

HSE Organisational Development and Design Resource Guide for Health Service Leaders & Educators Health Services Change Guide

Version IV

April 2024

Purpose

Document outlining key resources aligned to the Health Services Change Guide

Updated April 2024



The [Health Services Change Guide](#) is a step-by-step guide that will help you to lead and bring about change. It features helpful and practical advice from practitioners, leaders, service users and staff. You will also find evidence to support the approach.

Our focus is on people and culture change. The Change Guide complements other service, quality improvement and culture change programmes. In line with **Sláintecare** and the **HSE Corporate Plan 2021-2024** all of these programmes are bringing us closer to our goal of delivering integrated person-centred care and public value.

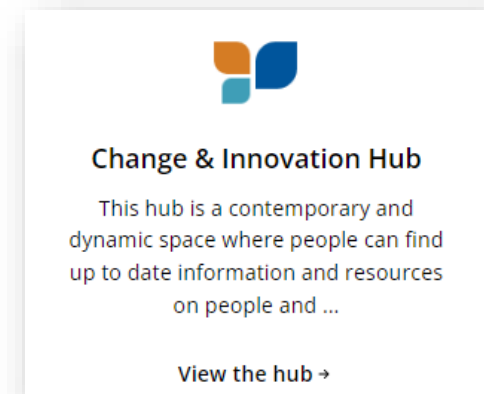
Developed by Organisation Development & Design Team
changeguide@hse.ie

Purpose




The purpose of this document is to share some key resources aligned to the Health Services Change Guide with health service colleagues so that you can adapt and use these resources. These are available at www.hse.ie/changeguide and you access from any portal.

On **HSeLand** we also have the **Change & Innovation Hub**. It is a contemporary and dynamic space where people can find up to date information and resources on people and culture change to:


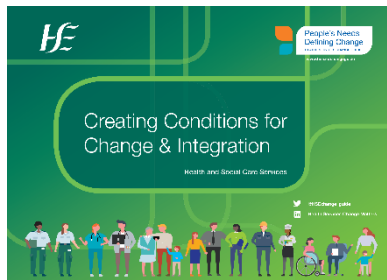
- improve your confidence and capacity for delivering good change through practice and education programmes
- connect you with relevant supports and change and innovation networks
- create the conditions for change by promoting a whole systems approach.



Resources Directory

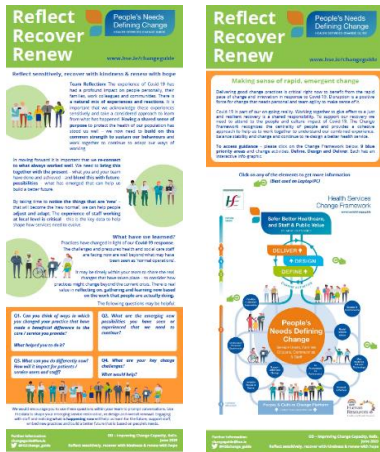
No	Title	Document or resource type	Details	Links
1.	<p>Delivering Change in Health Services – Complete Guide</p>  	<p>eLearning Programme on HSeLand</p> 	<p>Change Guide eLearning Programme Organisation Development and Design has developed an eLearning Programme to accompany the Health Services Change Guide. This is part of our continued commitment to improve capacity for change and innovation. People are at the centre of all our change initiatives. The Health Service Change Guide focuses in particular on 'People's Needs Defining Change'.</p> <p>This eLearning Programme takes you through all you need to know about people and culture change in four accessible modules. It provides you with practical help including tools and resources to support your service improvements and is relevant for staff at all levels. It aims to build your capacity, skills and confidence for delivering positive change in a complex environment such as health and social care.</p> <p>By the end of the eLearning Programme you will be able to:</p> <ul style="list-style-type: none"> • focus on creating readiness for change and service improvements, using the people and culture change platform • understand how best to engage with all the people who will be impacted by the change • use the key change activities to define what needs to change, design a better service and deliver on key results for service users and staff • understand how to apply the learning in practice to deliver positive change and innovation • use the tools and templates to help you deliver safer better healthcare. 	<p>Accessing the Change Guide eLearning Programme</p> <p>The eLearning Programme is currently live on HSeLand:</p> <ol style="list-style-type: none"> 1. Go to http://www.hseland.ie 2. Create an account if you don't already have one (contact support@hseland.ie for any access issues) 3. Once logged in go to Course Catalogues Enter Delivering Change in Health Services – Complete Guide in the search bar function

