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Your Opinions Counts

Staff Survey Results 2021

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Executive Summary

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- Overall, staff are enthusiastic (even more so than in 2018), and highly motivated compared to other large organisations. The vast majority feel their work makes a difference to patients and service users.
- There is a strong sense of job security among staff.
- There has been an increase in satisfaction with the level of care delivered since 2018, however, this is tempered by almost 4 in 10 saying they feel the service delivered by their organisation is deteriorating.
- Staff are more likely to believe their manager takes a positive interest in their health and wellbeing compared to 2018.
- More staff say they are involved in decisions that affect their work in 2021 compared to 2018.
- The sense of recognition received for ones' work is one of the lowest performing areas this year, however, it has seen an increase since 2018.
- Levels of employee satisfaction and optimism about working in the Health Service into the future have decreased since 2018.
- Communication, perceptions of senior leadership, and work/life balance are areas that require focus and improvement.
- Bullying and harassment persists. In 2021, the same number of staff report experiencing bullying from a colleague as they did in 2018.
- COVID-19 has had a mixed impact on staff. The majority felt supported throughout the pandemic and one third feel more positively towards the HSE since before the pandemic began. However, half feel there has been a negative change in their working environment.
- The main suggestions to make the Health Service a better place to work in the future were; improving workplace culture and equal treatment, increasing frontline staffing numbers and more flexibility in working conditions.

Methodology & Sample Profile

Questionnaire - Themes remain broadly in line with 2018 research, with the addition of a section around COVID-19 experiences and additional/amended statements within some themes.

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1. My Job
- Satisfaction
- Motivation
- Optimism
- Advocacy

2. My Role
- Trust & Autonomy
- Goals & Objectives
- Security & Pay

3. My Organisation
- Pride & Culture
- Teamwork
- Performance Recognition

4. Leadership & Management
- Strategy & Confidence
- Communication
- Support

5. COVID-19
- Support
- Changes in culture / opinion
- Telehealth / digital working

6. Training & Development
- Training
- Progression
- Opportunity

7. Health & Wellbeing
- Health & Wellbeing
- Experience of Stress
- Stress Management

8. Dignity at Work
- Policy
- Harassment
- Bullying & Discrimination
- Disability

9. Standard of Care & Service
- Quality of care
- Near misses and incidents

Methodology – How Staff Accessed the Survey in 2021

This survey was accessible by those with and without a visual impairment and worked on both work and personal computers and mobile phones.

The 2021 survey link was deployed via the below 10 channels across the HSE communication network.

1. Staff news article
2. Email
3. All staff broadcast
4. HSE CEO staff message
5. HSE Comms. network
6. Ops. network
7. HR network
8. LinkedIn
9. HR Twitter
10. WhatsApp

A number of security measures were put in place to ensure that each participant who took part in this survey was an employee of the Health Service.

Every participant in this survey has only taken this survey once. A total 12,959 Health Service employees completed this survey.

