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# Values in Action

Kahlil Coyle, Deputy Head



@KahlilCoyle and @HSEvalues



Building a  
Better Health  
Service

Seirbhís Sláinte  
Níos Fearr  
á Forbairt

# Our **big** culture decisions as a health service



Values in Action is a behaviour based culture development programme that aims to make the health service a better place to be.

# We have made **two decisions** in the Irish Health Service

1

The first was to translate our values into behaviours that everyone could adopt; and

2

The second was to start a social movement to ensure that these behaviours become a way of life for us all and a visible part of our everyday actions in the health service



## About the Irish Health Service:

- We are the Irish Health Service Executive (HSE), providing all of Ireland's public health services in hospitals and communities across the country
- Largest employer in Ireland
- We ~120,000 staff

# PAST NOW FUTURE







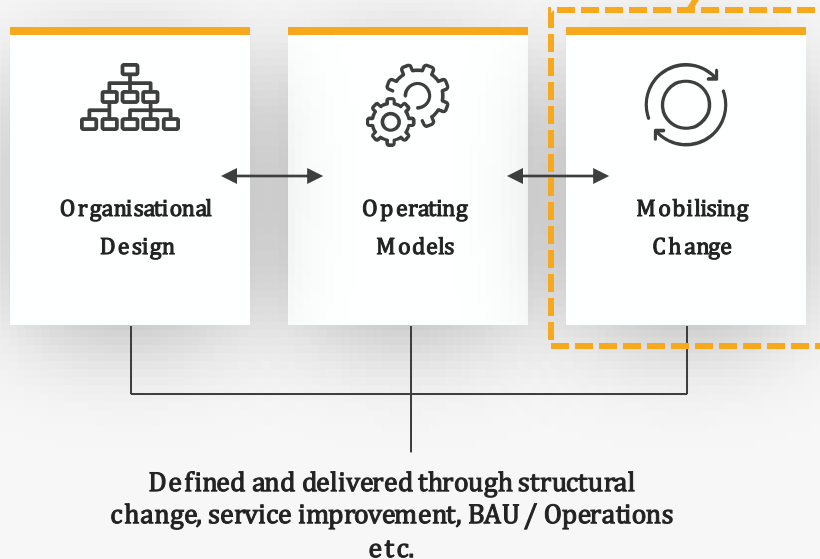
## Why?

To build a culture in the health service that creates more positive workplaces for staff and that delivers better experiences for our patients and service users

“It’s for ourselves and it’s for our patients”



# Delivering Transformation Change in the Irish Health Service



**Values in Action provides the conditions for change**

- The 'oil and the glue' for change
- A unified strategy to support change-ability
- Embedding the values through behaviours
- Proactively shaping a culture that supports and enables change
- Mobilising change through grassroots and behaviour change
- Increasing staff engagement aligned to a clear purpose
- Developing Backstage Leadership skills
- Capacity building – agile ways of working one good.

# The story so far

**2016**

University Limerick  
Hospital Group and  
MidWest CHO/CHO 3

**2017**

Core team and  
National roll out and  
Centre/ National  
Divisions

**2018**

DNCC CHO/CHO 9  
and Docs

**2019**

CHO 6++

# Values in Action **is not**



**A Training Programme**



**Another Corporate Initiative**



**A Comms Campaign**



# Values in Action **is**



## A Social Movement

Method	Platform
'Change Management'	Social Movement
Push	Pull (and Push)
Top Down	Grassroots
Processes	Behaviours
Hierarchy	Peer to Peer
Formal Org	Informal Org
Communications	Storytelling
Top Down Lead	Backstage Lead
Change	Change Ability & Readiness



