HSE

Creating Conditions for Change & Integration

Health and Social Care Services

Introduction

Creating the Conditions for Change

Purpose of this booklet[1]

To help you create the conditions for change in your service.
It will assist you as a 'change maker' to:

1 Focus on people and culture as a platform for change – know where to start

2 Understand the complex nature of health and social care services

3 Assess readiness so that you know how best to intervene appropriately
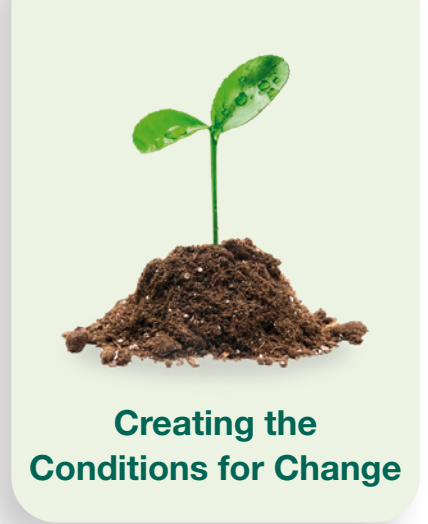
Who is it for?

Change is part of all our roles – this booklet is intended to support you if you are leading a change initiative within your service – it is part of the Change Guide suite of resources. It will enhance your skills as a systems change leader and convenor. It will support the delivery of integrated services.

Access further help

To further your development and skills for delivering good change there are a range of learning and development resources designed with health and social care services in mind. Supporting you to use a **systems approach** and work with real change and innovation challenges.

Find out more about the resources:

1 This booklet is based on **People's Needs Defining Change – Health Services Change Guide** – the agreed approach to change signed off by HSE Leadership and the Joint Information and Consultation Forum representing the Trade Unions in 2018.

Visit us online
www.hse.ie/changeguide

Access all of the **Essential Templates** and **Additional Resources**, in two formats:

1 Stand-alone **Templates/Handouts** which you can download, complete, save, print

2 Part of the full **online Change Guide** document

The Change Guide online is **interactive!**

Check out our **Education Programmes**

3 Enrol on the eLearning programme on **HSeLanD** "Delivering Change in Health Services"

4 Complete the CPD Certificate (12 points) awarded by RCSI Graduate School of Healthcare Management and HSE Organisation Development & Design. **www.hse.ie/changeguide/educational-resources/**

> "Successful cultural change efforts connect with people through meaningful conversations, capture the hearts and minds of people around a shared purpose and support them to behave differently to deliver desired outcomes."
>
> People's Needs Defining Change – Heath Services Change Guide [8]

> "We are moving to a world where enabling change is less about planning a change process, programme management and governance systems and more about connecting, convening and building bridges with and between many people."
>
> Helen Bevan, Chief Transformation Officer, NHS Horizons [3]

# People and culture as a platform for change

Working with people to deliver change

People are central to change in healthcare. They shape the culture and the vision, they deliver the change and they give life to the transformation as they adopt new mindsets and behaviours. People respond to change in different ways giving rise to many opportunities and challenges:

▶ We all have personal and professional interests that colour our perceptions so you cannot assume others will see and respond to the world as you do.

▶ We all react emotionally as well as logically to arguments for change, sometimes resisting whilst at other times pushing to go further and faster than you may want.

▶ And sometimes, we only answer a call for change once we see others adopting it or we believe it is inevitable. [13]

We can **increase our chances of success** if we place particular emphasis on the **people and culture** side of change:

✓ Pay as much attention to what's **below the waterline** as to what's above.

✓ Make your **desired culture visible** through **behaviours**.

The **People and Culture Change Platform** presents the priority areas to help create the conditions for change. We need to connect our efforts and attend to each element in more joined up ways. This will assist us to deliver integrated services.
(See next page)

Understanding our culture

Culture is shaped by people and by our behaviours. Many elements of our culture are not visible – our beliefs, values, understandings, unwritten rules, myths, traditions or norms – often described as the **elements below the waterline**. Culture impacts everything we do and has a huge impact on our change efforts. It operates at different levels and there are many sub cultures within health and social care. Being **culturally aware** enables us to customise our approach and adapt accordingly.
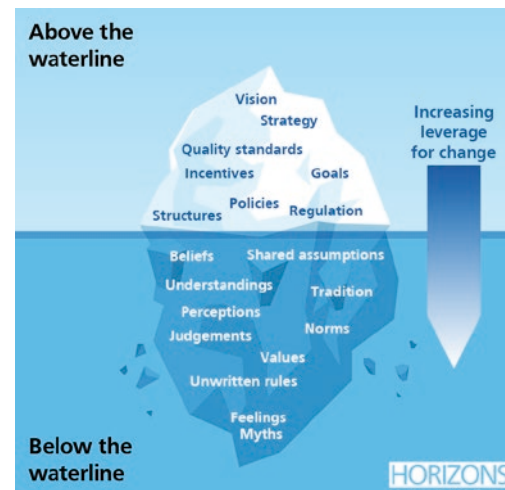
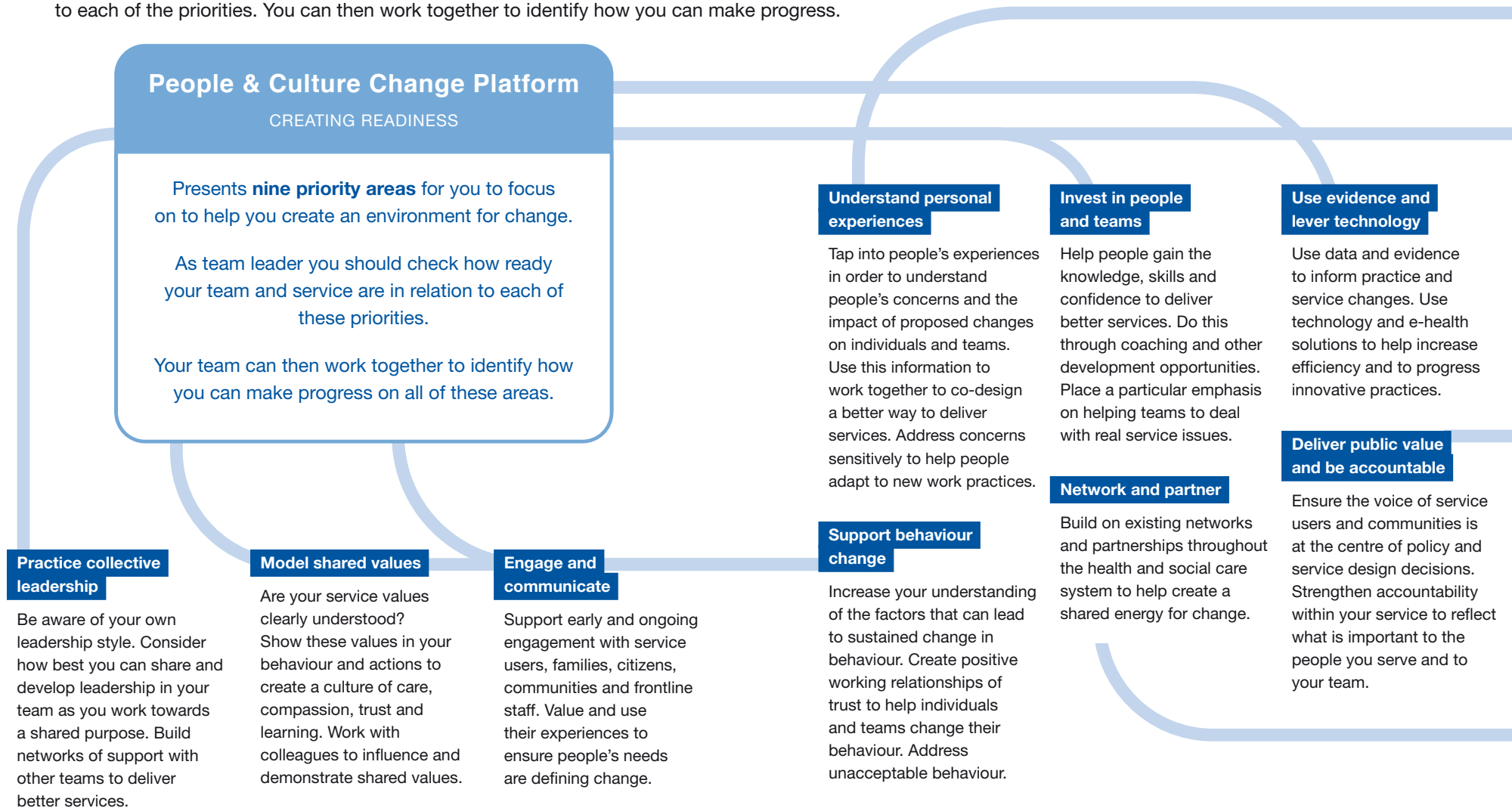"The Iceberg", Helen Bevan, NHS, May 2021 [2]

