People's Needs Defining Change
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Health Regions Programme
Organisation Development & Design

Access Resources

Health Region Programme Team
7th December 2023

@HSEchange_guide
Health Services Change Matters

Health Services Change Framework

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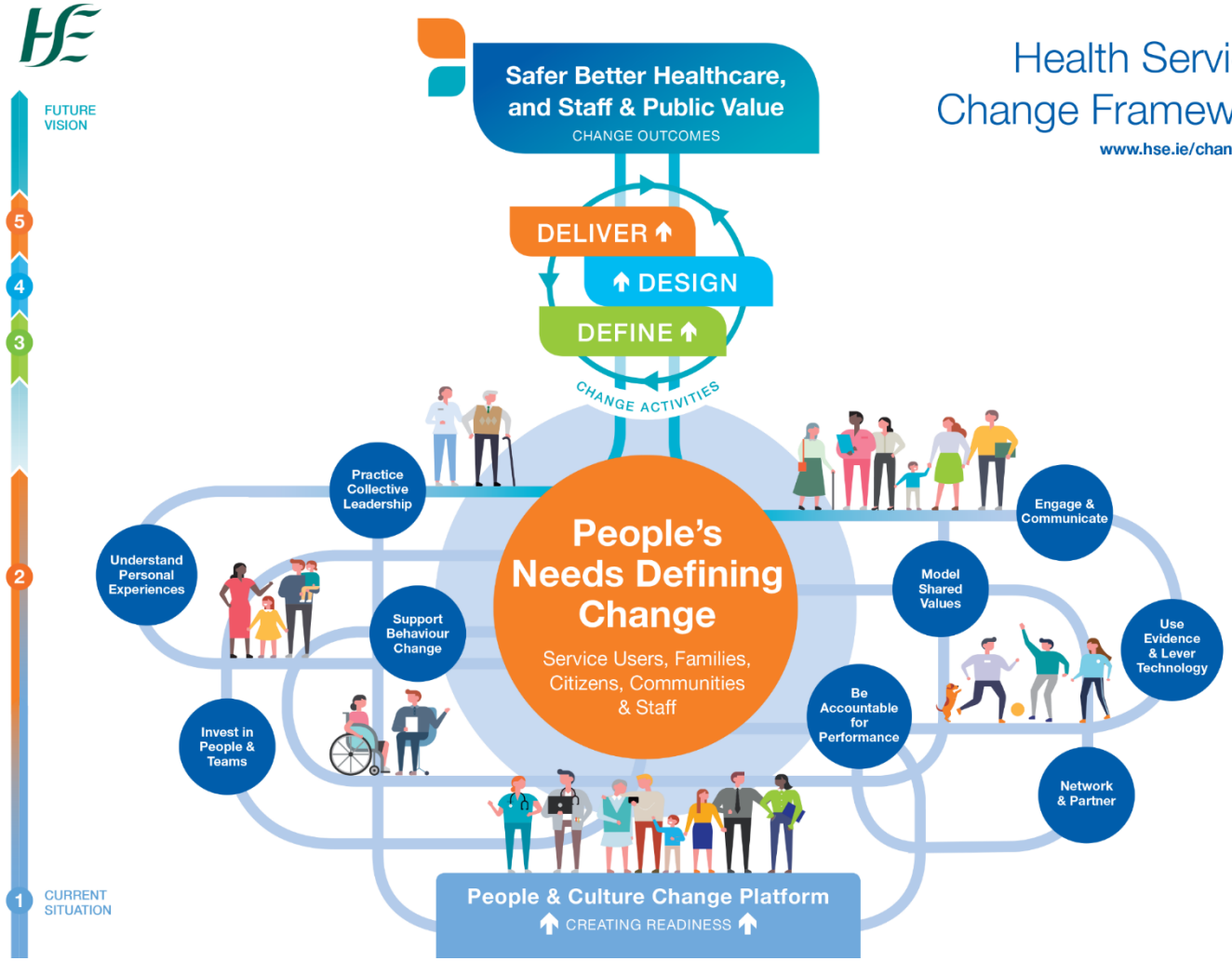

"An evidence based theory of change for teams to trust and use. Enabling people and culture change approaches to service improvement.

Change Guide Implementation Focus

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Communicate: Increase awareness & knowledge