Sample Profile - Who We Spoke To

Fieldwork dates:
September 6th – October 18th

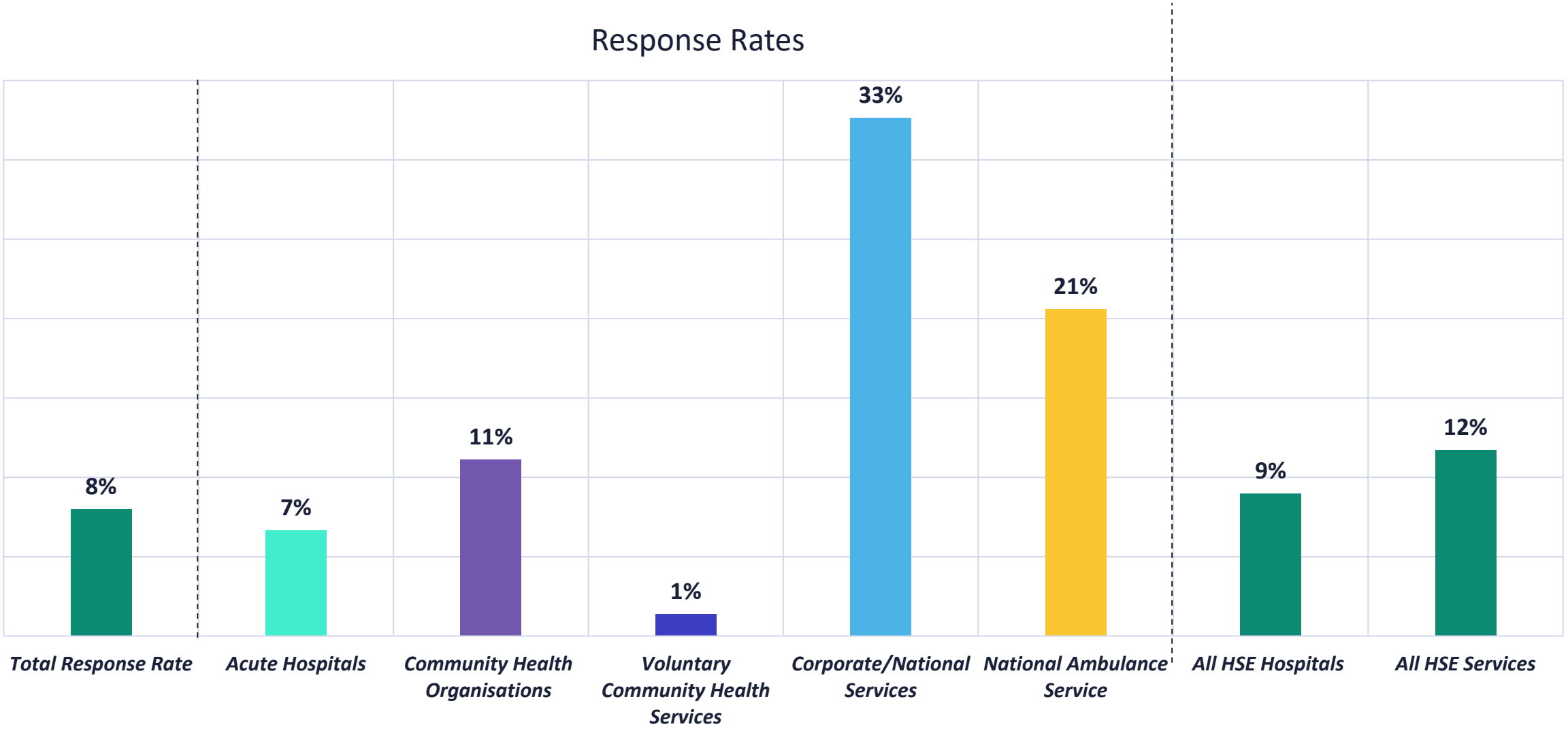
Sample size and Response Rates
We achieved a sample of 12,959. The figures across represent the sample composition across various staff demographics (e.g. 74% of the total sample were permanent full-time staff)

Sample Reliability
The margin of error for a sample of 12,959 is 1.08% at a 99% confidence interval. This means, that we can be 99% certain that the results of this survey are with 1.08% of the results we would achieve if we interviewed all approx. 152,000 staff within the HSE.