“Complete the eLearning Programme at your own pace”

No	Title	Document or resource type	Details	Links
2.	Health Services Change Guide – full suite of resources and guidance	PDF – interactive functions for some devices 	<p>The Health Services Change Guide is a step- by- step guide that will help you to lead and bring about change. It features helpful and practical advice from practitioners, leaders, service users and staff. You will also find evidence to back-up the approach.</p> <p>The Change Guide focuses in particular on People's Needs Defining Change. It provides guidance on working with Service Users, Families, Citizens, Communities and Staff to understand their needs better when undertaking change. It can be used at all levels to support managers and staff. It should help us all improve how we bring about change. The Guide also provides useful information on the context to organisational change.</p>	<p>Health Services Change Guide</p> <p>A summary booklet of the Change Guide is also available for download.</p>
3.	Creating Conditions for Change & Integration – new resource with practical guidance on integration and systems thinking	PDF – interactive functions for some devices 	<p>Creating Conditions for Change & Integration is a new resource to help teams continue to improve connectivity between services to deliver better outcomes for individual and local communities and to prepare for the implementation of Health Regions.</p> <p>It will assist teams to focus on people and culture as a platform for change, understand the complex nature of health and social care services and assess readiness for change - to know when and how to intervene appropriately.</p>	<p>Creating Conditions for Change & Integration</p>

4. **Reflect Recover Renew:**
Making sense of rapid emergent change - Team Resources

PDF format – interactive



This resource is available to all teams to take time to reflect, renew and recover at times of significant change. Staff are encouraged to reflect with sensitivity, recover with kindness and renew with hope.

It includes:

- facilitator / team leader instructions along with PowerPoint Slides
- series of one-page leaflets based on the Change Guide – supporting reform in line with rapid emergent change.

[HSE website section for Covid19 Team Resources from OD & Change](#)

[Reflect Recover Renew infographic specifically on Design](#)

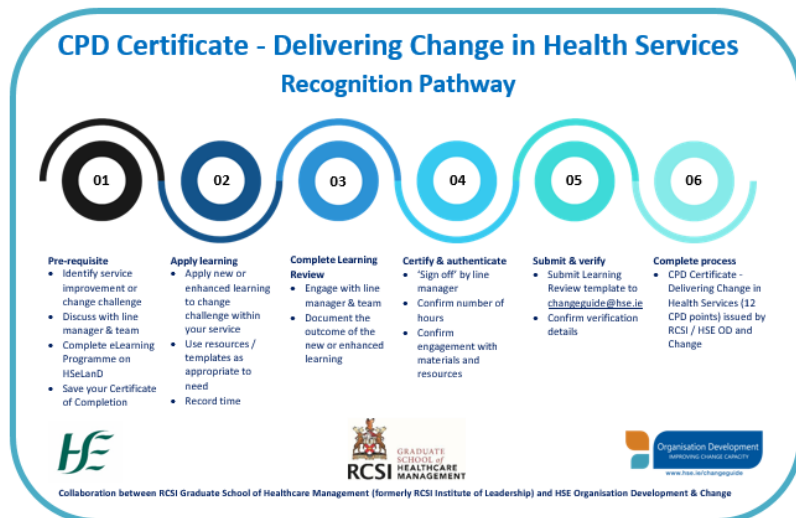
CPD Certificate – Delivering Change in Health Services

(12 CPD / CEU Points)

The CPD Certificate is available to all involved in change delivery. It is a collaboration between HSE Organisation Development & Design and the RCSI Graduate School of Healthcare Management. Completion of the eLearning Programme is a prerequisite to advancing to the CPD Certificate. This programme supports professional development within health and social care services. It will also be of interest to change and improvement practitioners and will complement the people approaches for all who currently practice quality / service improvement and project management approaches.

CPD Certificate – Delivering Change in Health Services (12 CPD Points)

[CPD Certificate - Delivering Change in Health Services \(12 CPD Points\)](#)



Once you have completed the eLearning Programme you are encouraged to identify a change challenge within your service and apply the learning, knowledge, skills and tools to your service improvement in collaboration with your service manager and team colleagues. The application of learning to your change challenge can take place over nine months from completion of the eLearning Programme.