Educate: Support good change practice developments

Integrate: Strategic change leadership aligned to national & regional programmes

Collaborate: OD interventions at service delivery level within Health Regions

Change & Innovation Developmental Pathway

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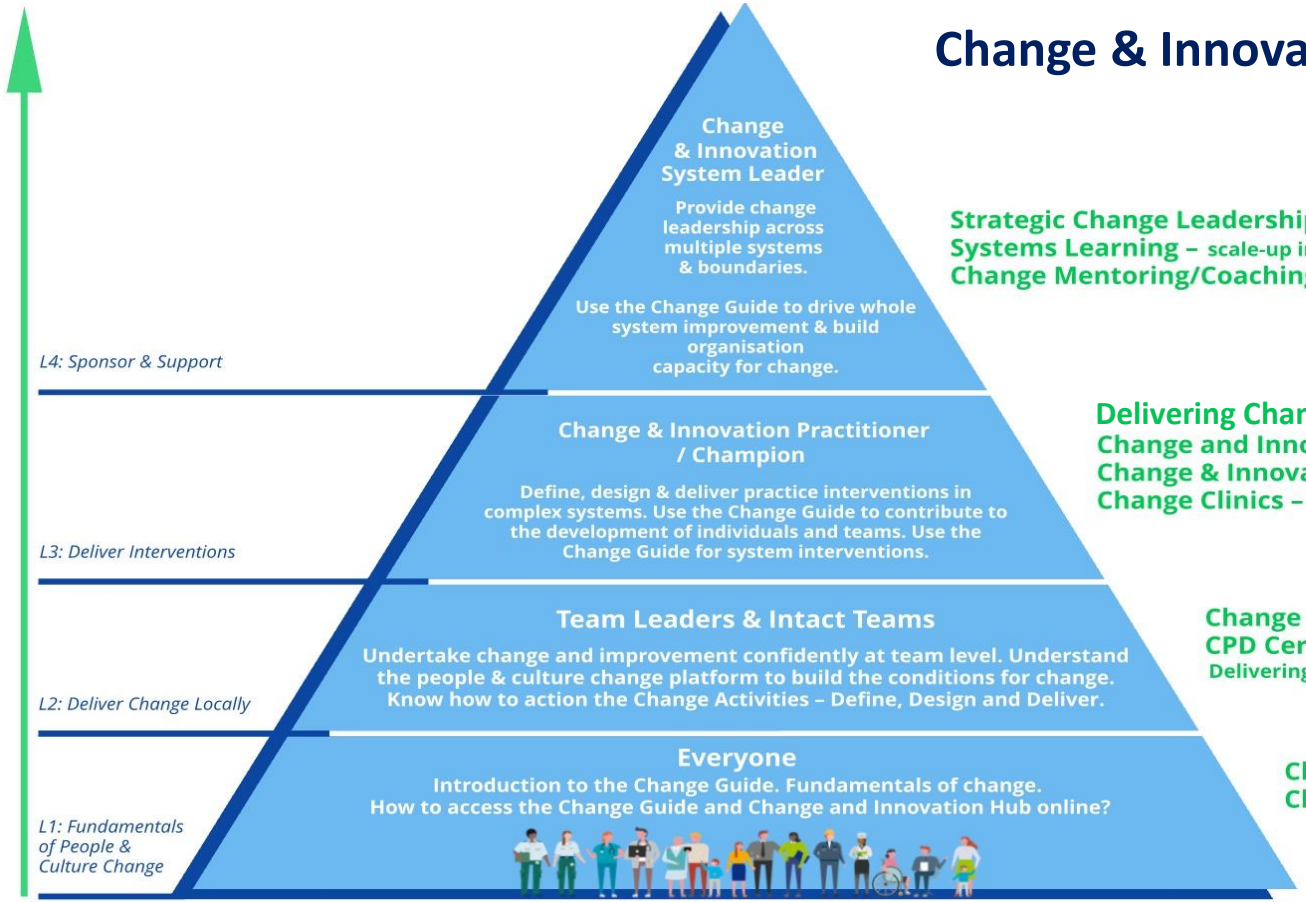
Change & Innovation Development Pathway



Strategic Change Leadership Interventions
Systems Learning – scale-up innovations
Change Mentoring/Coaching

Delivering Change Together – Experiential Change Programme (CPD Points)
Change and Innovation Practice Programme/s
Change & Innovation Hubs – Proposal at Health Region level
Change Clinics – practice based

Change Guide in Action Sessions
CPD Certificate Programme -
Delivering Change in Health Services (HSE/RCSI)

Change Guide eLearning Programme
Change & Innovation Hub – online resources HSeLanD

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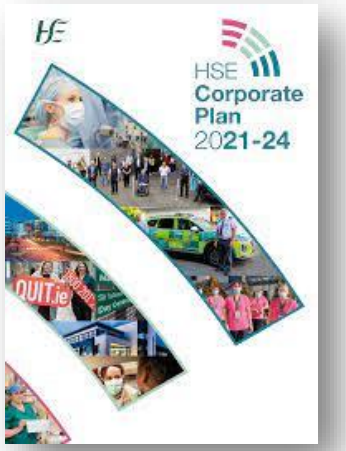
Strategic alignment and partnerships



