



Context

The effects of a global crisis, from COVID-19 are experienced most intensely in our local communities and across our health and social care services. **Organisation Development – Improving Change Capacity** developed **Reflect Recover Renew** – a team reflection on change to help support a just and resilient recovery. The guidance assists teams to consider the impact of COVID-19 on staff, service delivery and work practices.

The resources are available on the Change Guide section of the HSE website [click here](#). You will find a short module on the tools and resources, a PowerPoint presentation to support your team session and **Template – 6.5.1 Reflect Recover Renew – Making Sense of Rapid Emergent Change** to consider what has changed, what we have learned from our COVID-19 experiences and what actions are needed for collective recovery.



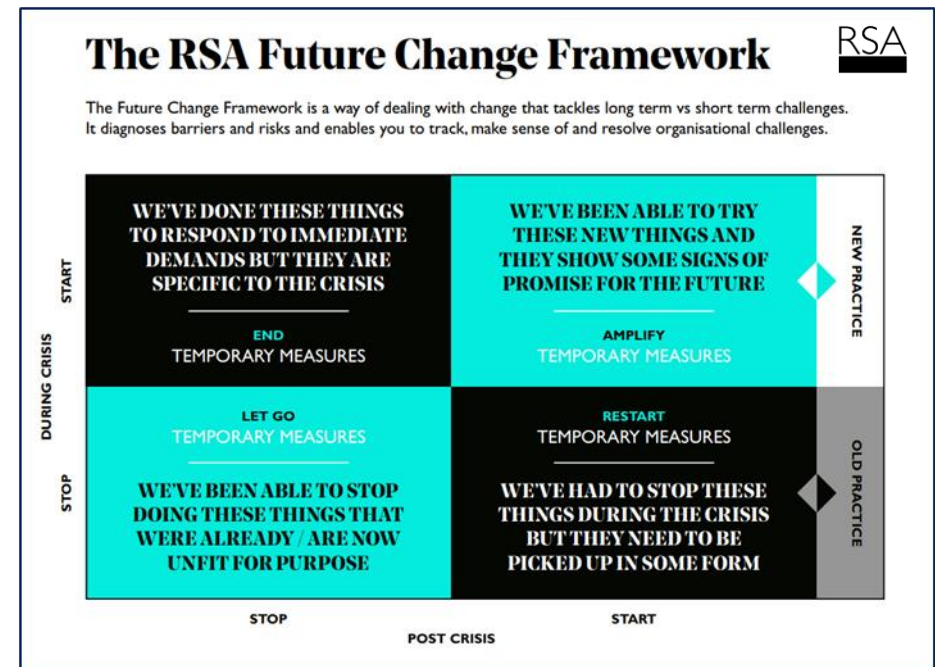
Making Connections

As part of our commitment to signpost additional resources we would like to connect you with the **RSA resources** which we have found helpful in our practice in **understanding crisis response measures**. The RSA highlights the importance of coming together locally to share our experiences so that we can begin to move through and beyond the crisis, and start to see how to move forwards, collectively in a COVID-era. "If we want change to happen, we need to think about HOW we want that change to happen, not just the future we want to see." RSA 2021.

Purpose

The RSA has developed a guide to help people **make sense** of what is happening in response to COVID-19 and to think about that future through **focused conversations**. This guide is contained in: RSA Future Change Framework. A toolkit to shape and realise change. [Click here https://www.thersa.org](https://www.thersa.org)

The RSA template is developed as a resource for communities and can be successfully **adapted for use in teams and services in health and social care** to support a whole system perspective. The resources help you to map what you see around you so that you can orientate yourself in an uncertain landscape. It is designed to prepare you for the future as well as to support you in not returning to 'business as usual'. The approach is very compatible with the **Health Services Change Guide** and **Reflect Recover Renew** resources.



