



## People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE



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

What is the Health  
Services Change  
Guide?

What is the Health  
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Framework?

Why would teams use  
the Change Guide?

How can you get  
ready for change?

What are the key  
activities involved  
in change?

Where do  
you start?

How can you access  
the Change Guide?

This booklet will help you find the answers

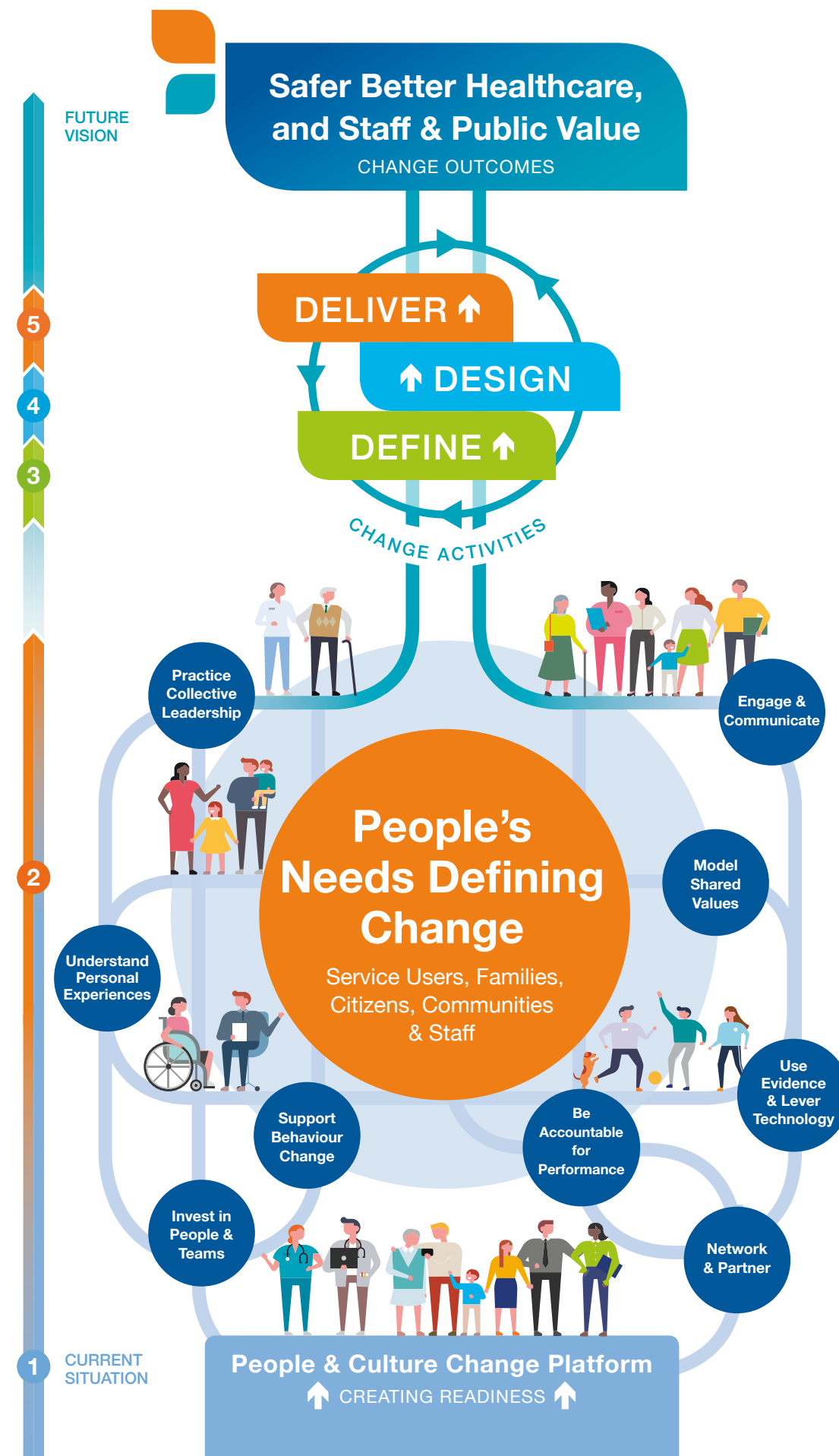


Human  
Resources  
Leaders in People Services





# Health Services Change Framework



## Health Services Change Framework

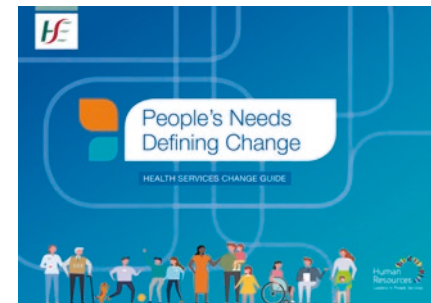
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Please keep the cover flap (left) opened out as you read through this booklet. This will help you to reference the different stages of the **Health Services Change Framework** diagram.