Health Services Change Framework – People and Culture Change Platform [8]

People and culture as a platform for change

What actions can you take?

As team leader review the prompts below and see how ready your team and service are in relation to each of the priorities. You can then work together to identify how you can make progress.

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.

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.

Network and partner

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

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.

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.

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.

People and culture as a platform for change

Template 6.5.3: Creating the Conditions for Change

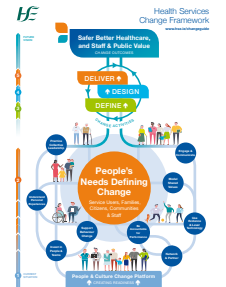### Purpose

This Template combines all the elements of the **People and Culture Change Platform** as a complementary offering to **Creating Conditions for Change and Integration booklet.** It provides 20 prompts to assist your early thinking when you are planning change – the prompts can also be reviewed at regular intervals. You may need to revisit key elements of your plan to support you along the way and to sustain the changes.

Who might use it?

We all have a responsibility for change – change is an inherent part of our roles. This Template is particularly relevant for those leading out on a specific change programme / initiative at any level in the system. Also remember we cannot deliver change on our own – so think about who you need to engage with at an early stage to help develop insights and support the change.

How to use it?

▶ Use this Template to support individual or team reflection.

▶ Think about how best to create a reflective / learning culture – a safe place to share insights, concerns and hopes based on your collective experiences.

▶ Agree how you will share the learning and put an action plan in place.

Sample pages

Click Here

Click Here

Need More Help?
Click the links

👆 **www.hse.ie/changeguide**

To help you understand People and Culture Change access the following resources:

👆 **People and Culture Change Platform: Change Guide, pages 8-36**

People and culture as a platform for change

✔ Template 6.2.8: People and Culture Change Platform – Readiness Factors

✔ Template 6.5.3: Creating Conditions for Change & Integration

✔ Template 6.2.4: Guidance on Defining your Personal Values

✔ Template 6.2.5: Culture Web Exercise

✔ Additional Resources: pages 194-236

Understanding health services as a complex system
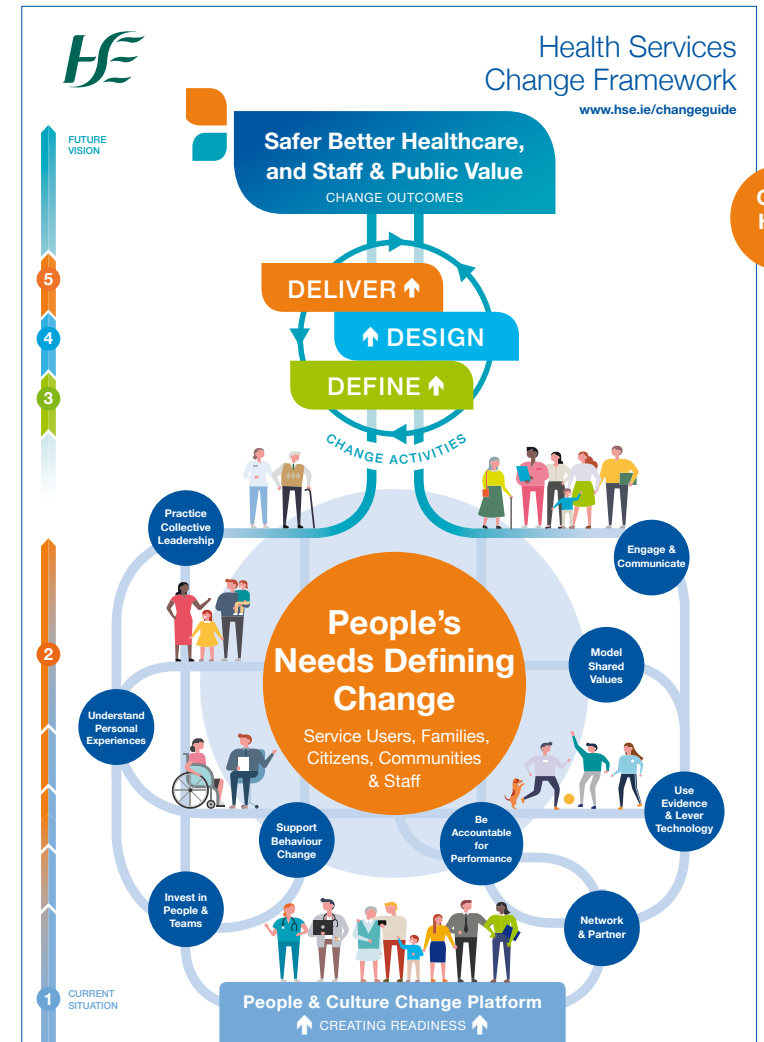
Change in a complex system

Change within health and social care systems is **complex, unpredictable and messy**. Traditional ways of managing change through planning and control are inadequate when it comes to transforming healthcare services. Unpredictable events will 'emerge' and need to be responded to at pace. Control through seniority has to give way to recognising hierarchy but leading through influence. Our focus needs to move to **building commitment** rather than enforcing compliance. **Influence and emergence** shape much of what it means to lead and deliver change.