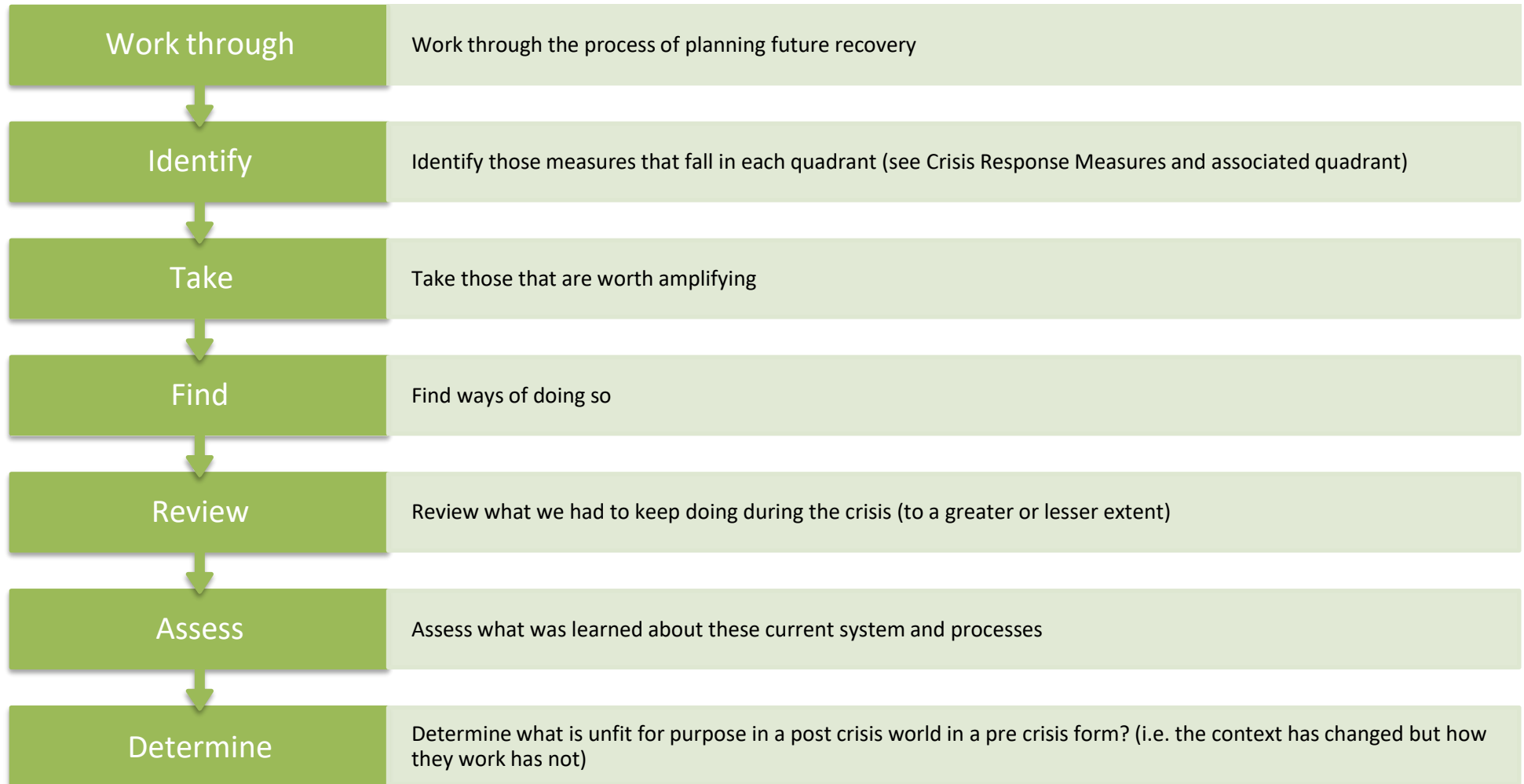
Extract from: RSA Future Change Framework. A toolkit to shape and realise change. <https://www.thersa.org/globalassets/living-change/rsa-future-change-toolkit.pdf>



How to use it?