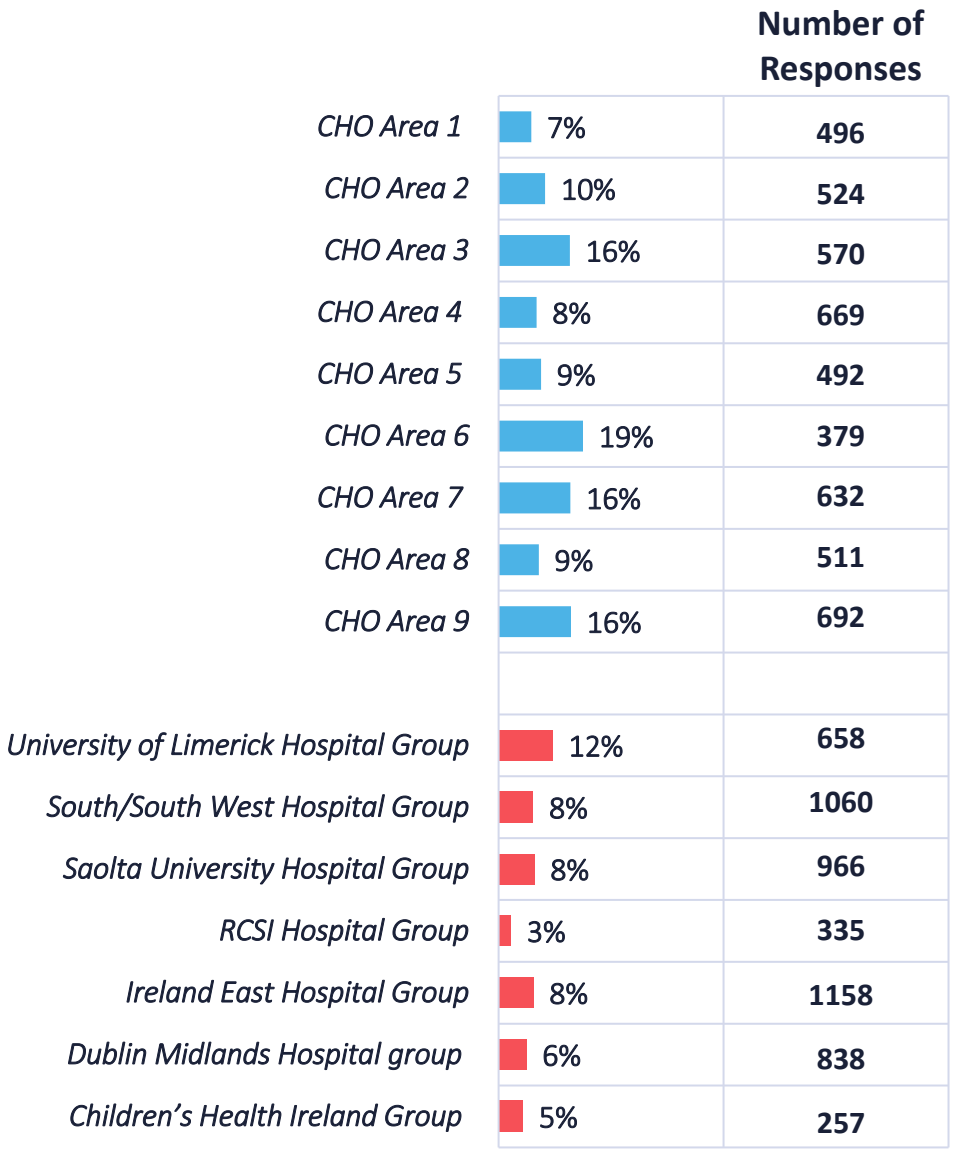
Weighting
To ensure the data is representative and not skewed by any response bias, the data was weighted by Heath Sector Area, HSE/Voluntary and Staff Category.