To bring about meaningful change it is important that we take the time to **understand our own local context** and all of the factors that make it unique – **the people, relationships, ways we do things** – the local culture and patterns that have developed over time. At the heart of change you will find **multiple cycles of engagement and adapting**. Cycles of change replace rigid linear planning, both as a way to recognise emergence and to foster a growing **understanding of the system and the people within it**. No single approach, method or design will work on its own. The complex nature of our system means that we need to engage in **local change processes** on **local terms** – adapting to what will work best based on evidence and experience.

COVID-19 and the Cyber-Attack provided many examples of how we adapted to the constantly changing world around us. We experienced rapid change with new challenges emerging each day. We experienced uncertainty and disruption in our personal and working lives. We changed our work practices and ways of delivering services. Many innovative solutions were 'fast tracked', people adapted to working in new roles, with new teams, in new locations and remotely.

Initially things felt chaotic – it was important to bring a sense of order and stability to our work. We had to respond at speed to find creative solutions to deliver safe services that were well governed and that continued to meet people's needs. All of these changes impacted significantly on staff and highlighted the absolute requirement to attend to staff health and wellbeing on an ongoing basis.

Health Services Change Framework
www.hse.ie/changeguide

People's Needs Defining Change – Health Services Change Guide (2018)
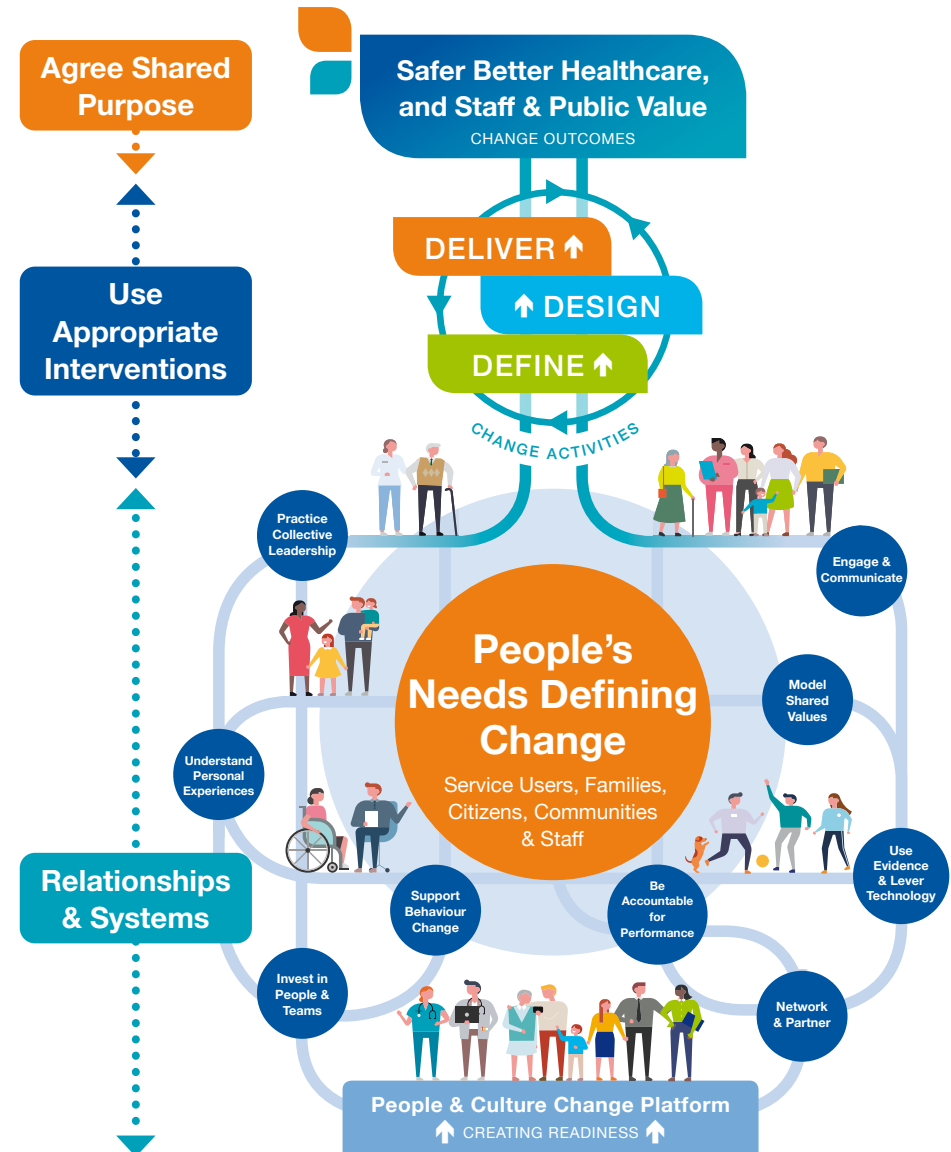
Understanding health services as a complex system

How does understanding our complex system assist us?

▶ Complexity helps us appreciate that **change is not linear** and in most cases cause and effect are only known in hindsight – after the event.

▶ It requires us to place trust in **relationships**, our **social networks** and **widespread participation** to deliver.

▶ We have to allow for what is **emerging and respond flexibly** to patterns and opportunities – to be adaptable and learn from what is happening in the whole system – not just in our part of the system.

▶ An action or change in one service can result in disproportionate and sometimes **unforeseen outcomes** for other services.

▶ Making sense of disruption and chaos helps us **adapt to emergent challenges and opportunities** and to survive and thrive in new situations.

We need **simple rules**[2] to help us make sense of what is happening in our local context and to **create the conditions for change**. The Health Services Change Framework is designed based on three 'simple rules':

1 Agree shared purpose

2 Focus on relationships and systems

3 Use appropriate interventions

2 'Simple rules' is a core principle for transforming mind-sets that drive behaviours and actions in large complex systems. ©Helen Bevan ©Goran Henriks, 2021.