## What is the Health Services Change Guide?

- ▶ It is the agreed approach to change signed off by the HSE and Trade Unions<sup>1</sup>.
- ▶ It is a hands-on guide to help managers and staff across the health and social care system to make change and deal with real service issues.
- ▶ It consists of:
  - a Health Services Change Framework
  - a step-by-step guide to carry out change
  - links to additional resources and help



## 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

## Why would teams use the Change Guide?

### 1. It increases your chance of success by:

- ▶ providing all the help you need to carry out change and improve services
- ▶ guiding you on how best to work with service users, families and staff to understand their needs, value their experiences and design service improvements.

### 2. It simplifies change in a complex system by:

- ▶ recognising the importance of working with people in their own situation to design and deliver change that meets their specific needs and local context
- ▶ providing an opportunity to connect change and service improvement initiatives at local and national level

### 3. It helps people to do change well by:

- ▶ helping teams to develop the ability to carry out change initiatives with confidence
- ▶ guiding you through the change process in detail, with lots of helpful resources

<sup>1</sup> Signed off by HSE Leadership Team and the Joint Information and Consultation Forum representing the Trade Unions.



# Health Services Change Framework

FUTURE  
VISION

## Safer Better Healthcare, and Staff & Public Value

CHANGE OUTCOMES

DELIVER ↑

↑ DESIGN

DEFINE ↑

CHANGE ACTIVITIES

Practice  
Collective  
Leadership

Engage &  
Communicate

## People's Needs Defining Change

Service Users, Families,  
Citizens, Communities  
& Staff

Understand  
Personal  
Experiences

Model  
Shared  
Values

Use  
Evidence  
& Lever  
Technology

Support  
Behaviour  
Change

Be  
Accountable  
for  
Performance

Invest in  
People &  
Teams

Network  
& Partner

## People & Culture Change Platform

↑ CREATING READINESS ↑

1  
CURRENT  
SITUATION

# How can you get ready for change?

Create a healthy environment for change through the  
People and Culture Change Platform.

1

## People & Culture Change Platform

CREATING READINESS

Presents **nine priority areas** for you to focus  
on to help you create an environment for change.

As team leader you should check how ready  
your team and service are in relation to each of  
these priorities.

Your team can then work together to identify how  
you can make progress on all of these areas.

### Practice collective leadership

Be aware of your own  
leadership style. Consider  
how best you can share and  
develop leadership in your  
team as you work towards  
a shared purpose. Build  
networks of support with  
other teams to deliver better  
services.

### Model shared values

Are your service values  
clearly understood?  
Show these values in your  
behaviour and actions to  
create a culture of care,  
compassion, trust and  
learning. Work with  
colleagues to influence and  
demonstrate shared values.

### Engage and communicate

Support early and ongoing  
engagement with service  
users, families, citizens,  
communities and frontline  
staff. Value and use their  
experiences to ensure  
people's needs are defining  
change.

### Understand personal experiences

Tap into people's experiences  
in order to understand  
people's concerns and the  
impact of proposed changes  
on individuals and teams.  
Use this information to  
work together to co-design  
a better way to deliver  
services. Address concerns  
sensitively to help people  
adapt to new work practices.

### Invest in people and teams

Help people gain the  
knowledge, skills and  
confidence to deliver  
better services. Do this  
through coaching and other  
development opportunities.  
Place a particular emphasis  
on helping teams to deal  
with real service issues.

### Use evidence and lever technology

Use data and evidence to  
inform practice and service  
changes. Use technology  
and e-health solutions to  
help increase efficiency  
and to progress innovative  
practices.

### Deliver public value and be accountable

Ensure the voice of service  
users and communities is  
at the centre of policy and  
service design decisions.  
Strengthen accountability  
within your service to reflect  
what is important to the  
people you serve and to  
your team.

### Network and partner

Build on existing networks  
and partnerships throughout  
the health and social care  
system to help create a  
shared energy for change.

### Support behaviour change

Increase your understanding  
of the factors that can lead  
to sustained change in  
behaviour. Create positive  
working relationships of  
trust to help individuals  
and teams change their  
behaviour. Address  
unacceptable behaviour.

Need more help?