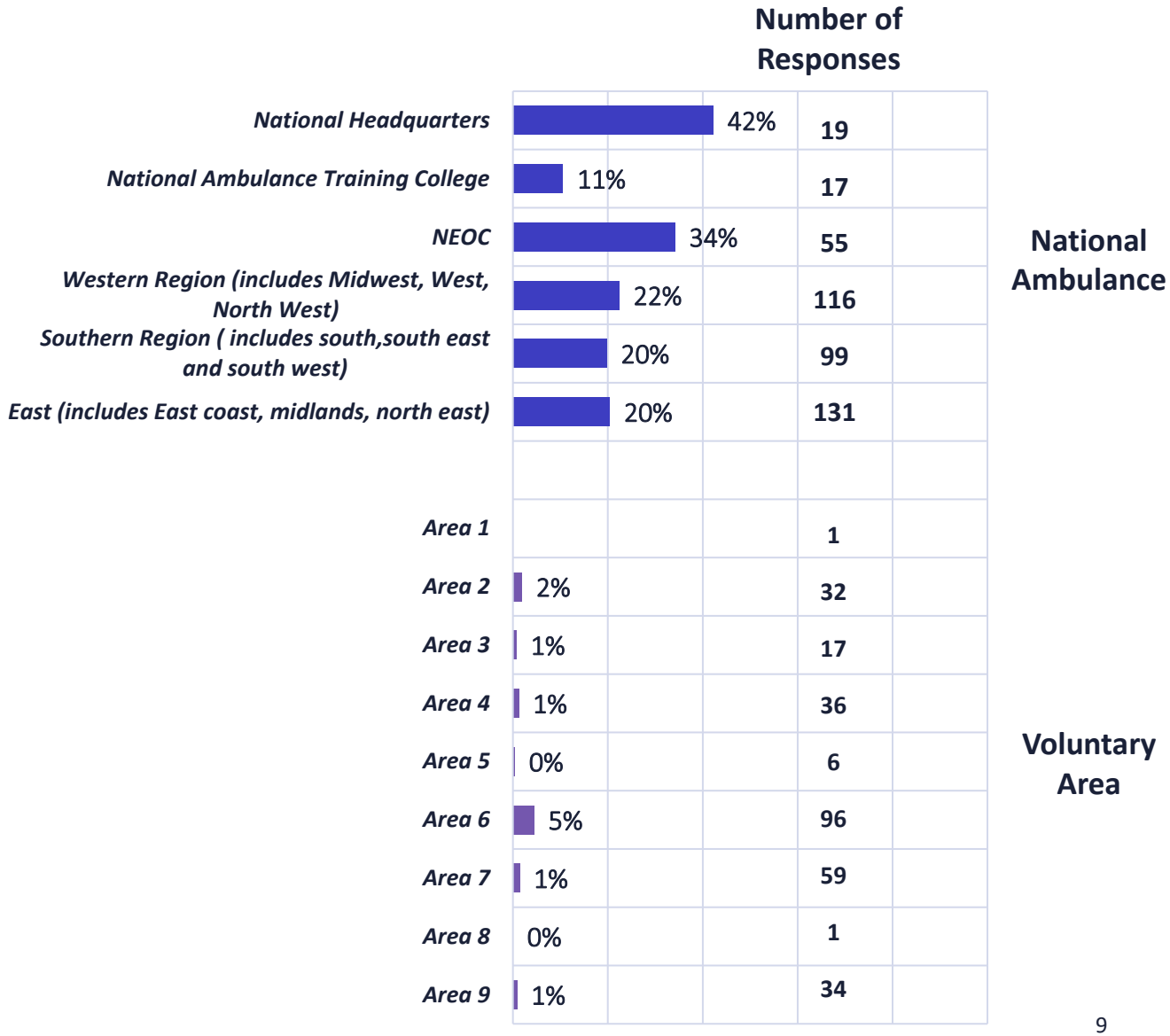
Due to rounding and the weighting model that was applied, some bar charts may total 99% or 101%.