The **process** outlined below by Ian Burbidge, RSA is framed as a ‘Challenge Lab Approach’ that can be used by communities, organisations and teams to reflect on post crisis learning.

‘Challenge Lab Approach’ for post crisis communities and organisations to:



Source of materials: Ian Burbidge, RSA, 2020 www.thersa.org. Adapted for use by: Anne McMurray Development Ltd. (2020) and Organisation Development – Improving Change Capacity, Kells (2021).



Understand crisis response measures

The RSA resource contained in *Bridges to the Future – Help shape change in a post COVID world* is framed as a conversation guide that takes you through prompt questions to reflect on the following:

Understand crisis response measures

- **Temporary measures:** what things you have done to respond to immediate demands but that were specific to the crisis
- **Obsolete activity:** what things you were able to stop doing that were already or are now unfit for purpose
- **Paused activity:** what things you had to stop doing during the crisis but that need to be picked up again in some form
- **Innovative measures:** what new things you have been able to try and they show some signs of promise for the future

The framework helps team consider old practices, practices that need to continue and potential for new practices. It also brings a **different lens** to how you view things – to focus a little deeper on the actions people are taking, on individual and group behaviours and relationships that have changed. There may also be changes in structures and policies as well as more fundamental changes in beliefs that influence us (social norms, values and stories).

The *Health Services Change Guide, Reflect Recover Renew Resources* and the **RSA template** complement each other providing opportunities to explore practice changes a little deeper. These resources are not intended as a 'once off' exercise – you may need to go away and gather more information on different perspectives, from colleagues, from patients/service users, families, communities. You may also need to revisit your data as the landscape changes and we continue to live and work in a COVID-era. Bringing a deeper layer of analysis will help us learn from the adaptation and action that has taken place in response to COVID-19.

- The RSA documentation is linked to a creative MIRO online resource where you can complete the documentation – this may work well for some teams who have access to this online platform.
- For others you may wish to download the template to print it and use it within your team.

Contact us

Please contact us at: changeguide@hse.ie if you wish to consider further how best to support your team to **Reflect, Recover and Renew** and make the best use of resources available. To access the Change Guide website [click here](#) or you can follow us on Twitter [@HSEchange_guide](#).



References linked to Additional Resources (Understanding Crisis Response Measures)

The RSA has been at the forefront of significant social impact for over 250 years. Providing platforms, opportunities and networks to connect, engage, share ideas and expertise in relation to change.

1. Burbidge, I. (2020a). Fighting the anti-risk instinct. *The RSA* [online]. 28th June 2020. Available at: <https://www.thersa.org/blog/2020/06/rsa-change-framework> (accessed 18/02/2021).
2. Burbidge, I. (2020b). How to create real, lasting change after Covid-19. *The RSA* [online]. 29th April 2020. Available at: <https://www.thersa.org/blog/2020/04/change-covid19-response> (accessed 18/02/2021).
3. Burbidge, I. (2021). Crises and change: our community enquiry. *The RSA* [online]. 10th May 2021. Available at: <https://www.thersa.org/blog/2021/05/on-crisis-and-change> (accessed 25/05/2021).
4. Taylor, M. (2021). Darkness before the dawn. *The RSA* [online]. 22nd January 2021. Available at: <https://www.thersa.org/blog/matthew-taylor/2021/01/future-change-framework> (accessed 18/02/2021).
5. The RSA (2020a). *RSA future change framework conversation guide*. London, United Kingdom: The RSA. Available at: https://docs.google.com/document/d/1jzIFZ_1WlWvV6-DclmWBGnm2071oQDYtyABPbCmiw/edit (accessed 18/02/2021).
6. The RSA (2020b). *We unite people and ideas: join us to resolve the challenges of our time* [online]. Available at: <https://www.thersa.org/> (accessed 18/02/2021).
7. The RSA (2021). *Future Change Framework. A toolkit to shape and realise change*. London, United Kingdom: The RSA. Available at: <https://www.thersa.org/globalassets/living-change/rsa-future-change-toolkit.pdf>