Submissions are received throughout the year

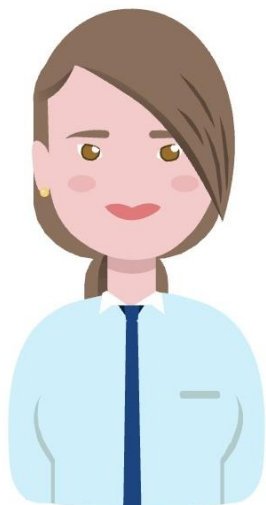
Your application is submitted to changeguide@hse.ie

Change Guide in Action – virtual interactive workshop (120 minutes)

The ethos behind the *Change Guide in Action* is to support collaborative practices and connect those working in healthcare with content from experts on key topics relating to change and service improvement but also from colleagues who have used the Change Guide in practice.

The virtual workshop:

- allows participants review a co-design people and culture change shared experience
- focuses on an examination of the Change Guide in action and the application of the core concepts, tools and templates to a specific change challenge
- signposts other resources from the Change Guide.



How do you access the workshop?

Contact us to access this workshop. You can also look out for details on the email training updates. The workshops run the **fourth Wednesday of the month** excluding July and August. Updates will be on the Change & Innovation Hub, HSeLanD.

Introduction to the Change Guide with case examples from health care staff:

[Introduction to the Change Guide](#)

Change Guide in Action - please adapt for your own use
We would welcome colleagues to adapt this offering for your own use.
We have resources developed and interviews/videos available to share.
Please contact us at changeguide@hse.ie

Change Consultation Clinic: one-to-one clinic

Our one-to-one scheduled Change Consultation Clinics are for those who are immersed in change and who would like support on a once-off basis.

- The Change Consultation Clinics are facilitated by experienced HSE Organisation Development (OD) Practitioners who take a systems approach using the Health Services Change Guide / Framework.
- Following your application for assistance you will be allocated a HSE OD Practitioner to explore needs and challenges.

How do you access the Change Consultation Clinic?

These clinics take place on the **second Thursday of the month** excluding July and August. Updates will be on the Change & Innovation Hub, HSeLanD.



Helpful YouTube Videos

Here are the current YouTube video links you might want use in any of your programmes – click on each one to play.



- [Induction to Health Services Change Guide \(5 min\)](#)
- [Health Services Change Guide – Creating Personal Readiness for Change \(1.15 min\)](#)
- [Peer Group Clinical Supervision \(14 min\)](#)
- [ADON PHN use of Guide – BOAT tool for breastfeeding \(10 min\)](#)
- [Health Services Change Guide in Action - Marie Boyle, Community Healthcare Network Manager Interview](#)
- [Health Services Change Guide in Action - Dawn Tyner, Community Network Manager \(1\) & Health Services Change Guide in Action - Dawn Tyner, Community Network Manager \(2\)](#)
- [Reflect Recover Renew - Making sense of rapid emergent change](#)

For other videos from our YouTube Channel, please click [Change Guide YouTube Channel](#)

Click the following if prompted:

[BROWSE YOUTUBE](#)

Delivering Change Together – Experiential Change Programme (31 CPD/CEU points)

This multidisciplinary, cross service programme was developed in the West North West and co-sponsored by the regionally based CEO and Chief Officers. It was a collaboration between the respective Programme Management Offices in the partner organisations with the support of HSE National Organisation Development and Design. Organisational and service needs were identified and validated, drawing in other developmental services including Nursing and Midwifery Planning & Development Units, Quality & Patient Safety, Human Resources - Leadership, Learning & Talent Management. It is an example of how pooling expertise and integrating resources can support change and service improvement practices at regional and local level. Core to this programme is local ownership and support.

The primary enabler is a **Community of Practice (COP) model** using action learning approaches. It is a platform for connecting people in the spirit of learning, knowledge sharing and collaboration as well as individual, group, and organisation development. Specific development inputs are also given on change and project management. Project work is also encouraged.



Objectives of Delivering Change Together

- Support the development of further **change management and project management expertise** across the Health Services - to enable effective joint engagement and progress in the delivery of service developments.
- Agree shared direction and enable integration by mainstreaming the organisational policy on change into practice at local level - **Health Services Change Framework**.
- Enable **relationships and networks** including Communities of Practice, which will further support the development of Health Regions.
- Drive change activities in a standardised manner by using **reliable methodologies**.

If your area would like to explore this programme further please email changeguide@hse.ie

Watch Marie O'Haire introduce Delivering Change Together Programme:
[Delivering Change Together - An experiential change programme](#)



CPD Certificate
Delivering Change Together
Experiential Change Programme
31 CPD Points



Personal Story

What our Change & Innovation Developmental Pathway looks like for Mary, a Clinical Nurse Manager?