Response Rates by Key Categories



Response Rates by Key Categories





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Core Staff Engagement Model

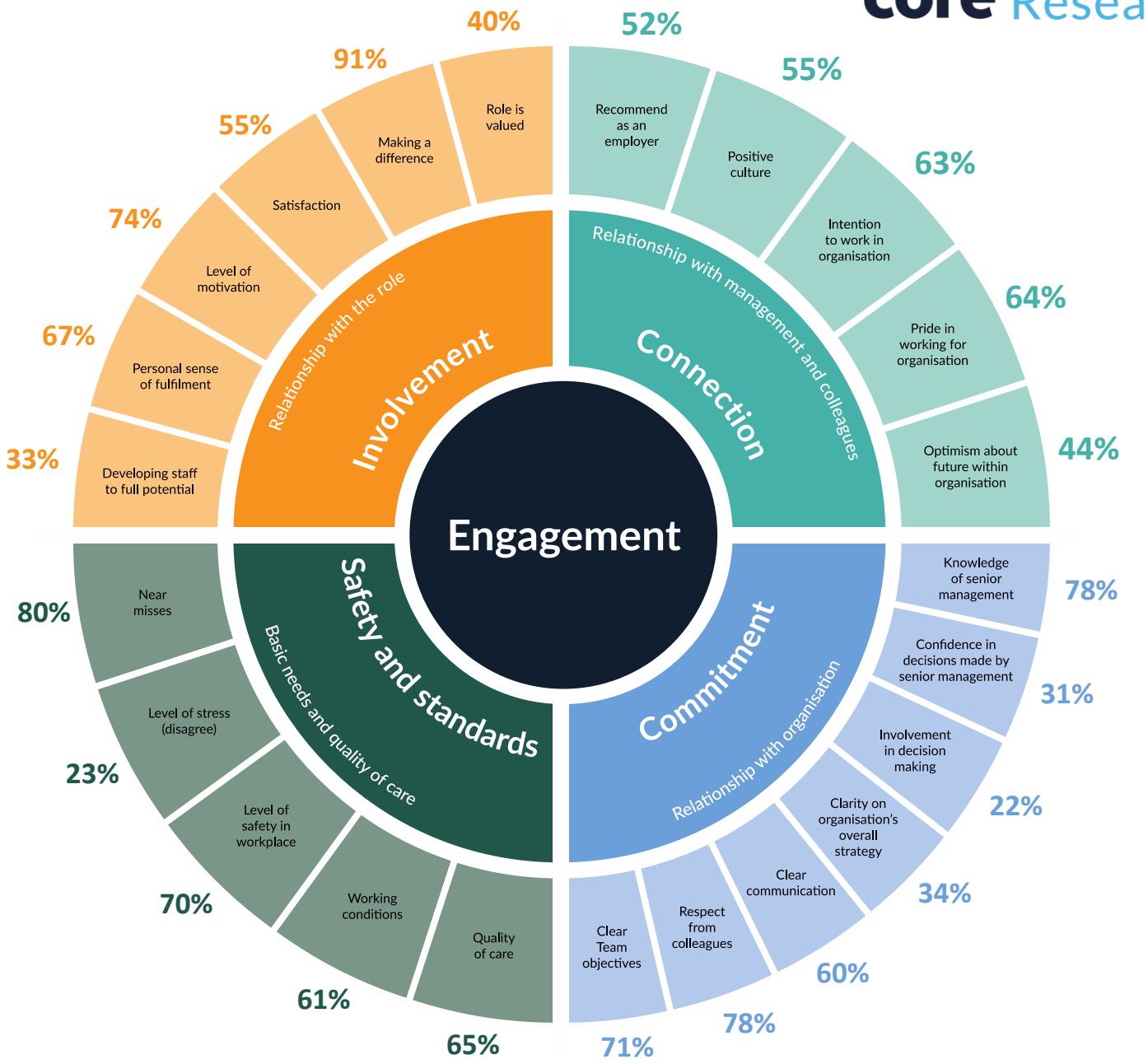
Your Opinion Counts - Employee Engagement Model

- The Your Opinion Counts Employee Engagement Model includes four key quadrants.
- These quadrants were developed to reflect the HSE's Staff Engagement definition:
  - 'Involvement, connection and commitment'
- For the 2021 model, we have added a 4th quadrant to capture the organisation's delivery against safety and standards throughout the organisation; an area of significant importance during the period since the onset of the pandemic.
- As we are using a different structure to that used in 2018 for the Employee Engagement Model, the results are not directly comparable.
- In addition, as many of the statements included in the questionnaire relate so specifically to the Health Service, we are unable to compare against Core Norms.