Office of the Nursing & Midwifery Services Director

eHealth Ireland

Health & Social Care Professions

Framework for Improving Quality in our Health Service

HSE Digital Transformation

Health Service Leadership Academy

Programme Management Office

Spark Innovation Programme

HSE HR Leadership, Education, and Talent Development

International Foundation for Integrated Care
IFIC Ireland

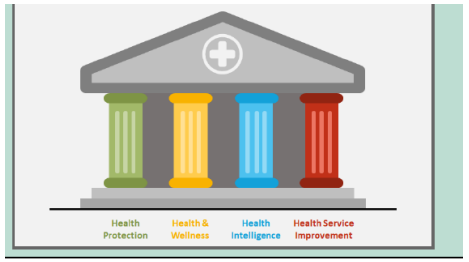


Figure 1: Pillars of Public Health

hseland.ie
Cúram le Eolas

NDTP NATIONAL DOCTORS TRAINING & PLANNING

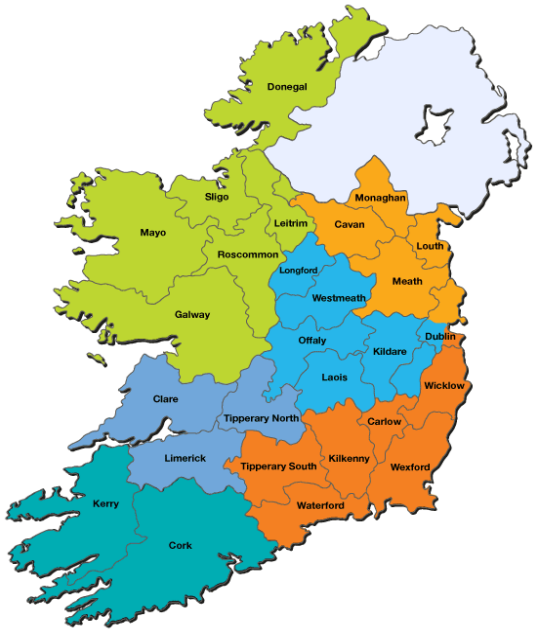
Health Innovation Hub Ireland

Optimise existing partnerships

Collectively deliver on population-based outcomes through evidence, local knowledge & experience
Support spread and mainstreaming across the system

- Programme Management Offices in CHOs and HGs
- Quality, Patient Safety & Service Improvement
- HR – leadership, learning & talent development
- Chief Academic Officers
- Research & Evaluation
- Public Health – service improvement
- Nursing & Midwifery Planning & Development Units
- HSCP National Office
- Professional bodies
- Frontline Clinical Innovation & Simulation - Spark Innovation
- Staff Engagement Fora

Patient, service user & community engagement
Core to service delivery and development



- Modernised Care Pathways & Clinical Hubs
- Enhanced Community Care
- Community Healthcare Networks
- Service Reform (mental health, disability etc.)
- Sláintecare Innovation Fund Projects
- National Care Groups
- Digital Transformation & eHealth
- Integrated Financial Mgt System
- NiSPR
- Professional bodies
- Other national change programmes
- Digital Academy
- Lean Academy
- Academic alignments & others

OD Referrals 2023

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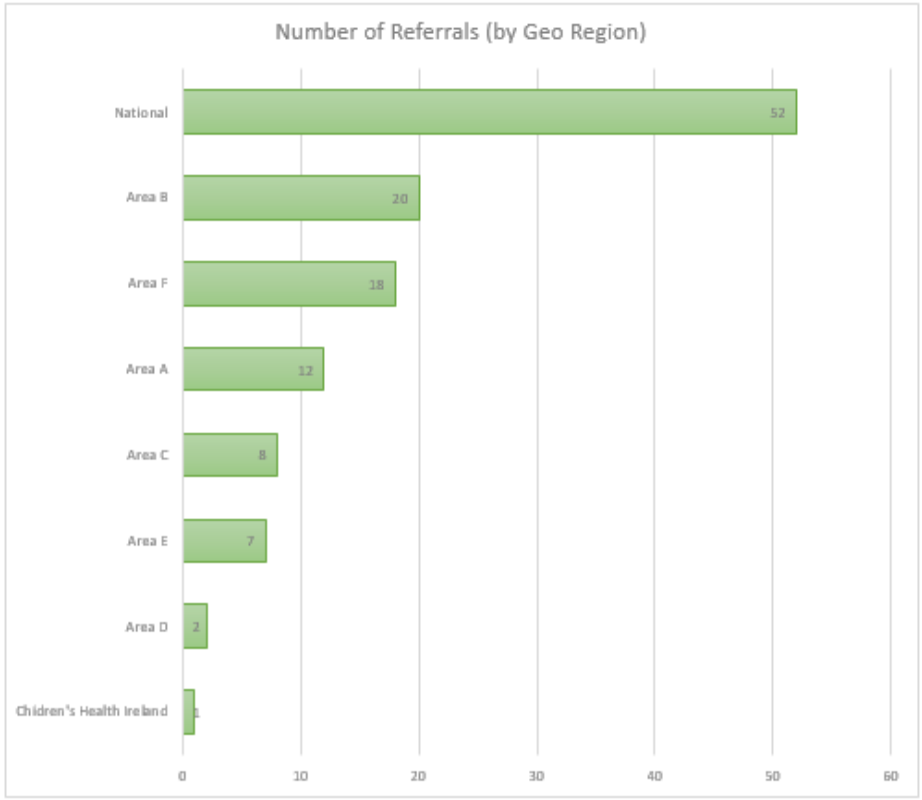

