

Making sense of rapid, emergent change - Covid-19

Delivering good change practices is critical right now to benefit from the rapid pace of change and innovation in response to Covid-19. Disruption is a positive force for change that needs personal and team agility to make sense of it. Covid-19 is part of our on-going reality. Working together to give effect to a just and resilient recovery is a shared responsibility.

Key to recovery and renewal is how we:

Design what needs to change as we restore and reform our services

(pgs 71-85 Change Guide)

Agree to co-design

At times of uncertainty and rapid change placing people's needs at the centre of the service design process is essential. People who receive and deliver our services are best placed to describe their needs based on their experiences. Prioritise the time to engage in co-design with patients, service users, families, communities and staff.

Design service operational model

Take the time with service users, staff and team colleagues to explore ways your service can be delivered differently or better. Make the best of the new ways of delivering services that were implemented at pace – what elements can be continued, enhanced or strengthened?

Test and refine

Many service changes were implemented in 'real time' – what was the learning? Consider the impact on systems, processes and most importantly on people. What can be refined or improved?

Agree Action Plan

Many services are now focusing on 'recovery plans' and 'restoring services'. Having a plan keeps you focused – it also helps you to consider dependencies and risks. Engagement in designing the action plan is critical – remember that staff and service users will be at different stages of recovery and readiness. Renewal takes time.

Communicate Action Plan

Keep people engaged through regular and honest communication. Many health and social care staff were at the 'frontline' in dealing with Covid-19 responses in community, acute and public facing services. Staff were re-deployed often working in different locations. Some staff worked remotely. Respect the different experiences when communicating with staff in terms of recovery action plans.



Clickable links (Best used on Laptop/PC)



Tips & tools to help

Change Guide Section 4: Design
Human-Centred Design
Key Service Design Principles

Suite of templates to assist you with service design (Templates 6.3.1-6.3.4)

Additional Resources: pgs 246-272

Access "Team Reflection Guidance" [click here](#)

HSE Covid-19 supports for staff

Please visit: workwell.ie

Healthcare Worker COVID-19 helpline: **1850 420 420**

Covid-19 training courses & support: HSELand.ie

HSE HR National Coaching Service: [Click here](#)



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Further information:

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OD – Improving Change Capacity, Kells.

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Reflect sensitively, recover with kindness & renew with hope