Mary has recently been taken up a clinical management role in her hospital. As part of her interview preparation she completed the **Change Guide eLearning Programme** as she will be leading her new team on key quality improvements as identified in a recent HIQA report.

- On taking up her role she taps into the **Change Guide in Action** interactive session and later on she avails of the **Change Consultation Clinic** as she embarks and implements some of the change improvements with her nursing team.
- She engages with her team and advises them to complete the **Change Guide eLearning Programme** and sets up a local project group of key stakeholders to implement the changes.
- She makes sure that the team has access to the [Change Guide Summary Booklet](#) and she adds change as an item for discussion at team meetings.
- The project group develops a communication plan and engages with all the stakeholders including clients in the improvement activities. Training needs are identified and staff bring forth timing issues etc. This reflects 'problem solving' locally as the Director of Nursing (DON) supporting Mary sponsors all her change activities and engagements. HIQA are kept up to date on key actions completed.
- Mary succeeds in her change improvement and with the support of her DON she submits her **Learning Review Template** to changeuide@hse.ie for **12 CEUs** awarded from HSE Organisation Development & Design and RCSI (CEUs approved by NMBI).
- She shares her experience with other colleagues and uses the Change Guide to write up a **Case Study** on the **Change & Innovation Hub** to indicate how she used the Guide at various milestones of her service improvement journey.
- Mary's experience is recognised by the service and she is nominated by her manager to participate in a **community of practice** supporting change in her service area and not just in her hospital. She engages in key educational activities on systems thinking and convening, co-production with service users, project management methodologies, PDSA improvements, collective leadership, integrated care and other key change management competencies.
- As part of the community of practice she participates in a **multidisciplinary action learning group**. This affords her a more developed opportunity with other peers from different services.
- As she embarks on her next promotion and new change role, she links in with a **mentor and coach** to support her own decision-making during the course of her working life.



Personal Story

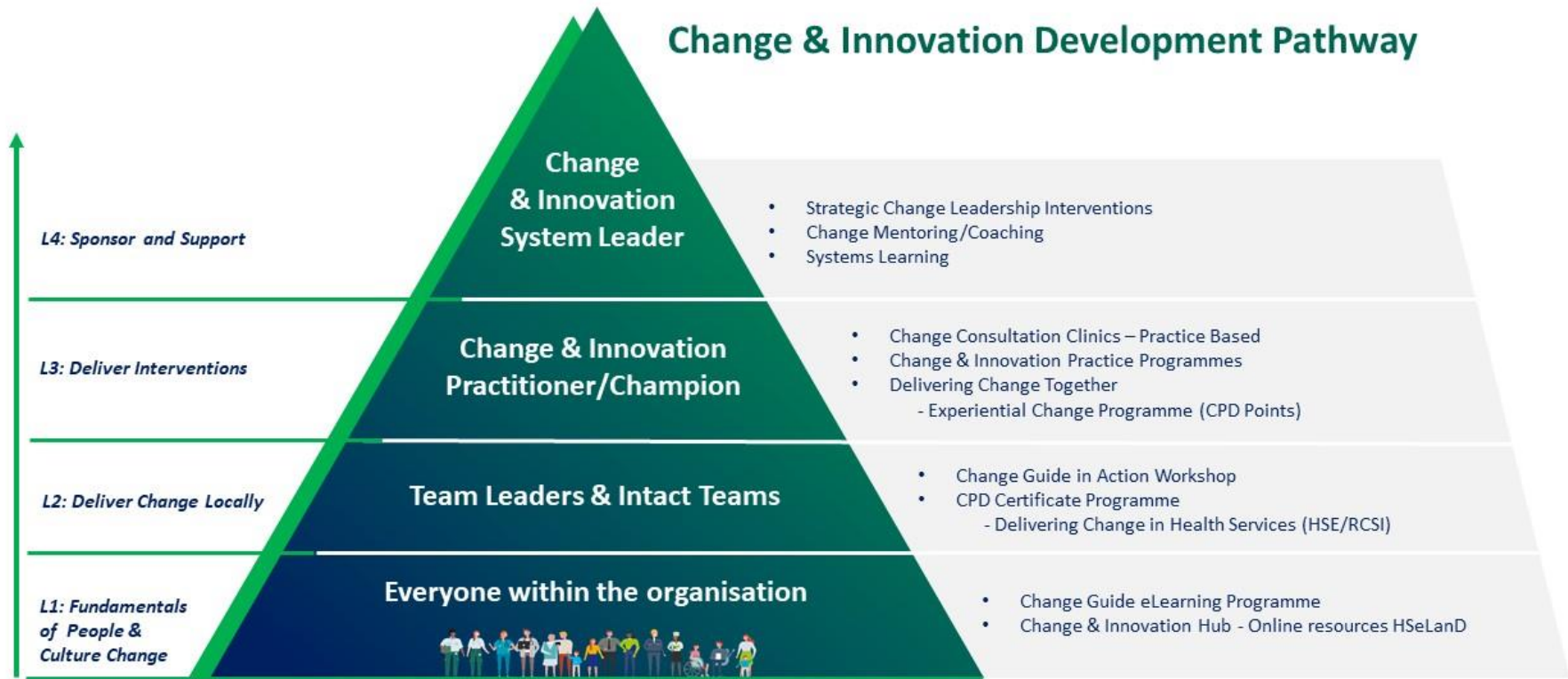
What our Change & Innovation Developmental Pathway looks like for Sarah, a Grade VII Senior Business Manager?