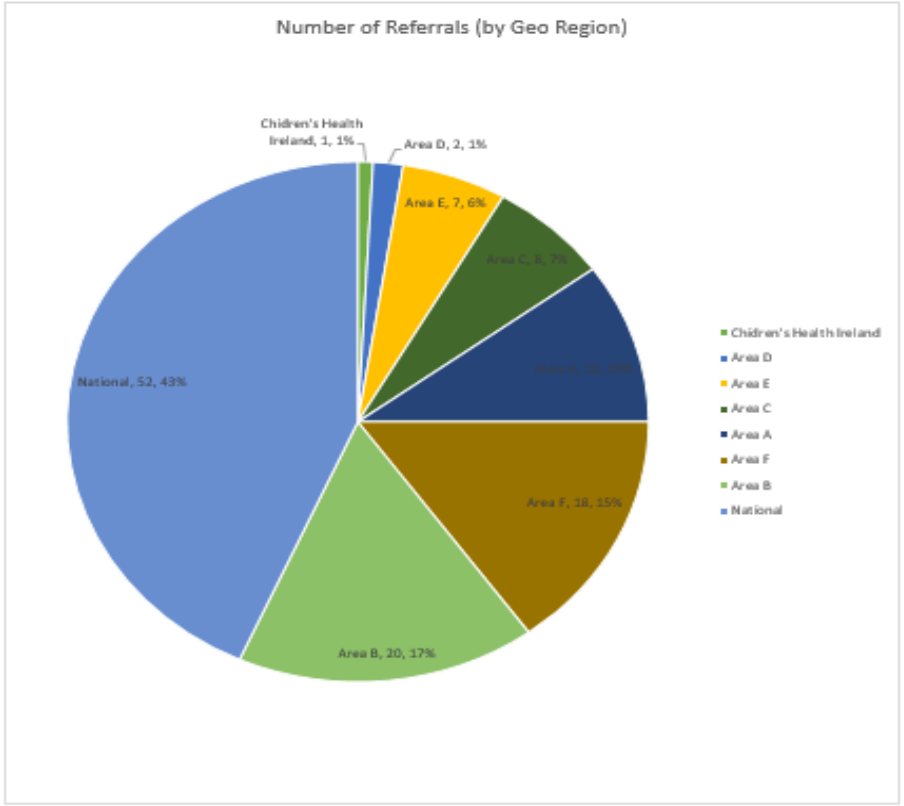

120
Number of Referrals

High level picture of engagements: 2021-2023

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- Engaged with **3,517** people leading change across the organisation through bespoke programmes and OD guidance and interventions
- Provided **645** OD interventions (inclusive of bespoke OD programmes/interventions, Change Guide in Action workshops and Change Consultation Clinics)
- eLearning Programme: **2,056** completions of 4 modules
- Twitter and LinkedIN metrics
  - ✓ **1,341,446** impressions
  - ✓ **79,343** views of videos
  - ✓ **7,638** followers (niche audience)
- Website **31,461** downloaded resources from HSE.ie

10 Service Commitments

1. Ensure our core work focused on **building change capacity and capability** is fully aligned to the **Health Regions Programme.**
2. Continue to support key **national programmes** including Modernized Care Pathways, Public Health, Enhanced Community Care, Digital Strategy etc.
3. Scale up our **flagship OD interventions** at Health Region level:
   - Delivery Change Together – Experiential Change Programme
   - Change Guide in Action
   - Change Consultation Clinics / Change Mentoring
   - CPD programmes
   - Bespoke Change and Innovation Interventions
   - Internal Consultancy on people and culture change methodologies

4. Continue to develop our **digital offerings** including the Change Guide eLearning Programme, services provided through the Change and Innovation Hub on HSeLanD and our website.

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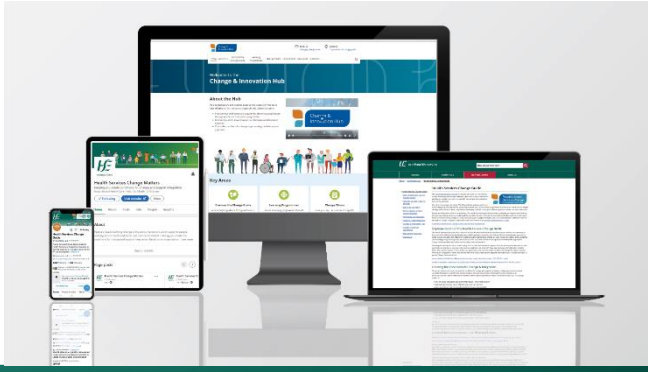
5. Continue to **curate and develop new resources** as part of the Change Guide suite i.e. Creating Conditions for Change & Integration, resources aligned to **service design and integration.**
6. Scope options re an **OD Diploma Programme** customised for the Health Regions as well as a **bespoke offering** for the REOs. Align to the Population Health programme under consideration by RCSI.
7. Continue to strengthen our connections with development partners as we continue to design the **Organisational Change Unit** nationally and **Change and Innovation Hubs** in the Health Regions.
8. Prioritise our growing **social media presence** and align to Health Region messaging.
9. Continue to **strategically influence** and embed the Health Services Change Guide as organisational policy across the system – All Change is Local, Leadership Development Programmes, Population Health Programmes etc.
10. Engage in relevant **events** on the organisational approach to change and align presentations / contributions to the Health Region Programme.