## Social Movement (Organisation)

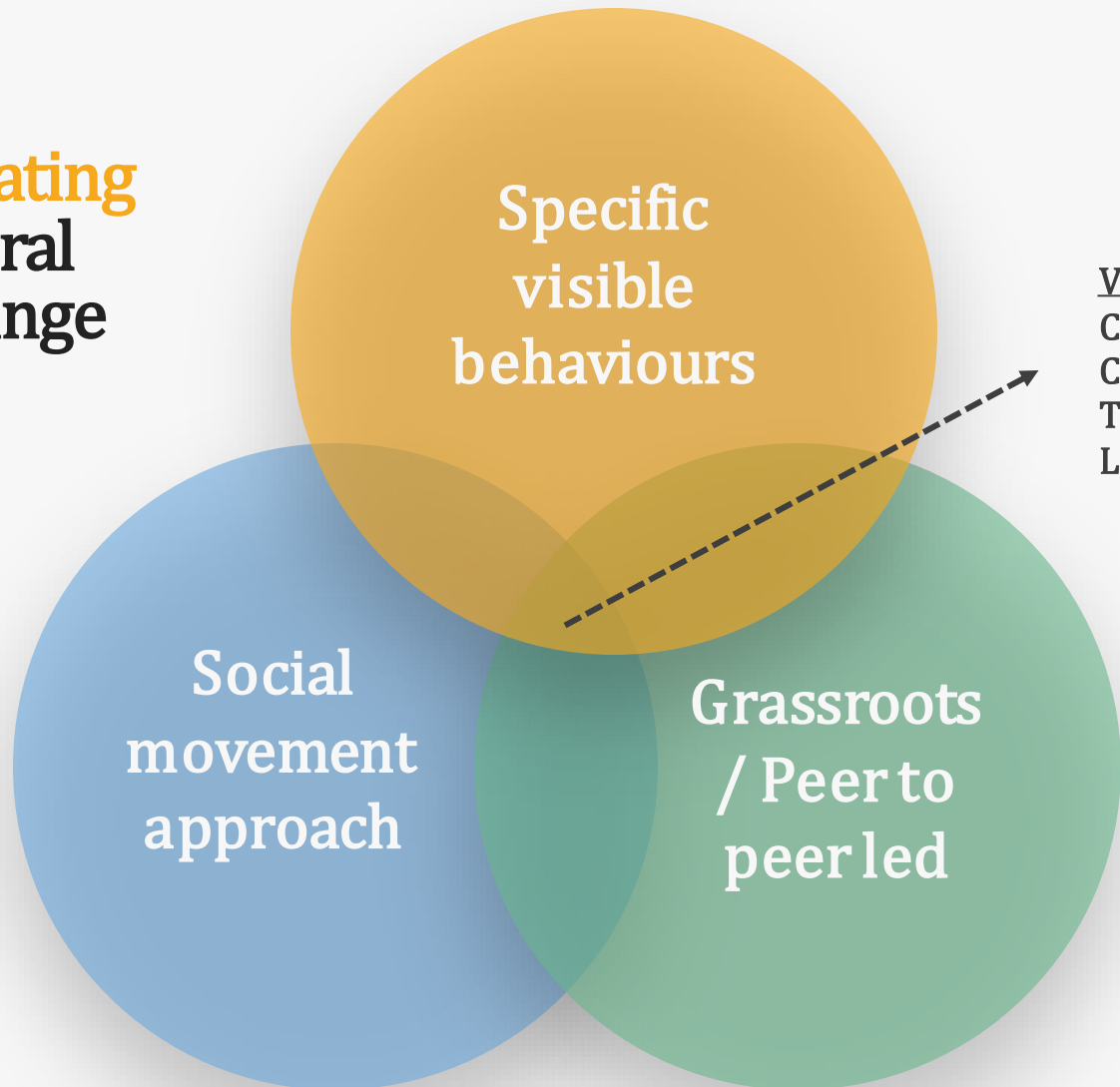
Organised large scale mobilisation of grassroots for a purpose (cause), shaping behavioural/cultural change, and building capacity whilst doing so.

“The greatest  
shortcoming of the  
human race is our inability to  
understand the exponential  
function.”

Albert Allen Bartlett



## Creating a Viral Change



Values  
Care  
Compassion  
Trust  
Learning



Behaviours are something people do, they are concrete and visible.

People understand what is meant by them and everyone can adopt them.

Behaviours shape culture

So change behaviours → get culture



## Finding the right behaviours for us



Reviewed staff and patient and service user feedback & data



Reviewed policies and procedures



Established the outcomes these policies supported



Tested with staff and patients and service users



Universal and make a difference for staff & patients



# Our behaviours

That reflects on us  
as individuals

## PERSONAL

Am I putting  
myself in other  
people's shoes?

Am I aware that my  
actions can impact  
on how people feel?

Am I aware of my  
own stress and how  
I deal with it?