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

**People and Culture Change Platform:**  
Section 1, pages 8-36

**Helpful template:**  
People and Culture Change Platform –  
Readiness Factors (Template 6.2.8) page 130

**Resources:** pages 194-236

1

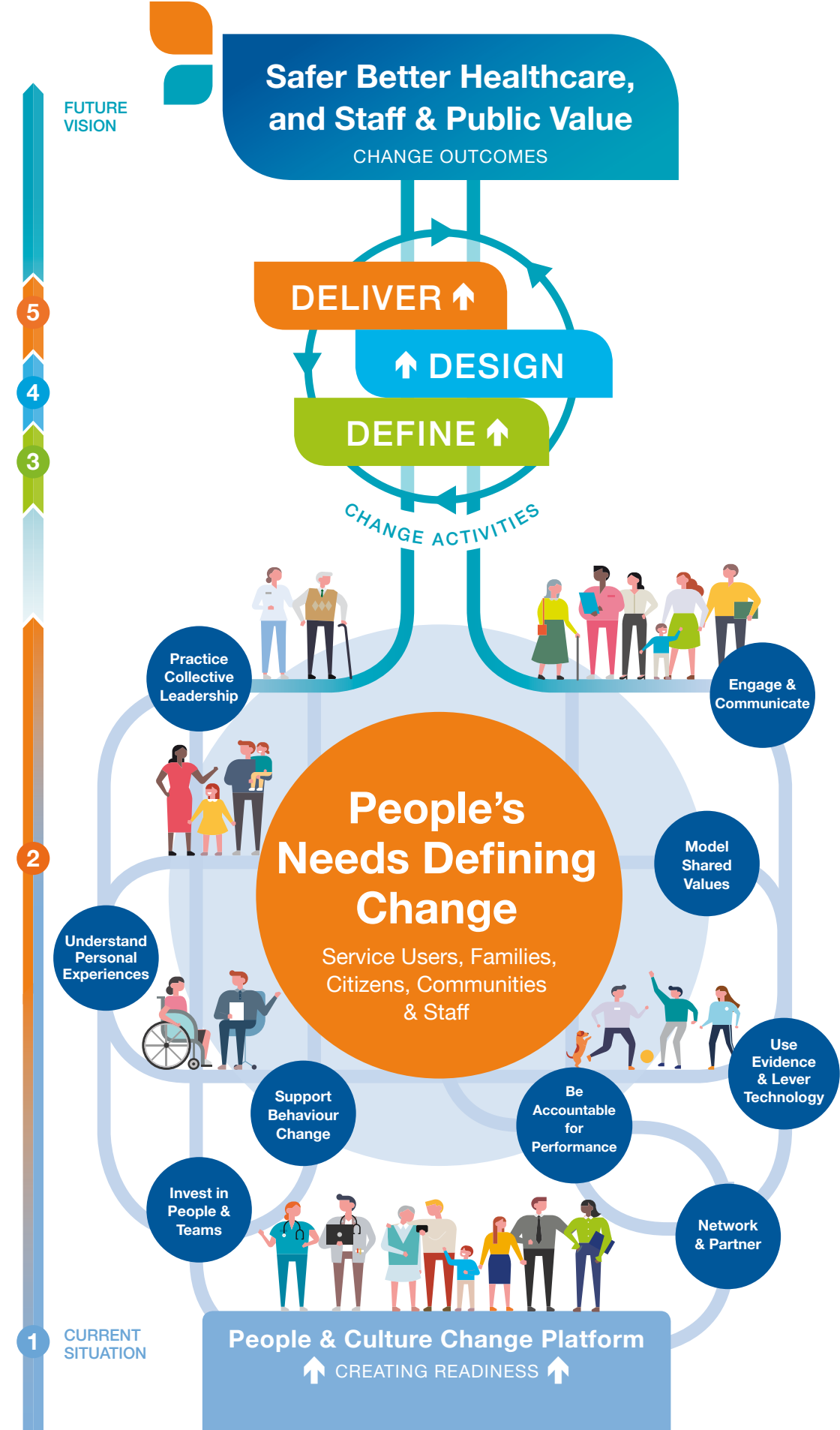
2

3



## Where do you start?

Start with People's Needs Defining Change – working with Service Users, Families, Citizens, Communities and Staff.



**People's Needs Defining Change – Health Services Change Guide** puts the needs of services users, families, citizens, communities and staff at the centre of change.

So the first thing you must do is engage positively with the people involved in the change. It is important to build a shared sense of purpose with them and to agree how best to improve services. By sharing power with them you tap into different voices, views and abilities. You also assist people to take responsibility for designing a better future for your service.

To help you do this you need to develop an engagement approach.

### Develop the Engagement Approach

You should plan for ongoing engagement from the start of the change. Involve service users, key leaders, staff and partner organisations as early as possible in defining, designing and delivering the change.