Building capability for people and culture change

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Change Guide in Action

- Peer Learning Space
- Case examples of people-centred approaches to change
- Facilitated and self-directed learning
- Building confidence for trying new ways of working
- Access to resources and tools

Change Consultation Clinic

- One-to-one learning space
- Change coaching and mentoring
- Leadership development for people and culture change skills
- Integration of change framework into development programmes

eLearning Progamme

- Provides practical help with particular focus on engagement
- Supports people to consider what approaches will work best to ensure service user / patient involvement
- Advocates for community and public participation

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Delivering Change Together

Experiential Change Programme

Communities of Practice

Developed in Partnership

12 CPD Points

31 CPD Points

Change & Innovation Hubs – proposal

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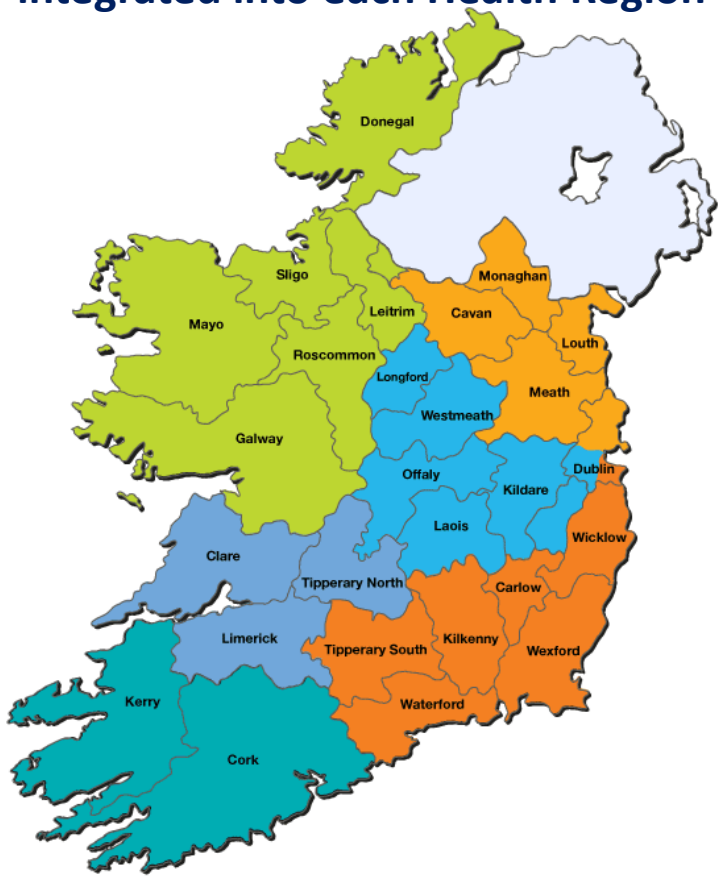
Proposal for 6 Change & Innovation Hubs integrated into each Health Region



- HSE Dublin and North East
- HSE Dublin and Midlands
- HSE Dublin and South East
- HSE Mid West
- HSE South West
- HSE West and North West

Partnership working and relationships will be key to integrating efforts and resources across services

Objective for each Hub to be:

- Self-sufficient over time
- Have access to wide range of skills
- Supported by Organisation Development & Design, PMO Teams and other development partners
- Collaborating on best practice and shared learning

Case Example – Public Health

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Public Health Reform Programme

- Change Consultancy with the **National Steering Group** on change readiness
- Working with the **newly appoint National Director for Public health and the 6 ADPHs** on change challenges and change leadership
- Hands on work with **4 of the 6 Public Health Areas** (significant change in those areas geographically)
- Co-designed bespoke workshops with each area to build change readiness in line with their phases of change: **shared purpose, emotional reactions to change, team effectiveness, creating the conditions for change, stakeholder mapping and engagement, change leadership development and mentoring**
- **Connected** Public Health with other key services i.e. Health and Wellbeing re psychosocial supports etc.