That guide how we interact  
with our colleagues

## WITH COLLEAGUES

Acknowledge the  
work of your  
colleagues

Ask your colleagues  
how you can  
help them

Challenge  
toxic attitudes  
and behaviours


That demonstrate how we  
treat our patients and  
service users

## WITH PATIENTS AND SERVICE USERS

Use my  
name and  
your name

Keep people  
informed – explain  
the now and the next

Do an  
extra, kind  
thing



**“It doesn’t matter whether you are in admin or on the frontline, whether you are sweeping the floors or running the organisation – everyone can adopt these behaviours easily through self reflection and contribute to improving experiences for staff and clients on a daily basis.”**

Kathryn Considine, Physiotherapist,  
Mid West Community Healthcare and Values in Action Champion



**Staff** are asked to name colleagues they respect, admire and turn to for support and guidance.

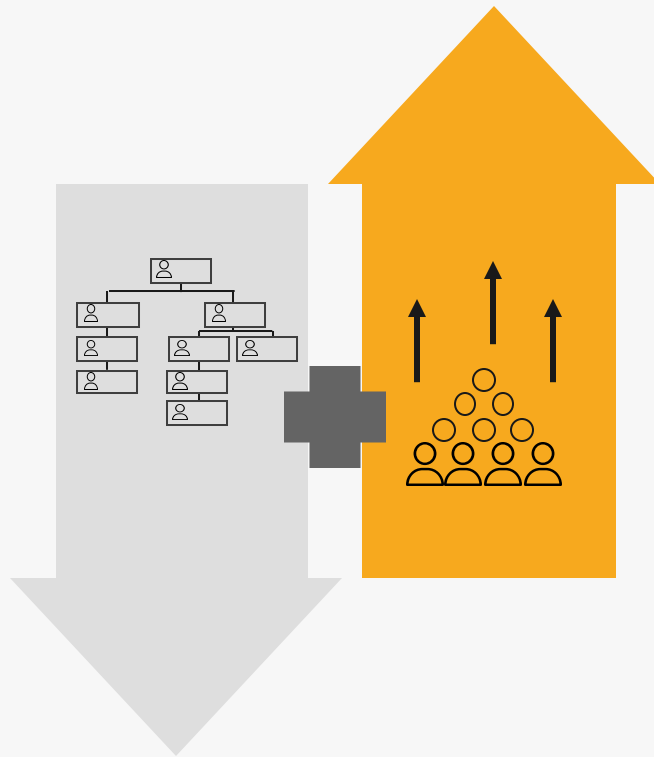
These are our natural leaders, as nominated by their peers: we look for our highly connected and highly influential colleagues

Our champions are drawn from all grades, disciplines and professions.

They use their peer-to-peer influence and natural leadership skills to spread the behaviours in their own networks.