Sarah has recently been taken up a business management role in her service. As part of her interview preparation she completed the **Change Guide eLearning Programme** as she will be leading her new team on key quality improvements as identified in a recent report.

- On taking up her role she taps into the **Change Guide in Action** interactive session and later on she avails of the **Change Consultation Clinic** as she embarks and implements some of the change improvements with her service.
- She engages with her team and advises them to complete the **Change Guide eLearning Programme** and sets up a local project group of key stakeholders to implement the changes.
- She makes sure that the team has access to the [Change Guide Summary Booklet](#) and she adds 'change' as an item for discussion at team meetings.
- The project group develops a communication plan and engages with all the stakeholders including other staff in the improvement activities. Training needs are identified and staff also highlight current work challenges.
- Sarah succeeds in her change improvement and with the support of her Line Manager she submits her **Learning Review Template** to changeguide@hse.ie for **12 CPD points** awarded from HSE Organisation Development & Design and RCSI.
- She shares her experience with other colleagues and uses the Change Guide to write up a **Case Study** on the **Change & Innovation Hub** to indicate how she used the Guide at various milestones of her service improvement journey.
- Sarah's experience is recognised by the service and she is nominated by her manager to participate in a **community of practice** supporting change in her area of work. She engages in key educational activities on systems thinking and convening, co-production with service users, project management methodologies, PDSA improvements, collective leadership, integrated care and other key change management competencies.
- As part of the community of practice she participates in a **multidisciplinary action learning group**. This affords her a more developed opportunity with other peers from different services.
- As she embarks on her next promotion and new change role, she links in with a **mentor and coach** to support her own decision-making during the course of her working life.



Change & Innovation Developmental Pathway



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Please see video on the Developmental Pathway: [Developmental Pathway](#)

Change & Innovation Developmental Pathway

Level 1 addresses the fundamentals for people and culture change and this is provided through the **Change Guide e-Learning Programme on HSeLanD** (4 modules taking around 1.5 to 2 hours to complete) and our **Change & Innovation Hub** which is an online repository space within HSeLanD.

Level 2 addresses Team Leaders and Intact Teams - these are the people who are really driving change at local level and require support and capacity building for people and culture change skills. We do this through the online **Change Guide in Action** sessions (2 hour workshop) which are held every month covering different topics. People might attend one, two or three sessions in a year. People can progress to the **CPD Certificate Programme** if they are working on projects as part of their day-to-day work commitments – the CPD Certificate Programme is in partnership with RCSI and offers 12 CPD points as noted in this document.

Level 3 is delivering interventions that support change & innovation practitioners, change champions, agents for change across the system. People who perhaps have dedicated roles in change, project management or service reform. The **Delivering Change Together - Experiential Change Programme** (piloted in the West North West is an example of this type of intervention). We also have the **Change & Innovation Practice Programmes**, which are bespoke to particular services aligned to priority programmes within the HSE. They are designed based on the needs of the service, scoped out to take the local context into consideration and then contracted with the service sponsor.

Level 4 is about working with **senior leaders** in the organisation who are system sponsors. We work with them on a team or one-to-one basis to support the development of change leadership practices focused on specific change programmes, strategic / policy development and sponsorship of programmes of work. This work is done in **collaboration with other development colleagues** so make the best use of complementary offerings.