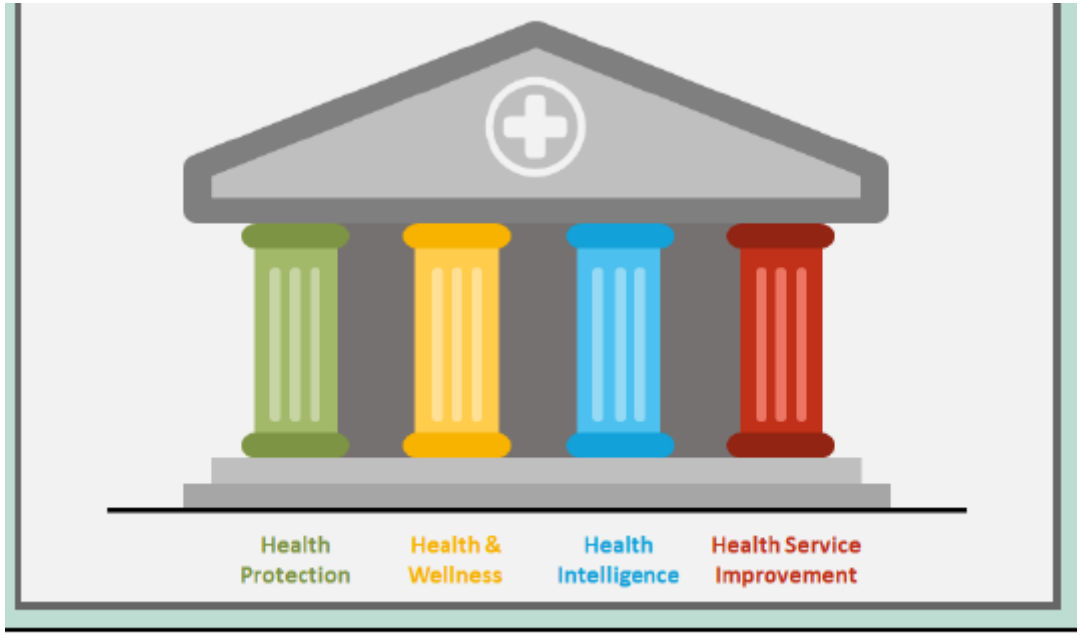

Figure 1: Pillars of Public Health

Case Example – Modernised Care Pathways

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Contracted by the Strategic Programme Lead (Office of the Chief Clinical Officer) to support **Integrated Care Programme for Chronic Disease - Modernised Care Pathways**.

- Engaged with Service Improvement Leads and Change Managers initially and then extended to the wider National ICPCD team
- Held targeted workshops with a focus on: "Creating the Conditions for Change and Integration".
- Next steps to determine shared learning outcomes and an action plan to support work in context of the health regions.

Pilot Programme - working with the **National Clinical Lead for Respiratory.**

- Conducted a bespoke workshop for Integrated Care Consultants
- Future plans include the development of a tailored "building capacity for change and integration programme" for Integrated Care Consultants.

LEVELS OF CARE

Case Example – Enhanced Community Care

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Enhanced Community Care - working with RCSI Leadership Programmes - "New Ways of Working"

- Collaboration with academic partner is key – RCSI
- Led by the Clinical Directorate (funding source)
- Programme developed based on findings from pilot **Community Healthcare Network Evaluation –** focus on team-working and leadership development
- Leadership participants working within ECC – from acute and community services
- Working collaboratively on joint projects - **sponsored by Chief Officers / CEOs and Heads of Discipline**
- **Focus is on building change management capability** using the Change Guide and Framework – orientating the participants to the tools and methodology, how to apply them in practice to address change challenges

Social Media = Tool for Learning

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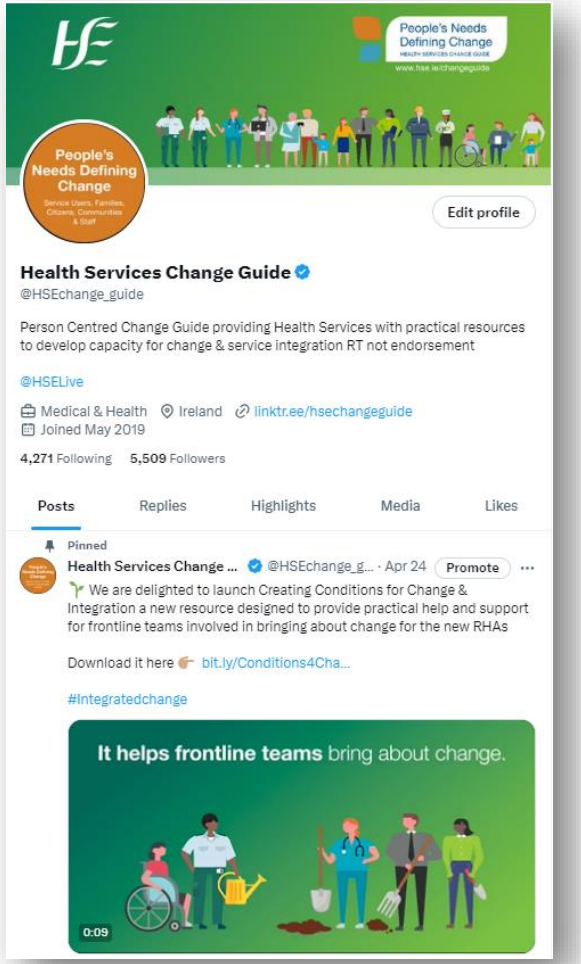