Please note: for the measure relating to 'level of stress' within the safety and standards quadrant, we have used the 'total disagree' figure in our calculations rather than 'total agree' figure. This is because this statement was a 'negative' statement, whereas all other statements included in this model were 'positive'.

Employee Engagement Model - *Results*

Employee Engagement Score	57%
Involvement	60%
Safety and Standards	60%
Connection	56%
Commitment	53%



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Performance Against 2018 – Key Highlights

Key Changes since 2018

Positive Improvements since 2018

There have been some positive shifts in areas of staff experience and engagement since the 2018 survey.

Quality of care:
Significantly more staff are satisfied with the quality of care/service they give.

Health and Wellbeing:
Staff are more likely to believe their manager takes a positive interest in their health and wellbeing.

Decision making:

More staff say they are involved in the decisions that affect them in their work.

Feeling valued:
While satisfaction with the organisation, valuing ones' work and level of pay are two of the lowest scoring areas, there have been improvements in these areas since 2018.

Independence and autonomy:
Staff also report being happier with the level of independence they have in their role.

Areas Requiring Improvement since 2018

However, some areas have performed below 2018 levels.

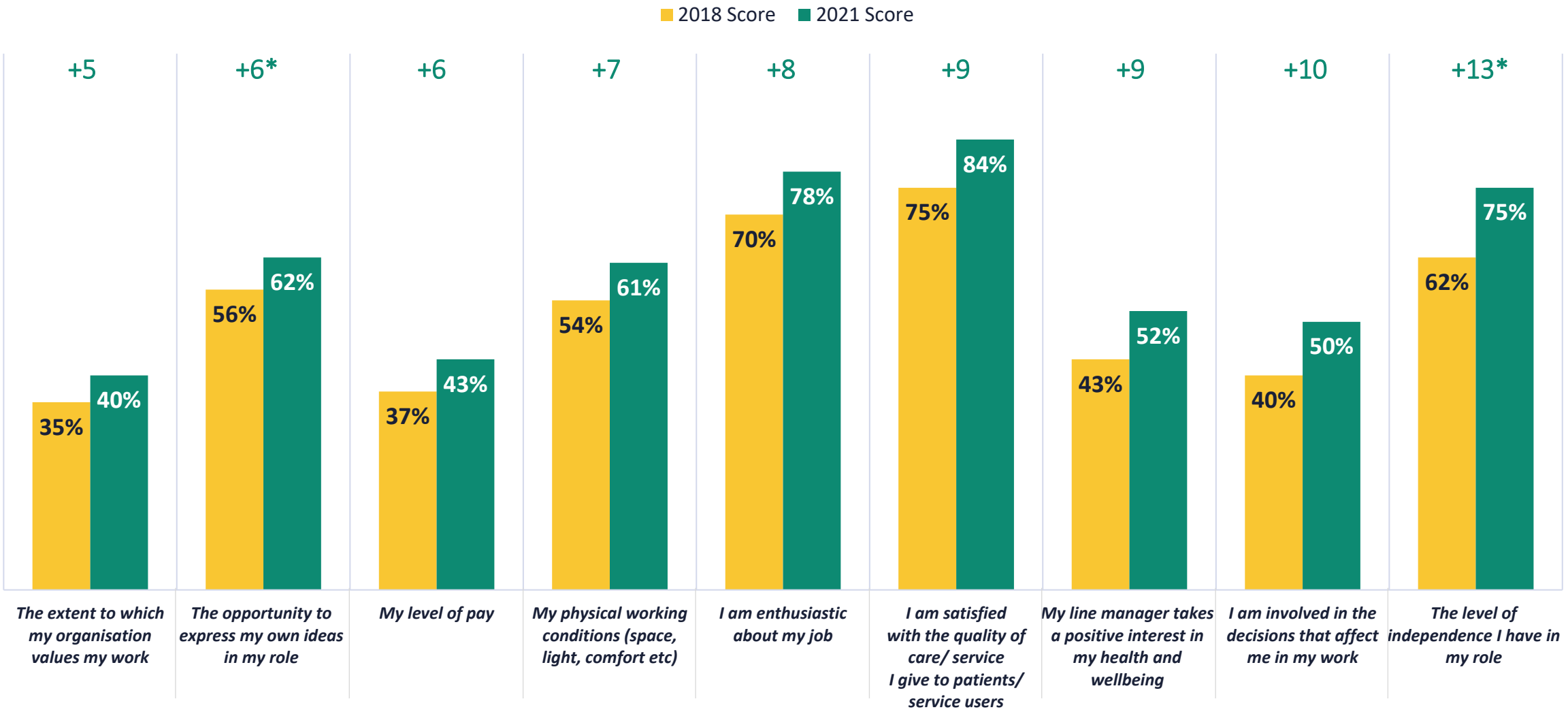
Communication:
Fewer staff say they have regular meetings with their line manager, while there is also a drop in those saying their line manager communicates effectively with the team.

