

What is the Health Services Change Guide?

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.

Our focus is on people and culture. This Change Guide supports service, quality improvement and culture change programmes and is intended to complement the transformation work taking place within our health service. All of our development programmes are bringing us closer to our goal of delivering person centred integrated care and public value in line with the requirements of Sláintecare.

People are at the centre of all of our development initiatives. The Health Service Change Guide focuses in particular on **People's Need 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.

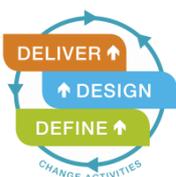
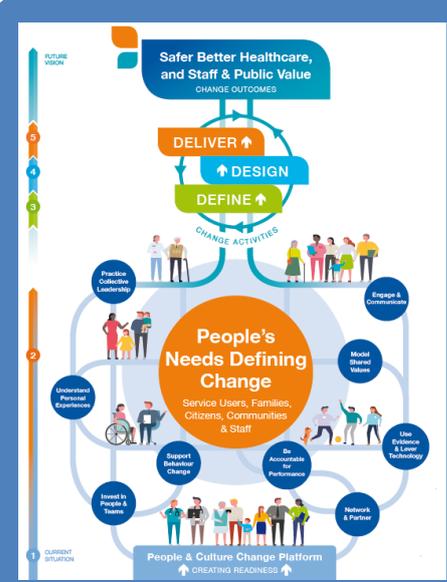
The Change Guide is the agreed approach to change signed off by the HSE and Trade Unions. Providing a hands-on guide to help managers and staff across the health and social care system to make change and deal with real service issues.

It consists of a [Health Services Change Framework](#) and a step-by-step guide to carry out change.

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

Find out more about the Change Guide by visiting:

www.hse.ie/changeguide
www.hseland.ie/changehub

Contact us:
changeguide@hse.ie

Share a case study:
Have you completed a change initiative?
Have it profiled on the Change Hub by emailing changeguide@hse.ie

Communication and Awareness Activities – what's been happening?

- Change Guide Booklets have been distributed throughout the country – this booklet provides a summary of the Guide. It is a good starting point as it takes you through all the stages outlined in the Change Guide.
- The Promotional Leaflet contains an infographic of the Change Framework. We are asking colleagues to display the Framework locally and to use it to assist communication with services and teams.
- Heads of HR and LETD colleagues in the Education Centres throughout the country kindly agreed to assist with distribution.
- We are continuing to work with colleagues in national communications and digital services to improve our digital offering through enhancements to our current web page.
- Administration of the Change Hub – Elaine Birkett has taken up this role working with colleagues in HSeLanD and staff are encouraged to submit case studies for inclusion on the Change Hub. Details available by contacting changeguide@hse.ie



*Pat Bennett & Mary Walsh
meeting participants at the recent
Leaders in Management
Programme*



*Nursing participants on the RCSI Advanced Leadership
Programme for MSc*



LETD Colleagues planning meeting

Change Guide Supports Anti-Bullying Awareness Campaign

1.2.5.4 Challenge unacceptable behaviours (pg 24)

- In upholding the preferred culture and shared values, address behaviour that causes offence to others and is damaging to the trust the organisation is seeking to promote.
- In line with best HR practice put in place processes to support people to challenge behaviour that disregards agreed values or ground rules.
- Create a psychologically safe environment to support people 'calling out others' when values are compromised.
- Pay particular attention to employees' sense of fairness in dealing with situations that arise, and formally and explicitly make it clear that disrespectful and offensive behaviour will be addressed.
- Engage with HR staff to develop required competencies and develop working understanding of relevant people management policies including performance systems at individual and team levels.