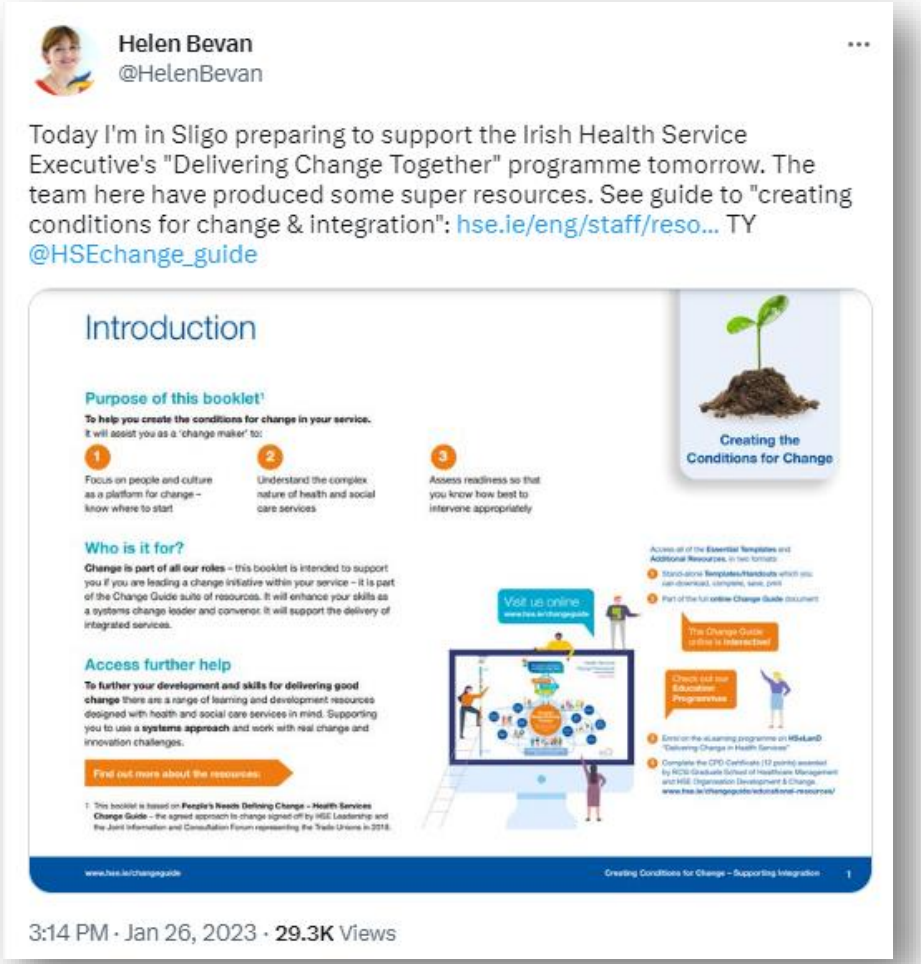

Social Media = Tool for Learning

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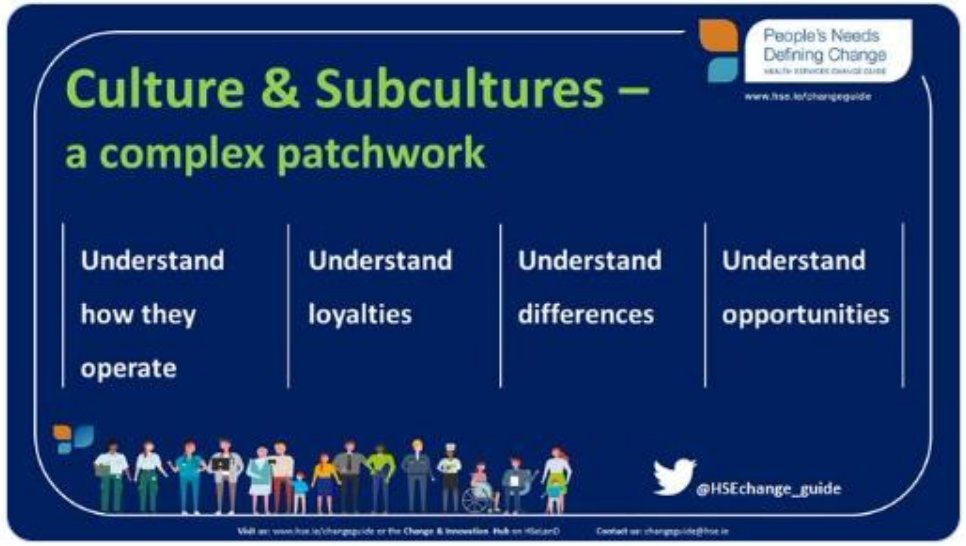
Often people talk about understanding culture as part of designing an approach to change - key is understanding the subcultures that exist

They are living systems in their own right within the complex patchwork of an organisation

Know the terrain well before you change it 🔄🙂



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Welcome to Sligo @helenbevan - The stage is set and we are all ready to go meet our first Communities of Practice. #Integratedchange @CHO2west @HSECommHealth1 @saoltagroup @HSELive