Agree Shared Purpose

Use Appropriate Interventions

Relationships & Systems

Safer Better Healthcare, and Staff & Public Value
CHANGE OUTCOMES

DELIVER ↑

↑ DESIGN

DEFINE ↑

CHANGE ACTIVITIES

People's Needs Defining Change
Service Users, Families, Citizens, Communities & Staff

Practice Collective Leadership

Engage & Communicate

Understand Personal Experiences

Model Shared Values

Support Behaviour Change

Be Accountable for Performance

Use Evidence & Lever Technology

Invest in People & Teams

Network & Partner

People & Culture Change Platform
↑ CREATING READINESS ↑

Complexity isn't linear
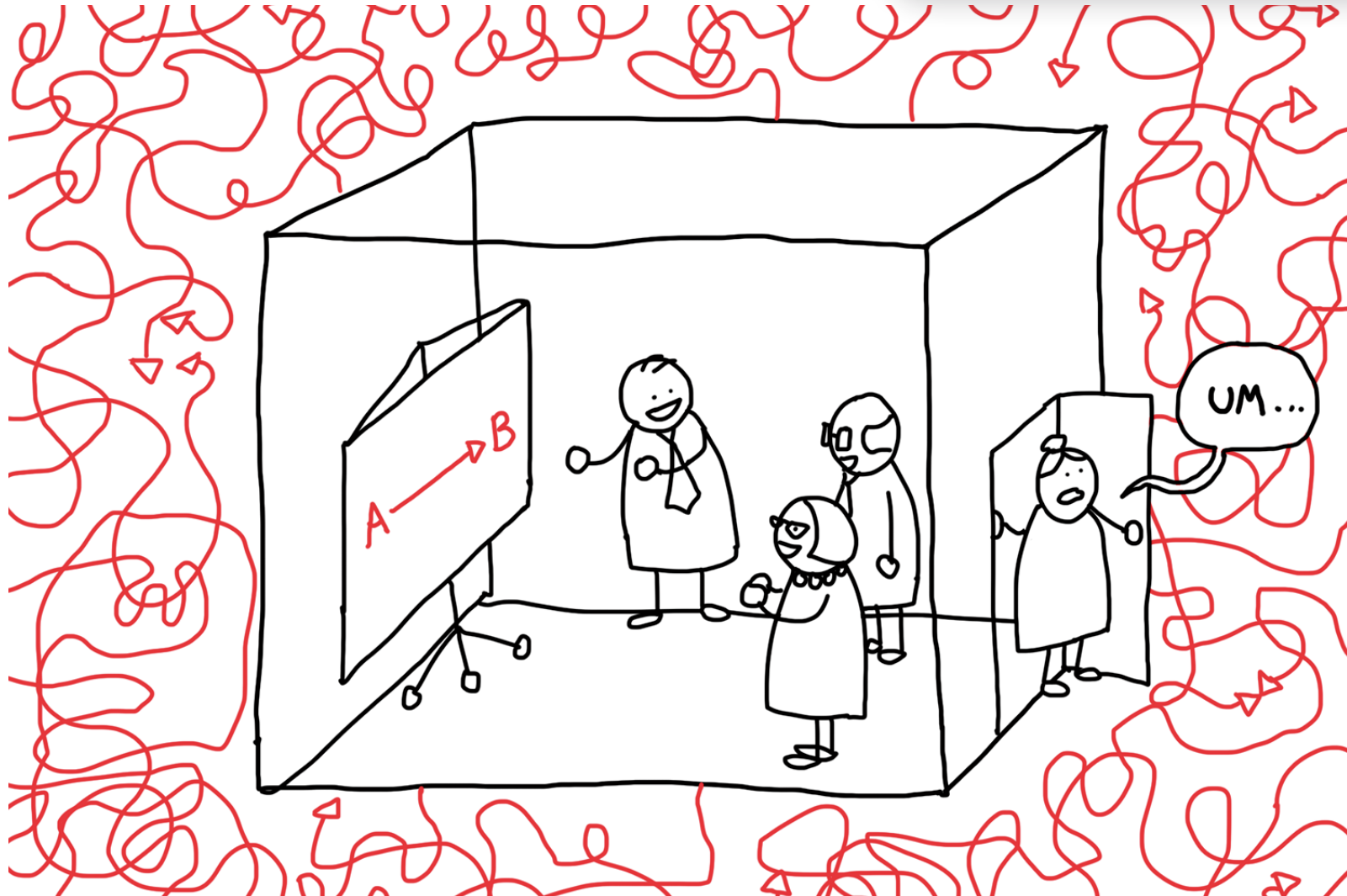
Image source: www.businessillustrator.com/complexity-and-policy-making-cartoon-summary/

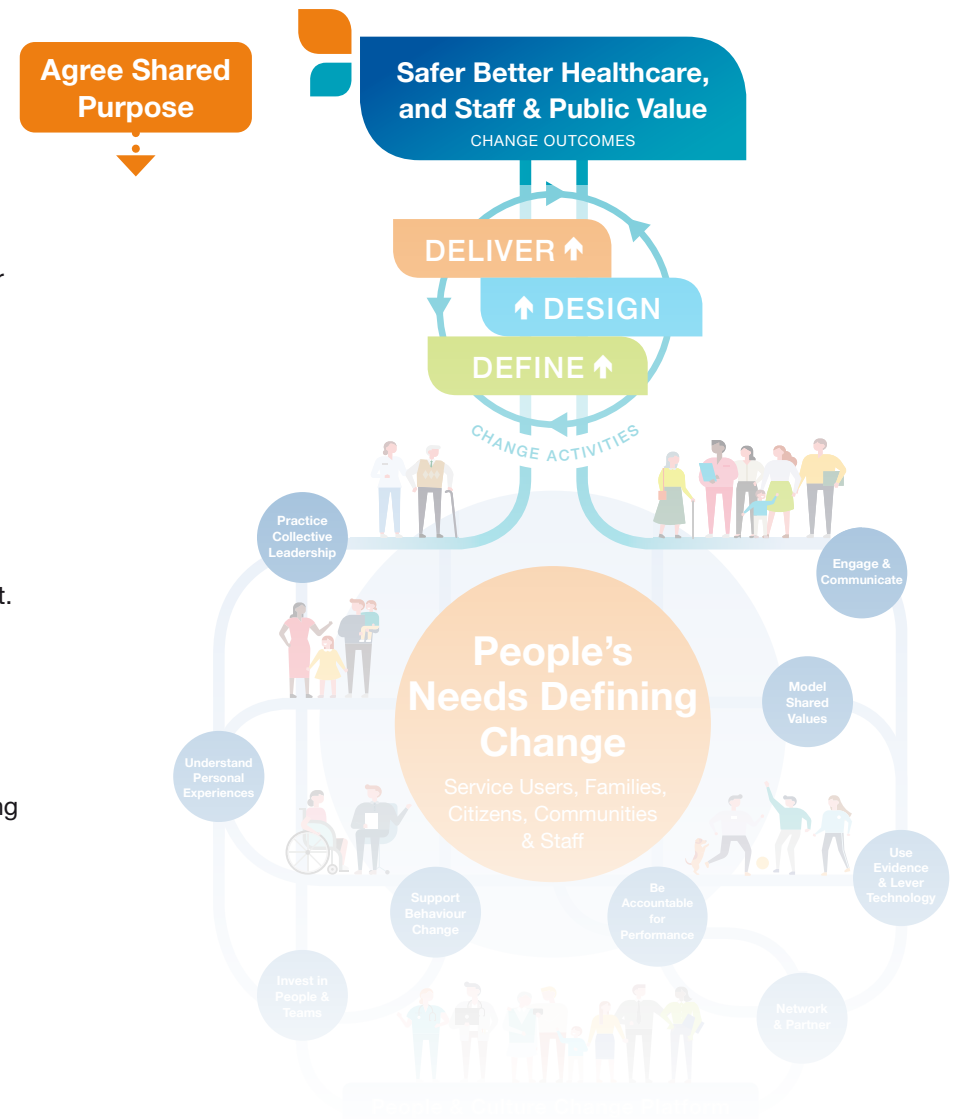# Understanding health services as a complex system