### Steps in the Engagement Approach

- **Identify and map people connections:**  
List the internal and external stakeholders who can help you to achieve the change (e.g. service users, communities, staff, Trade Unions, those who regulate our services, leadership and service teams).
- **Understand key stakeholders:**  
Consider different ways to help you understand people's needs – listen to people's stories and use face-to-face consultations, focus groups, staff surveys, service user/patient surveys, submissions, etc. Think about who has an interest in the change and who can use their influence to help you make the change happen. Make sure to keep those with high levels of interest and influence fully engaged. Work with people who will be affected by the change, and help them to use their experience and influence to support the improved services.
- **Tailor engagement to key groups:**  
Plan carefully how best to engage with different groups:
  - involve service users and families as partners who have a stake in their own care
  - citizens and communities may need support and skill development to help them take part
  - staff engagement results in better service outcomes and improves morale, so really listen to what matters most to staff and address real day-to-day issues
- **Plan and engage with a purpose:**  
Think about how best to work with people who may be reluctant or anxious about the change. Provide opportunities to learn about people's interests, expectations and ability to shape the change. Focus on outcomes that matter to people.
- **Develop and sustain communication and engagement:**  
Communication is key to success. Develop an Engagement and Communication Plan that sets out how best to work with key individuals and groups. Keep on listening to emerging issues. Keep people up to date on what is happening and review regularly.

Need more help?

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

**People's Needs Defining Change:**  
Section 2, pages 37-49

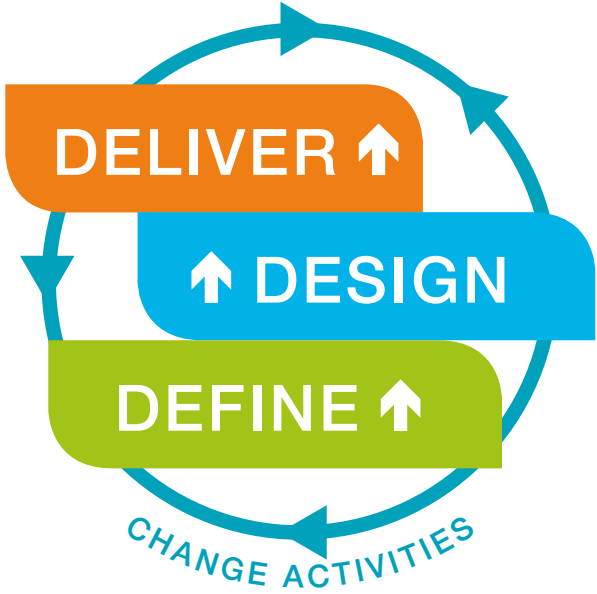
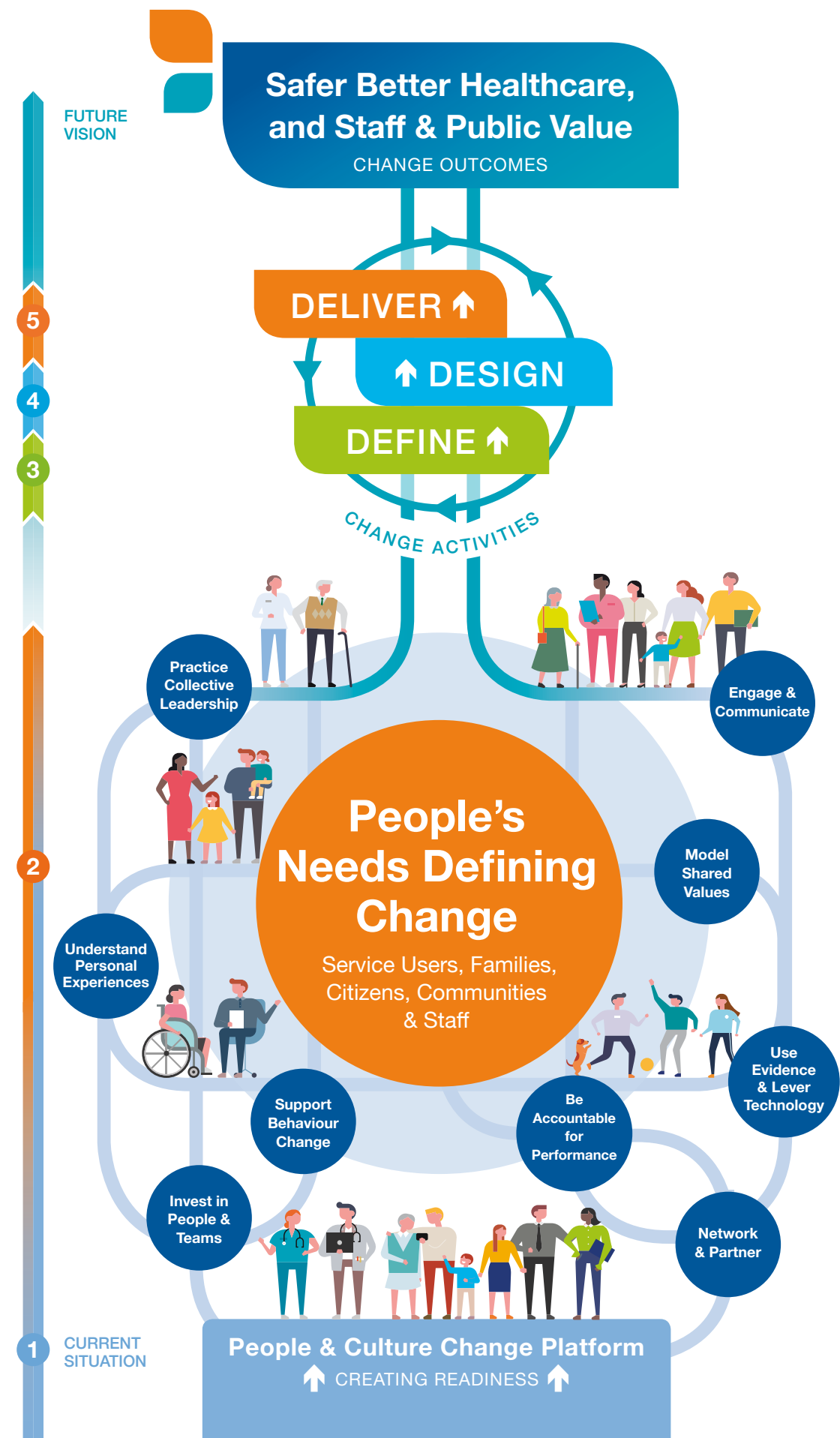
**Helpful templates:**  
Guidance on Stakeholder Mapping and Analysis (Template 6.1.2) page 105  
Guidance to Develop Engagement and Communication Plan (Template 6.1.3) page 107  
Person-Centred Practice Framework (Additional Templates) page 196