**Top down  
communication +  
bottom up  
behavioural change**



## Peer-to peer

Champions +  
colleagues + more  
colleagues

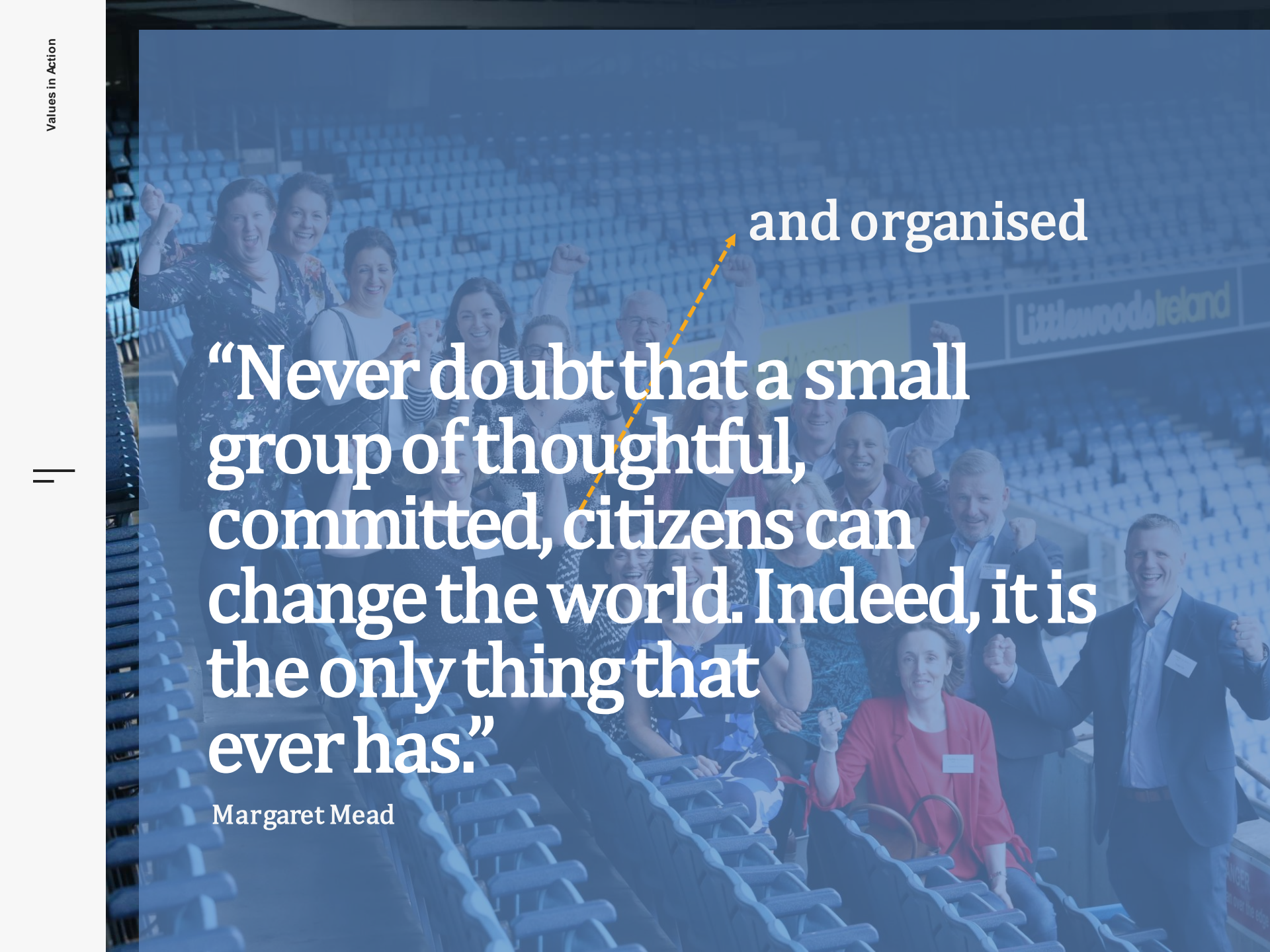
[by us for us]

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**167 has now  
multiplied to over  
1,402 Champions!**

# Values in Action Champion survey results



A large group of diverse people, mostly middle-aged, are gathered in a stadium, cheering and raising their fists in a celebratory gesture. They are wearing name tags. The background shows rows of blue stadium seats and a banner that reads "Littlewoods Ireland".

and organised

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead







## Principles of measurement of a Social Movement

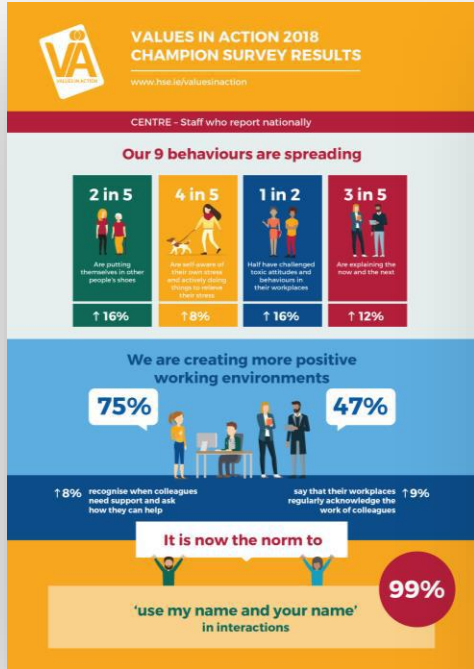
1. Continuous sampling of several populations
2. Progressive building of an overall picture
3. Combining hard/soft data and 'small data'
4. Use communication of results as 'behavioural nudges'

## What we measure

1. Adoption of behaviours
2. Quality and quantity of stories
3. Activism of Champions (performance)
4. Management insights







# Thank you



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