Agree shared purpose

Engage the Head, the Heart and the Imagination

Shared purpose is even more important in an increasingly complex world. All our improvement needs to be **anchored in purpose** – it unites people to focus on what is really important. It compels people to take action and to work together to deliver better outcomes – *Safer Better Healthcare and Staff & Public Value*.

What actions can you take?

▶ Focus on **WHY** you are doing what you are doing?

▶ **WHAT** do you hope to achieve from it? Think in terms of **outcomes** – what will the change deliver? What are the benefits for all involved?

▶ Focus on making **your vision compelling** with enough 'tension' for change to start. Consider both the hopes for the future and the problems of now.

▶ Help people **translate national directives into locally based plans** – be brave enough to adapt to your local context while keeping the national picture within your sights.

▶ Ensure your vision for the change has clear themes that aid people in understanding **what the change means for them** so that they can get their heads around how they can contribute.

▶ Where the change may be perceived as negative **face up to the concerns** and work with people to consider options.

▶ Keep your focus on what will assist your service to deliver a more integrated response based on people's needs.

Agree Shared Purpose

Safer Better Healthcare, and Staff & Public Value
CHANGE OUTCOMES

DELIVER
DESIGN
DEFINE
CHANGE ACTIVITIES

Practice Collective Leadership
Engage & Communicate
Understand Personal Experiences
Model Shared Values
Support Behaviour Change
Be Accountable for Performance
Use Evidence & Lever Technology
Invest in People & Teams
Network & Partner

People's Needs Defining Change
Service Users, Families, Citizens, Communities & Staff

Understanding health services as a complex system

Focus on relationships and systems

Connect, Collaborate and Convene

Build relationships and networks, take the time to understand **your system**, and what will work best in your **local context**. The people and culture change platform in the Health Services Change Framework focuses on all of the key elements. It is the combination of these elements that will help you create the conditions for change and integration within your service.

What actions can you take?

▶ Think about the **whole system**, focus on the **bigger picture** and see how you can act as a **'system convenor'**.

▶ Consider all of the **elements that make up your system**. Map out the 'scale' of your change and keep expanding your map as you encounter more stakeholders – this is the territory you'll need to change. Visual images can help.

▶ Think about the **dependency** between all the parts – what people and services are you dependent on to deliver your service? **What patterns** are emerging?

▶ **Engage** with your service users, families, staff and local communities to identify their needs, understand their experiences and learn about what they expect from your service.

▶ Develop **collaborative leadership skills** to build commitment, enable trust-building, learning and action among stakeholders.

▶ Challenge your own mindset – become comfortable with **working across boundaries**, learning as you go and allowing others to lead.

▶ Build **coalitions and advocacy** in the wider community to develop alignment and mobilise action among stakeholders in the wider system – both within and between organisations.
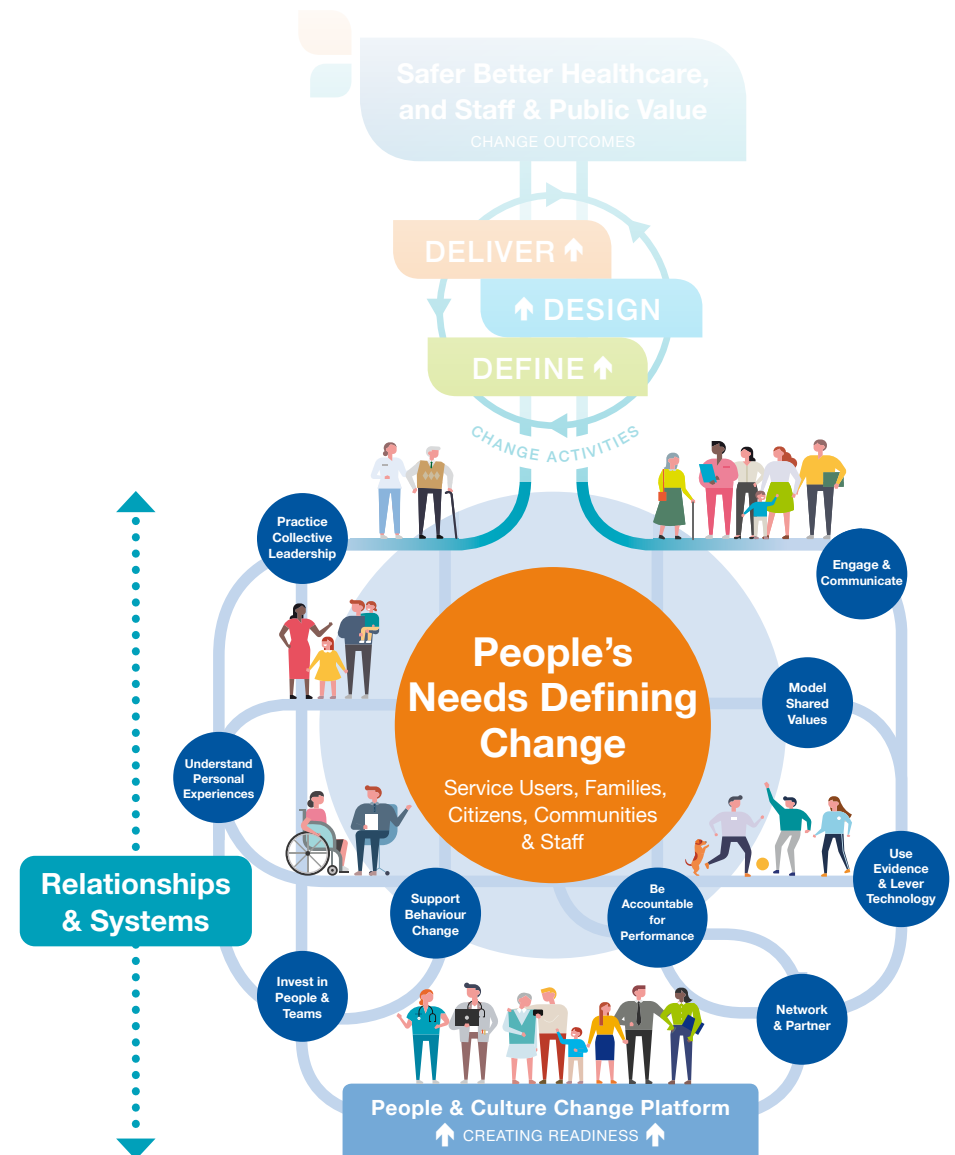
Safer Better Healthcare, and Staff & Public Value — CHANGE OUTCOMES

