



Leading Change in Service Design

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Setting the scene

Context

- We are currently undergoing the largest reform of our Health Service in decades. We are establishing six new Regional Health Areas (RHAs)

Key challenges

- The impact of the COVID-19 pandemic has placed, and continues to place, significant stress on an already stretched health system and workforce, while also placing stress on patients, families and communities
- Bringing the workforce on the change journey, when it is already dealing with increased workloads, burnout and staff are apprehensive of what a transformation may mean for them and their roles
- Having the capacity and capability to transform successfully, while at the same time managing the continuation and effective delivery of health services

Current arrangements

- **7 Hospital Groups (HGs)** and **9 Community Healthcare Organisations (CHOs)**
- HG and CHO boundaries do not align
- Governance and funding arrangements along acute and community sector lines, with separate and distinct management and accountability arrangements
- Fragmentation and gaps in services for patients when transitioning from community to acute services (or vice versa)
- Absence of effective, integrated population-based planning
- Limited scope for localised decision making and innovative service responses to local needs.

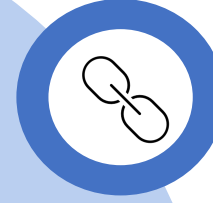


RHA Strategic Objectives

1. **Align hospital-based and community-based** services to deliver joined-up, **integrated care** closer to home



2. **Clarify and strengthen Healthcare Governance and accountability** at all levels



3. Support a **population-based approach** to service planning and delivery



4. Balance **national consistency** with **local autonomy** to maintain consistent **quality of care** across the country



Where are we now on our Journey?

- **High-level functional design** drafted for RHAs, National HSE and DoH – to be tested with the system
- Closing out the **RHA Implementation Plan** – to be brought through Government in early 2023
- Continue design of the **Integrated Service Delivery model** for RHAs
- Finalise the **plan for the key essential elements** that need to be place on 1 January 2024 – including understanding the impact on the workforce and key enablers (IT, data, infrastructure etc) needed to stand up new structures
- Commence **recruitment** of RHA CEOs
- Ensure ongoing **engagement and communication** with all relevant stakeholders in the Health and Social Care system, including service users and the general public

Transformation Principles “get rights” - how we are driving change

1 Making sure Leadership “get it”
Working with HSE and Government leadership from the start to ensure collective sponsorship and ownership

2 Connecting with the grassroots
Engaging with staff across the system at all levels, inviting and valuing their input

3 Engaging and monitoring change reactions
Creating and executing a clear engagement strategy and defining measures to track progress

4 Creating energy and keeping it fresh
Working with HSE and Department communications teams to share meaningful messages and keep people informed

5 Analysing and personalising
Using evidence and data to guide design, assess business readiness and engage with the system

6 Answering the “so what?”
Ensuring everyone understands what benefits we are driving towards

7 Focusing on the customer
Never losing sight of the impact change will have on patients, their families, the public, staff and the political system

8 Think big, start small
Being ambitious and bold in our plans but with an eye on practicalities, budget and risk

9 Making the organisation “future-fit”
Refining processes to remove barriers and up-skill the organisation to enable sustainable change

10 Building Capability and Capacity
Ensuring the programme is resourced with skills, knowledge and organisation understanding to deliver change

Managing the RHA Change Journey

Transformation is a **human and emotional challenge**. We are focused on **preparing for, embracing and managing change**, embedding behaviours such as empowerment and collaboration across the system. Research highlights the importance of **leaders in supporting change** by building unity around the transformation vision and developing resilience among the workforce.

The RHA Programme Change Approach is focusing on addressing four key areas:



70% of senior leaders in successful transformations agree that the **capability to transform** is extremely important for future success*

Change Insight 1: Ensure leaders and staff are ready and prepared for change

Change readiness is key to preparing people to more easily and effectively move through times of continuous change. We recognise the need to focus efforts on **change readiness** and **agility** across our leaders and the workforce and foster a **culture of openness** to new ways of working.

On the RHA Programme we are working to:

- 1. Develop a strong leadership support community** ensuring there is support for current HSE leaders and new RHA CEOs as they lead and experience change
- 2. Assess change readiness**, measuring change readiness across the system through surveys and focus groups – testing sentiment, understanding of the vision, and capacity to adopt new ways of working
- 3. Encourage openness** and develop mindsets to better prepare staff to self-manage through change. We will start small, improve and deliver with momentum to ensure sustainable change



Change Insight 2: Understanding system capacity and building change capability

Our staff are under constant pressure to run services, deliver results and transform to thrive in the future. Understanding **system capacity and pain-points** is a key part of designing the model that can deliver both now and in the future.

On the RHA Programme we are working to:

- 1. Prioritise and plan delivery** of change based on a deep understanding of change complexity, the impact to system, and system capacity to absorb change
- 2. Identify and introduce “quick-win” changes** incrementally to improve system capacity, rather than waiting to deliver change all at once
- 3. Build change capability across multiple levels** - intentional and structured approach to building agility and resilience to better enable continuous change



Change Insight 3: Harnessing data to inform change plans and implementation

Transformation brings with it system stress. The potential for change saturation and fatigue needs to be actively managed through a **data-driven approach** to prioritising, sequencing and re-distributing change.

On the RHA Programme we are working to:

- 1. Capture data on the change** using detailed change impact assessments to understand what is changing, where, when and who is impacted
- 2. Prioritise effective decision making** - establishing a decision-making framework and escalation process to enable the prioritisation and sequencing of change activity
- 3. Use insights from data to guide the pace and breadth of implementation** – assessing how well change is being absorbed and applying learnings to subsequent stages of implementation



Change Insight 4: Re-designing work to promote integration

Transformation provides the opportunity to **co-create new ways of working** and allow for the redesign and redefining of work. Technology and data utilisation support the **optimisation of work** and integration, and allow for greater capacity.

On the RHA Programme we are working to:

- 1. Co-create new ways of working** - encouraging conversations to reimagine processes, delegations and ownership
- 2. Build interdependency** - prioritising cohesion and working together between functions to enable greater integration, creativity and innovation for building new ways of working
- 3. Utilising more technology** - focusing on improving processes to support delivery of services and reframing 'how' work is completed through technological efficiencies



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Thank you

