework "Use Evidence & Leverage Technology"

As part of the on-going development work to connect and engage health service colleagues with the Change Guide and Framework, a number of digital tools are being defined, designed and will be delivered over the coming months using [Human Centred Design principles](#).

Currently we are working with HSE Digital to develop the Guide's presence on the HSE website with final migration to the new platform scheduled for early next year.

A series of e-learning programmes are being scoped for development with HSELand, HBS Digital and HSE Digital Academy. Digitising the Change Guide will further support the priority of improving change capacity in the health service, and digital readiness.

### Best Change Management Programme



### HR Leadership & Management Awards 2019 Best Change Management Programme

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.

*"Our judges were really blown away by the way HSE HR dealt with this challenge. Though an incredibly hard task to achieve success 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, 2019.