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People & Culture Change Platform
↑ CREATING READINESS ↑

Understanding health services as a complex system

Use appropriate interventions

Adapt, Align and Advocate

The Health Services Change Guide sets out the **agreed approach to change** based on evidence and experience of what works. It is a **road map** you can follow for large and small scale change.

What actions can you take?

▶ Choose the appropriate combination of reliable and valid **change and improvement methods and interventions** based on:

- An informed understanding of **what's needed**
- What will deliver results in your local **context**

▶ Take a **collaborative approach** with colleagues and align improvement efforts. Working together as local 'change makers' is much more effective than working in isolation or as a single discipline/team.

▶ Integrate **change management, project management and improvement processes** – better outcomes can be delivered if we act together.

▶ **Advocate relentlessly** to keep the focus on the impact for people. Look at situations from the point of view of others. Visit other environments where you will learn something new and develop fresh insights.

▶ Keep **prototyping/testing** before you implement – it doesn't have to be sophisticated to **get insights**. You'll learn loads and make your ideas more real for others.

▶ As you narrow down your options use **your head and your heart**. Your head will tell you which ideas will have an impact and be do-able. Your heart will tell you which ones you'll want to see through.

Use Appropriate Interventions

Safer Better Healthcare, and Staff & Public Value
CHANGE OUTCOMES

DELIVER ↑
↑ DESIGN
DEFINE ↑

CHANGE ACTIVITIES

Practice Collective Leadership

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People's Needs Defining Change
Service Users, Families, Citizens, Communities & Staff

Understand Personal Experiences

Model Shared Values

Support Behaviour Change

Be Accountable for Performance

Use Evidence & Lever Technology

Invest in People & Teams

Network & Partner

Need More Help?
Click the links

🖱 **www.hse.ie/changeguide**

To select the most appropriate interventions it is helpful to have a framework to make sense of your current situation. Please see links below.

Understanding health services as a complex system

🖱 **Introduction and Context: Change Guide, pages 2-7**

🖱 **Additional Resources: Change Guide, pages 190-199**

To help you understand complex systems access the following resources:

🖱 **Cognitive Edge Org**

🖱 **The Cynefin Framework (video)**

🖱 **Making Sense Of Your Problems Using The Cynefin Framework**

🖱 **The Cynefin Framework by David Snowden explained (video)**

Assess readiness and use appropriate interventions

Assess readiness and use appropriate interventions

Think about the conditions that support and nurture growth – these conditions will help create readiness for change and also help you to choose appropriate interventions.

▶ **Readiness for change** is directly linked to the nature of the relationships between people, teams, services and partner organisations – the culture and subcultures within your service.

▶ Determining the **capacity** (number of people/skill mix) and **capability** (confidence, knowledge and skills) required to support the change is also important.

- Consider strategies to access the **additional capacity** required for your change – this may include stopping specific pieces of work, putting work on hold, slowing down other change initiatives, reallocating people's time, accessing additional staff with the right skills, outsourcing work if appropriate, and levering technology to support innovative practices.

- Focus on how you can **build change capability** at local level so that people are more 'change able' and confident to use appropriate change/service improvement interventions.

▶ COVID-19 and the Cyber-Attack provided many examples of where services had to re-allocate resources (people and funding) to deliver services differently or to start up new services. Building a culture of **adaptability and learning** will serve us well in the long term as we continue to navigate constant change.

▶ It will also assist us to deliver more integrated services within our regions to meet the needs of local populations.

**Creating the
Conditions for Change**

Assess readiness and use appropriate interventions

Personal readiness

Take time to understand factors that might impact upon people's **reactions** and potential **resistance to change**:

▶ How well do people understand the **Rationale** for the change – the 'why?'

▶ Think about the **Relevance** of the change for individuals at that point in time. As personal relevance increases people's level of interest in the change will also increase.

▶ Consider levels of personal **Readiness**.

Understanding factors that impact upon readiness for change will help determine the actions to assist people to engage in the change process. It is important to recognise that many change efforts do not intervene at the level people are actually at in terms of their own **personal readiness to change**. Aim to understand readiness, appreciate individual 'starting points' and intervene appropriately.

What actions can you take?

▶ Attend to your **own personal readiness** – be consciously aware of your own behaviour, your impact on others and the motivation for your choices.

▶ Attend to **what motivates people to change** – there is a fine balance between external factors (reward or incentives) and core intrinsic motivators such as connecting to a shared purpose and sense of meaning.

▶ Discuss the personal **opportunities** involved in change initiatives – new role, enhanced skills, better work arrangements, improved service user experience.

▶ Ask people who are **reluctant to get involved** what would make it easier for them to get involved.

▶ Try **putting yourself in their shoes**, and consider what the change must feel like for them. Can I see the challenges that other people have? Keep working to bring people from the 'outside' or the 'edge' to the centre, where there are opportunities to work together.

▶ **What can I do** as the person responsible for introducing change to address the reasons for reluctance or resistance to change?

People's Needs Defining Change – Health Services Change Guide (2018:59)

Assess readiness and use appropriate interventions

Understand personal experiences

Change is personal and often viewed based on how it impacts on each individual.

What actions can you take?