People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE



Access Digital and Self-Directed Learning

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

[» Click here for more information](#)



Reflect Recover Renew

Support teams to make sense of rapid emergent change

[» Click here for more information](#)



Health Services Change Guide



CPD Certificate

(12 points)

Delivering Change in Health Services

Develop while improving your service

[» Click here for more information](#)



Change & Innovation Hub

Access current thinking and best practice, including case studies

[» Click here for more information](#)





People's Needs Defining Change

HEALTH SERVICES CHANGE GUIDE



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.



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

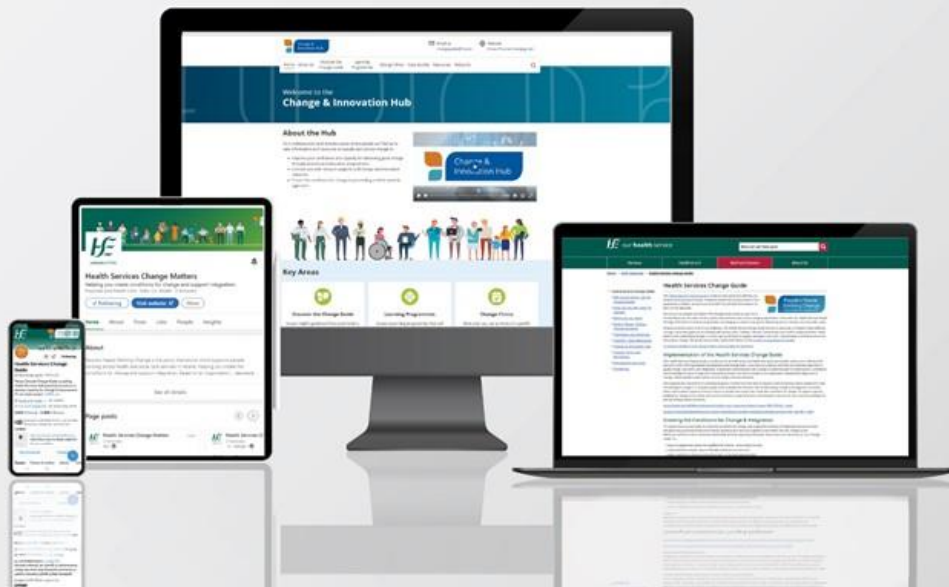
For more information [click here](#)





Resources to deliver Change & Improvement

Online and in your hands



X @HSEchange_guide

in Health Services Change Matters

HE Organisation Development & Design
Improving Change Capacity

People's Needs
Defining Change
www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **CNM3 'Phillipa'** on developing a care pathway with colleagues in community based services

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Phillipa - CNM3
<https://youtu.be/kRnteFmq1vM>

HE Organisation Development & Design
Improving Change Capacity

People's Needs
Defining Change
www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **Assistant Director of Nursing 'Maura'** from Mental Health Services, sharing insights on engagement for change and the role of storytelling to influence.

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Maura - Assistant Director of Nursing
https://youtu.be/QdP5_XI3V6g

HE Organisation Development & Design
Improving Change Capacity

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www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **Director of Finance 'Derek'** integrating shared services to supports teams.

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Derek - Director of Finance
[https://youtu.be/Rj_WNKLLTtwo](https://youtu.be/Rj_WNKLLTwo)

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Improving Change Capacity

People's Needs
Defining Change
www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **CNM 'Joanne'** and click the link to listen in full

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Joanne - Clinical Nurse Manager
<https://youtu.be/vkTCvXUPjX4>

HE Organisation Development & Design
Improving Change Capacity

People's Needs
Defining Change
www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **Paediatric Occupational Therapist 'Josie'** sharing insights on assessing change readiness for improving OT services

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Josie - Paediatric Occupational Therapist
<https://youtu.be/M-7-XyXAMo8>

HE Organisation Development & Design
Improving Change Capacity

People's Needs
Defining Change
www.hehsc.org.uk

Creating the Conditions for Change
How might you apply this new resource to your service?

Listen to our case example **'Rosemary'** a **Clinical Coordinator in an ECC Network** sharing insights on planning change with a focus on the people and culture elements

Case Example

Please note we have used a fictional case example to demonstrate application of this new resource

Rosemary - Clinical Coordinator in ECC Network
<https://youtu.be/NAuY2IWGA74>



Further information

Email: changeguide@hse.ie

Change & Innovation Hub: www.hseland.ie

Twitter: [@HSEchange_guide](https://twitter.com/HSEchange_guide)

LinkedIn: [Health Services Change Matters](https://www.linkedin.com/company/Health%20Services%20Change%20Matters)
www.hse.ie/changeguide

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