**Resources:** pages 237-241





# Health Services Change Framework



## What are the key activities involved in change?

The key activities are known as the Change Activities – Define, Design, Deliver.

In the Guide these change activities are set out for you to follow in a step-by-step manner. You may need to review your plans and remain flexible to what is emerging and new possibilities. This is the nature of change in a complex system such as health and social care.

At all stages keep your focus on 'people's needs' by revisiting your Engagement and Communication Plan and actively involving people so that they can guide the change process. Continue to attend to the priorities set out in the People and Culture Change Platform.

### DEFINE

- ▶ Identify shared purpose
- ▶ Understand current services
- ▶ Agree better outcomes
- ▶ Measure for success
- ▶ Make case for change

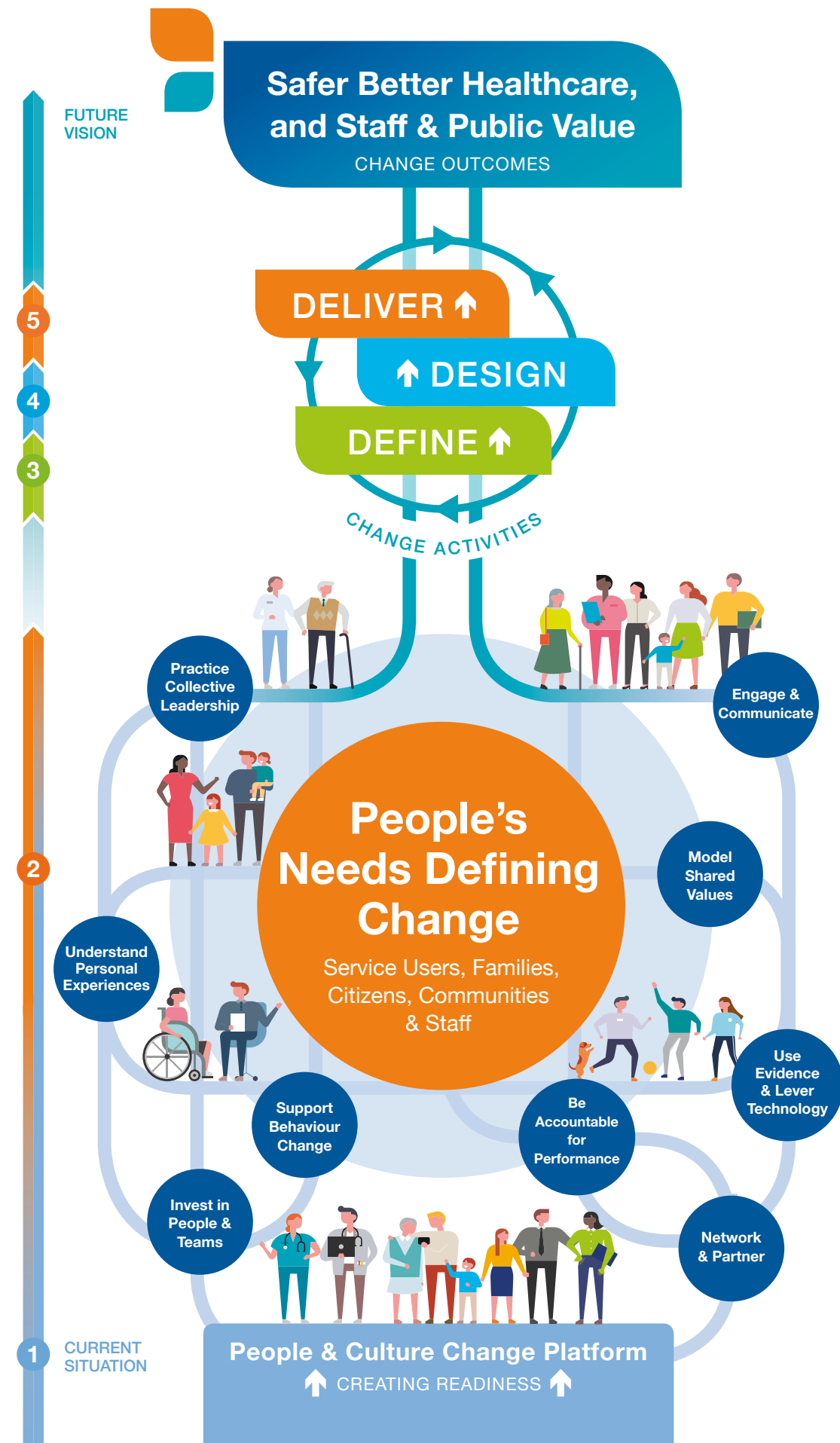
### DESIGN

- ▶ Agree to co-design
- ▶ Design service operational model
- ▶ Test and refine
- ▶ Agree Action Plan
- ▶ Communicate Action Plan

### DELIVER

- ▶ Implement actions
- ▶ Support implementation
- ▶ Measure progress
- ▶ Celebrate success
- ▶ Sustain improvement





# Define

# 3

## DEFINE ↑

- ▶ Identify shared purpose
- ▶ Understand current services
- ▶ Agree better outcomes
- ▶ Measure for success
- ▶ Make case for change

### 3.1 Identify shared purpose

Be clear about the purpose of the change from the start. Engage early to help people focus on a shared ambition. Provide clarity on why change is needed and create a sense of energy for the change. Work with senior leaders to get their commitment and the resources for the change. Agree how best to keep all key stakeholders involved and informed of progress.