▶ Support people to recognise the **stages of transition** at an individual level to prepare for and understand their reactions to change as they occur throughout the change process.

▶ Take time to understand why people may be resisting the change – challenge assumptions you may have about why people are not engaging.

Managing Personal Transitions

Click Here

Managing Personal Transitions – making the most of change

1. ENDING, LETTING GO
Help people deal with their loss by...

- Identify who is losing what
- Acknowledge the reality of people's losses
- Accept signs of loss and grieving
- Give people information regularly
- Define what's changed and what stays the same
- Treat the past with respect
- Mark endings
- Focus on the continuity of what really matters

2. NEUTRAL ZONE
Critical personal adjustment and re-patterning happens here...

- Key signs to look for:
  - Low motivation and anxiety
  - Self-interest and resentment
  - Polarised thinking
- This is also a creative time
- Provide support for innovation and discovery
  - Embrace losses, setbacks and failures as starting points to new ways of working
  - Give people time and resist the push for early closure
- Set short-term goals
- Strengthen connections between groups
- Communication is key... personal stories are particularly useful

3. THE NEW BEGINNING
Time for new identities, new energy and a new sense of purpose

- Timing of 'roll out' is key
- Focus on shared purpose
- Create the picture to bring it to life
- Make sure Action Plan is clear
- Agree ways people can continue to contribute and participate
- Reinforce the new beginning:
  - Be consistent
  - Ensure quick wins
  - Make new identity visible
  - Celebrate the new beginning

Adapted from: Bridges, W. et al (2017) [35] and Weld, S. (2017) [396]
People's Needs Defining Change – Health Services Change Guide

Working with Resistance to Change

Click Here

Mark Jaben on the science behind resistance to change

What NOT to do *(but what we usually do)*

Issue
↓
Desired outcome
↓
Options
↓
Choice

Engage people here

What TO do

Issue
↓
Desired outcome ➔ Shared outcome
↓
Options
↓
Choice

Engage people here

We don't need buyers (who "buy-in" to change)   We need investors

Adapted from: Bevan, H. (2017e: 17) [24]
People's Needs Defining Change – Health Services Change Guide

Assess readiness and use appropriate interventions

Support behaviour change

Many change efforts in health and social care have focused on **structures**. Service improvement work has been successful in focusing on **processes** to re-design the way care is delivered. However…

▶ To bring about **fundamental change** in complex systems we need to recognise the importance of **patterns of mind-set and behaviour change** at individual and team levels.

The disruption experienced during COVID-19 and the Cyber-Attack acted as a catalyst for behaviour change. When 'positive' change happens in this rapid emergent way the key challenge is to sustain it.

What actions can you take?

Collective leadership is key as well as understanding the factors that can assist in bringing about sustained behaviour change.

▶ Changing **patterns of behaviour** takes time and requires the development of trust, honest relationships and a learning culture.

▶ It requires a focus on addressing **power, conflict** and **patterns of decision-making**.

▶ This will help leaders make progress and **engage with staff** and **teams in a respectful and meaningful manner**.

▶ **Stories** and **conversations** are powerful ways to shape and reinforce behaviour change.

"Very great change starts from very small conversations held among people who care."
[Margaret Wheatley] [17]

Think about how you frame your messages about change. What will engage people and connect with them both emotionally and rationally?

Assess readiness and use appropriate interventions

Templates

Template 6.2.6: Personal Readiness for Change

Template 6.4.4: People Indicators to Support Behaviour Change

Template 6.4.2: Personal Checklist for Change

Purpose

This template assists you to understand levels of personal readiness for change and to assist conversations with individuals and teams to address readiness factors.

Purpose

This template includes key people and cultural indicators that are important to monitor during change implementation. They will assist you to be in tune with what mindset and behaviours are emerging in the 'informal system'.

Purpose

This checklist identifies some of the factors that are important at an individual level in relation to a person's commitment to engage in a change process.

Assess readiness and use appropriate interventions

Team readiness

The **model for effective team working** is a helpful way to consider readiness. It focuses on clarity regarding your **core purpose, roles and responsibilities, key processes** as well as **relationships within the team, with other services** and the **wider system**. Carrying out a team effectiveness assessment will prompt conversations within teams to explore how team working can be strengthened.

Part of this process is assisting teams to see the **bigger context** and their responsibilities for the **whole system** and not just their own role. Clarifying **expectations of key stakeholders** in the wider system and understanding **different perspectives** is key.

What actions can you take?

▶ What do stakeholders need or expect from your service? How can you engage with them to find out?

▶ How can all the parts of the system work together to deliver better outcomes?

▶ How can your team help to improve relationships between the different parts of your system?

Model for Effective Team Working

Click Here

PURPOSE
Shared values, purpose and outcomes

ROLES
Collective leadership
Clarity regarding role and responsibility
Clear reporting relationships

PROCESSES
Focus on how the team works
Communicates and makes decisions
Resolves conflicts/problems • Manages group dynamics
Policies, procedures and pathways
Performance and accountability arrangements

INTERPERSONAL RELATIONSHIPS
Level of trust and respect • Impact of individual styles
Giving and receiving individual and team feedback

INTER-TEAM RELATIONSHIPS
Cooperation and coordination • Collaboration or competition
Levels of interdependency between teams and networks

Adapted from: Heslin, C. and Ryan, A. (2010: 28) [212]

People's Needs Defining Change – Health Services Change Guide (2018: 26)
www.hse.ie/changeguide