Elaine Birkett and 3 others

9:30 PM · Jan 26, 2023 · **4,763** Views

Using AI = Create Learning Content

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Promote ···

To help you to use our new resource in your service area to support change and integrated care pathways or business supports, we have developed a range of healthcare personas to give you practical examples of using this new support.
Hear from Joanne, Clinical Nurse Manager, managing a team of nurses who is also the lead on a new implementation project.

lnkd.in/eV7y_xMw can listen in full by clicking this link:
lnkd.in/eew7dHYW

Access the team resource here:
lnkd.in/eQHQ3YPE

#peopleandculture #changematters #integratedchange

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Promote ···

🕵️ Are you curious about how you can create the conditions for change for your service area that will support change and integrated care pathways or business supports?

We have developed practical examples of using this new support.

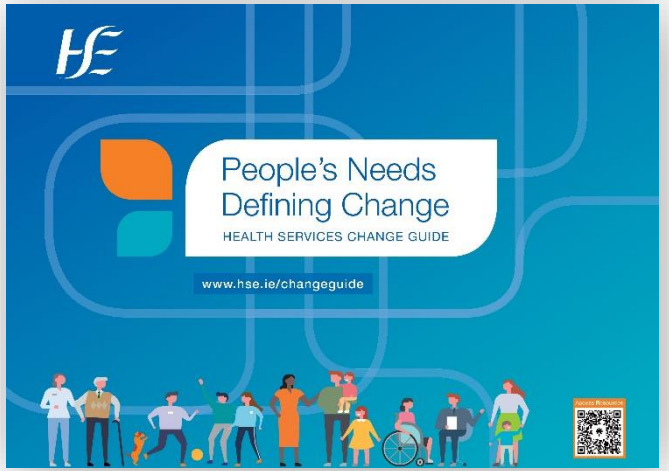
Today we hear from Derek, a Director of Finance who collaborated with HR Director Sarah to develop integrated business pathways in their region.

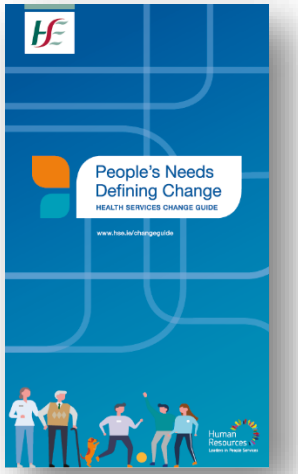
Creating the Conditions for Change & Integration is a health service resource to help you navigate the complexities of change.

Download this resource here bit.ly/Conditions4Cha...

Resources to deliver Change & Improvement

Online and in your hands





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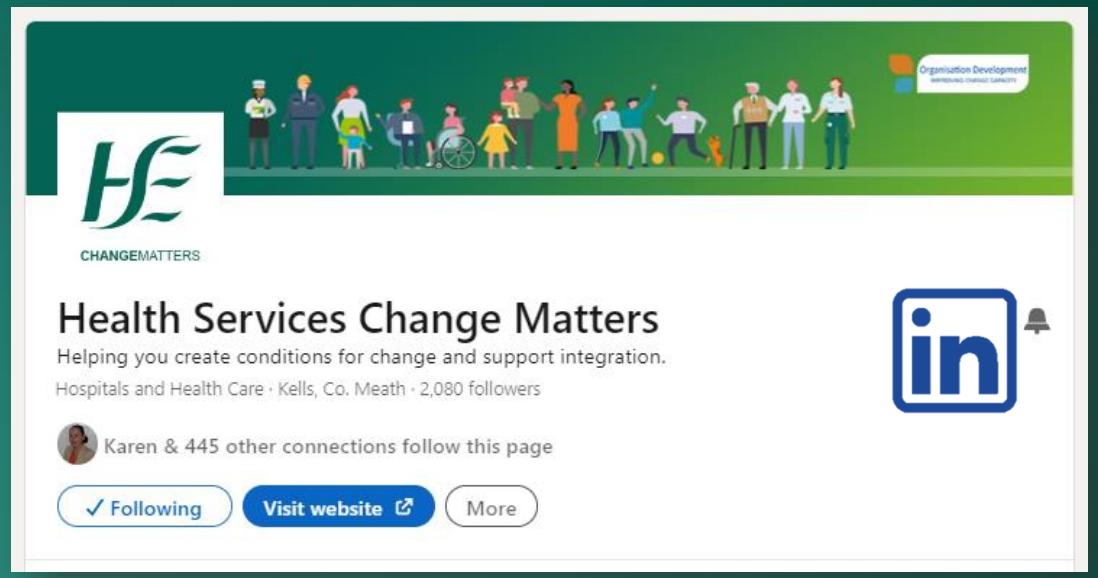
Connect with us on socials



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Health Services Change Matters

Self directed learning for everyone

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Hands on support for teams and leaders

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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.

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

For more information click here