### 3.2 Understand current services

Develop a shared understanding of how services currently work. This will help you to identify what needs to change and why. Collect data to help you measure the current situation and to track progress. Take time to engage with stakeholders to understand the current culture and values. Work out readiness and capacity for change at team, service and organisational level (see *templates in the Change Guide that will assist you with this*). Identify what might help you to build energy for change, e.g. supportive relationships, feedback from service users and staff, learning from previous experiences of change.



### 3.3 Agree better outcomes

Work together with the service users, staff and people affected by the change to design better results for the service. Create a compelling 'story' of the service's future that connects with people in a meaningful way and that helps build commitment. Agree clear objectives and outcomes with all key stakeholders. Good outcomes are person-centred, look towards the future, are evidence informed, are capable of being resourced and implemented, and are joined up. These outcomes will be the basis for your Action Plan for the change.

### 3.4 Measure for success

Design your measurement plan at the start of the change – how will you know you are making progress? Use existing data to describe the starting point before change. Choose measures that reflect the results you want for the improved service. Share this information with key people, and use the measurement results to help you plan the next steps.

### 3.5 Make the case for change

Take time to 'make the case for change' and document it as a 'business case'. This will help you with communicating and tracking progress. Agree responsibility to make sure you have leadership support and the authority for the change. You will need to set up a change management team to oversee and guide the process. The team members should be representative of key stakeholders and should have clear roles. Identify what resources you will need and include these in your proposal for change.

Need more help?