Assess readiness and use appropriate interventions

Create energy for change

When thinking about the conditions for change and readiness it may be helpful to consider energy levels. This approach gives voice to a different type of conversation that makes discussion on elements of personal and team energy more explicit.
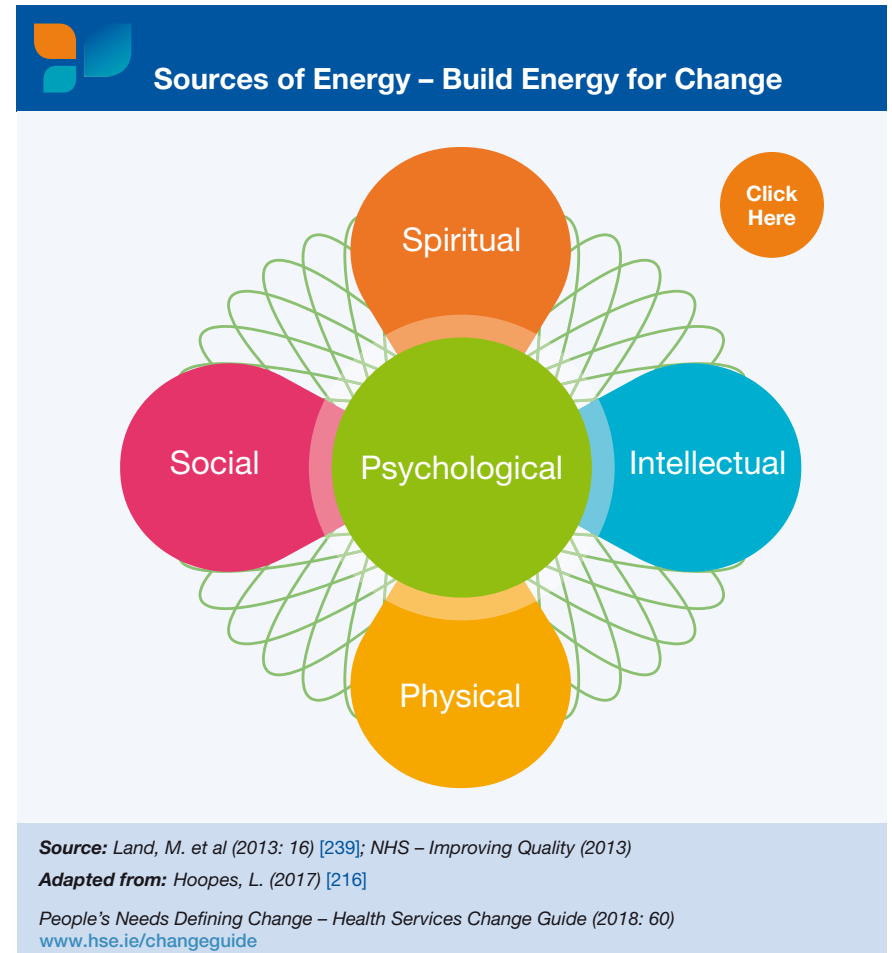
What actions can you take?

▶ Start the conversation and identify ways to **build energy within your service**. How demanding will the change be? Think about it from the perspective of different **sources of energy**.

Change is most likely to happen when the following five energies are high:

✔ **Physical energy:** The energy of action, getting things done and making progress. How physically demanding will the change be?

✔ **Intellectual energy:** The energy of curiosity, analysis, thinking and cognition. How mentally demanding will the change be?

✔ **Social energy:** The energy of personal engagement, relationships and connections between people. How will relationships be impacted by the change?

✔ **Spiritual energy:** The energy of commitment to a common vision for the future, driven by shared values and a higher purpose. How can you reconcile differences in values that may emerge?

✔ **Psychological/emotional energy:** The energy of courage, trust and feeling safe to do things differently. How emotionally demanding will the change be?

Sources of Energy – Build Energy for Change

Click Here

Spiritual · Psychological · Intellectual · Social · Physical

Source: Land, M. et al (2013: 16) [239]; NHS – Improving Quality (2013)
Adapted from: Hoopes, L. (2017) [216]

People's Needs Defining Change – Health Services Change Guide (2018: 60)
www.hse.ie/changeguide

People's Needs Defining Change – Health Services Change Guide (2018:60)

Assess readiness and use appropriate interventions

Templates

Template 6.2.7: Team Diagnostic

Template 6.4.3: Working with Emotional Reactions to Change

Template 6.5.2: Sources of Energy – assessing energy for change and taking action

Purpose

The Team Diagnostic is a questionnaire based on the *HSE Improving Team Working Guidance Document* which is designed to identify areas within a team that are working well and also areas that require improvement.

Purpose

This template outlines possible emotional reactions to change that may be evident at individual and team levels. It assists reflection and conversations that can prompt action.

Purpose

This template supports teams to consider energy for change as a core element of creating readiness and supporting sustainability of service/quality improvements.

Templates – Sample

Service readiness

Assessing service readiness in line with the People and Culture Change Platform will provide an overall sense of the priorities that can shape culture change. Based on this assessment of readiness key actions can be identified.

What actions can you take?

▶ **Template 6.2.8: People and Culture Change Platform – Readiness Factors** can be adapted for use within your team. A sample is included below.

Sample

Template 6.2.8: People and Culture Change Platform – Readiness Factors (sample pages)

Need More Help?
Click the links

www.hse.ie/changeguide

To help you understand how to assess readiness and use appropriate interventions visit:

Define: Change Guide, pages 50-70

Assess readiness and use appropriate interventions

✔ See sample Template referenced earlier

✔ See also: **Template 6.5.1: Reflect Recover Renew – Making Sense of Rapid Emergent Change**

People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE

Access Organisation Development & Change Practitioners
Providing individual and team supports

The **Health Services Change Guide** is a step-by-step guide to help you deliver good change.
The following resources will help you translate theory into practice, enabling people and culture change.

Health Services Change Guide

Safer Better Healthcare, and Staff & Public Value
CHANGE OUTCOMES

DELIVER
DESIGN
DEFINE

CHANGE ACTIVITIES

Practice Collective Leadership

Engage & Communicate

Model Shared Values

People's Needs Defining Change
Service Users, Families, Citizens, Communities & Staff

Understand Personal Experiences

Use Evidence & Lever Technology

Support Behaviour Change

Be Accountable for Performance

Invest in People & Teams

Network & Partner

People & Culture Change Platform
CREATING READINESS

Change Guide in Action
Interactive workshop based on people's experiences of using the Change Guide in practice

For more information click here

Change Consultation Clinic
One-to-one scheduled clinic with OD & Change Practitioner responding to needs promptly

For more information click here

Change Mentoring
Agreed number of sessions with OD & Change Practitioner with a systems change focus

For more information click here

Change & Innovation Practice Programmes
Bespoke design and adapted to your needs

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Building your capacity to deliver change

The **Health Services Change Guide** is a step-by-step guide to help you deliver good change.
The following resources will help you translate theory into practice, enabling people and culture change.

Delivering Change in Health Services
eLearning Programme

Build your knowledge & confidence

hseland.ie
Cúram le Eolas

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Reflect Recover Renew

Support teams to make sense of rapid emergent change

» Click here for more information

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Access current thinking and best practice, including case studies

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References

To access references regarding figures and templates in this document see the bibliography in *People's Needs Defining Change –
Health Services Change Guide* (pages 302 – 334) **www.hse.ie/changeguide**

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3 Enrol on the eLearning programme on **HSeLanD** "Delivering Change in Health Services"

4 Complete the CPD Certificate (12 points) awarded by RCSI Graduate School of Healthcare Management and HSE Organisation Development & Design. **www.hse.ie/changeguide/educational-resources/**

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Click diagram to navigate

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↑ DESIGN
DEFINE ↑

CHANGE ACTIVITIES

FUTURE VISION

Practice Collective Leadership

Understand Personal Experiences

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