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**Define:**  
Section 3, pages 50-70

**Helpful templates:**  
SWOT Analysis (Template 6.2.1) page 110

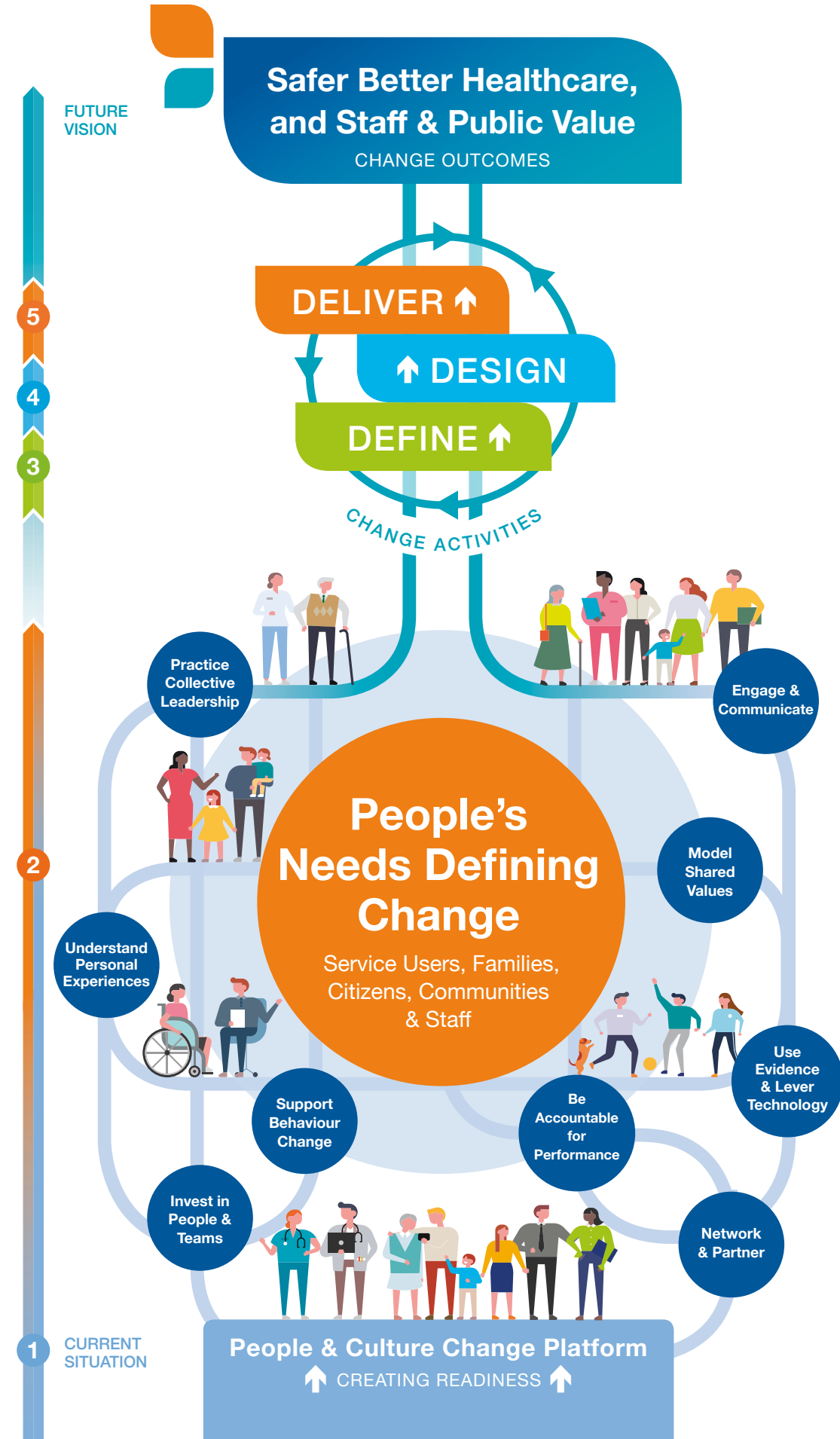
Description of the Current Situation – Service Operational Model (Template 6.2.3) page 113

Cultural Web Exercise (Template 6.2.5) page 123

**Resources:** pages 242-245







# Design

# 4

## DESIGN ↑

- ▶ Agree to co-design
- ▶ Design service operational model
- ▶ Test and refine
- ▶ Agree Action Plan
- ▶ Communicate Action Plan

### 4.1 Agree to co-design

Co-design is a joint approach to service design. It involves service users, families, frontline staff and other key people designing the new service in partnership. It places people's needs at the centre of decision-making, recognising that people are best placed to describe their own needs based on their experiences. Use the 'key service design principles' in the Change Guide to help you make decisions about the service design.

### 4.2 Design the Service Operational Model

Use the information you gathered on service user needs as a starting point to design the improved Service Operational Model. Make a list of design options and think about the choices available, working together to best reflect the service users' needs. Examine the options carefully and agree the preferred option. Then work out the detail, i.e. the elements of the service that make up the Service Operational Model.



### 4.3 Test and refine

Test the change in the 'real world' using an approach such as Plan-Do-Study-Act. Refine the design based on what you learned from the testing phase. Then identify the gaps between where you are now and where you want to be. Consider how these 'gaps' can be addressed and what action is needed to bring about the change. Assess the impact of the change on the people involved. Also consider the change's impact on policy, systems and resources.

### 4.4 Agree an Action Plan

An Action Plan sets out the sequence of actions needed to get to the agreed future service. Be clear about who is responsible for action and timelines. Decide on the key indicators of performance that will measure your success in delivering the agreed outcomes. Identify any risks to the delivery of the plan and decide how to manage those risks. Consider any events or activity on which the success of the plan depends and decide how to manage these.

### 4.5 Communicate the Action Plan

Involve key stakeholders in signing off the Action Plan. Give dedicated time to communicate the Action Plan to all involved. Consider using many different approaches, but prioritise face-to-face communication.

Need more help?

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

**Design:**  
Section 4, pages 71-85

**Helpful templates:**  
Key Service Design Principles  
(Figure 49) page 74

Suite of templates to assist you with service design  
(Template 6.3.1 to 6.3.4) pages 146-173

Action Plan (Template 6.3.4) page 172

**Resources:** pages 246-272





# Deliver

# 5



## DELIVER ↑

- ▶ Implement actions
- ▶ Support implementation
- ▶ Measure progress
- ▶ Celebrate success
- ▶ Sustain improvement

### 5.1 Implement actions

Implementing the Action Plan is the combination of all your work to date. It tests the design of the 'new service' or the part of the service you want to improve. Everyone involved needs time and support to move to new ways of working. Track the progress towards the expected results. You will need to continue delivering current services while implementing the change. Support and encourage leaders, especially frontline leaders, and clinicians to promote the change. Go back over all the elements of the People and Culture Change Platform to check how well you are practising collective leadership, modelling shared values and supporting behaviour change. Increase engagement and communication with all stakeholders.

### 5.2 Support all involved in implementation

Intensify individual and team supports and focus on managing the uncertainty associated with change. Pay particular attention to how inter-teams/services and inter-agencies are working, and ask for the support of colleagues to manage issues that arise. Continue the engagement with service users, staff, Trade Unions and other key partners.

### 5.3 Measure progress

Measure and monitor progress by using current data to track performance and identify risks. Help people to understand the measures. Test the reliability of the results and keep the focus on honest communication about progress. Adapt to emerging local needs, learning from what happens and take action if needed to change or improve your plan. Keep the focus on how well you are delivering an improved service to meet the needs of service users.

### 5.4 Celebrate success

Celebrate success or 'wins' along the way in a meaningful manner. This will help motivate people and sustain their interest and energy for the change. Acknowledge people's personal effort and investment in the change. Recognise and acknowledge individual and team development, improved capacity, better working relationships, organisational learning from the change and the wider value for the public. Mark key milestones using creative approaches, and help teams to showcase their work.

### 5.5 Sustain improvement

Sustaining improvement needs focus and energy. Balance staying faithful to the new service design with adaptability to local need. Build in review/learning points, keep monitoring, and support the new skills and practices. Have good ways to check and share learning. Scale-up innovations that work, with the help of 'change activists' and incentives for taking up new practices. Continue to involve service users and frontline staff in reviewing progress. Their input will keep you grounded and support you to continue the progress towards a better future for all.

Need more help?

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

**Deliver:**  
Section 5, pages 86-99

**Helpful templates:**  
Factors to Monitor During Implementation  
(Template 6.4.1) page 175  
Personal Checklist for Change  
(Template 6.4.2) page 181

Working with Emotional Reactions to Change  
(Template 6.4.3) page 182

**Resources:** pages 273-275





# How can you access the Change Guide?

***People Needs Defining Change – Health Services Change Guide*** is an online interactive resource

Visit [www.hse.ie/changeguide](http://www.hse.ie/changeguide) to access the following:

- ▶ **Change Guide**, which includes a wide range of templates you can download and links to additional resources.
- ▶ **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*.

## Further information

Please email [changeguide@hse.ie](mailto:changeguide@hse.ie)



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