Acting on feedback:
There has been a decrease in the number of staff who feel senior management act on staff feedback.

Work/life balance:
Work/life balance and workplace atmosphere are areas where staff experiences are more negative compared to 2018.

Fewer staff in 2021 are satisfied with the balance between their work and private life, and with the atmosphere in their workplace.

Positive Improvements since 2018

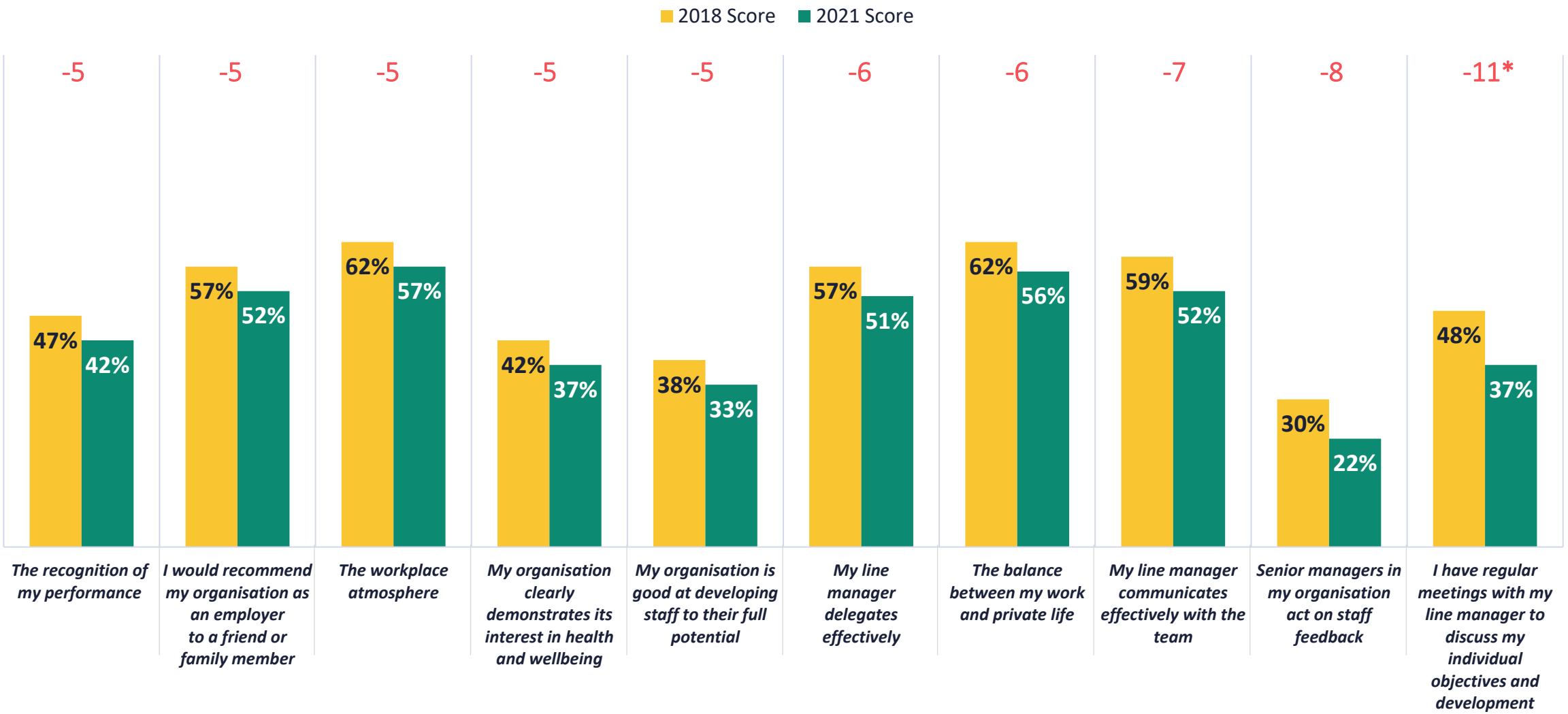


To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

**Wording change vs. 2018*

Comparisons vs. Core Norms and 2018 is based on % Total Agree and Total Satisfied

Areas Requiring Improvement since 2018



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

**Wording significantly changed vs. 2018. Only loosely comparable*

Comparisons vs. Core Norms and 2018 is based on % Total Agree and Total Satisfied

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Performance Against Core Norms – Key Highlights

How the Health Service compares against other Large Organisations

Areas where the Health Service outperform Core Norms.

There are some areas of positive performance for the Health Service vs. other large organisations.

Collegiality:
Significantly more staff in the Health Service are satisfied with the respect and the support they get from colleagues compared to other large organisations.

Motivation:
Many staff in the Health Service feel motivated in work; significantly higher than the Core Norm.

Enthusiasm and Fulfilment:
There is a high level of enthusiasm amongst Health Service staff towards their job; significantly more than the Core Norm. More staff in the Health Service say their job gives them a sense of personal fulfilment compared to other large organisations.

Areas where the Health Service underperforms against Core Norms.

However, some areas have performed well below the norm for other large organisations.

Work/life balance and culture:
Staff in the Health Service are less positive about how their organisation promotes a positive work/life balance and staff health & well-being. Staff are also less satisfied with their workplace culture and workload compared to the Core Norms.

Senior management:
Across the board, Health Service staff are significantly less positive about senior management compared to Core Norms, especially when it comes to communication, confidence in decision-making and acting on feedback.

Feeling valued and supported:
Fewer staff feel their organisation values their work or supports them with the necessary resources to do their job compared to Core Norms.

Areas of positive performance vs. Core Norm

To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Agree and Total Satisfied

Areas of underperformance vs. Core Norm

To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Agree and Total Satisfied

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Main Survey Findings

Understanding Performance vs. 2018 and the Core Norms

Throughout this report we will make comparisons ‘vs. 2018’ and ‘vs. Core Norm’.

The comparisons are based on the Top 2 Box Score for the 2021 Staff Survey. This is the combined percentages of ‘Strongly Agree and Agree’ or ‘Very Satisfied and Satisfied’ (total agree or total satisfied). Differences vs. 2018 scores or the Core Norm are indicated by percentage point change.

The Core Norms for Ireland are based on surveys of 1167 people working in public and private sector organisations of 100 or more employees, interviewed between September and October 2021.

Numerous changes were made to the survey for 2021. Where no comparison is possible, ‘New’ will be stated. Where no comparison with the Core Norm is possible, N.A. will be stated.

Comparison vs. 2018 Survey Results

Indicated as follows;

vs. 2018	vs. 2018
-2	+4

Comparison vs. Core Norm

Indicated as follows ;

vs. Core Norm	vs. Core Norm
+1	-8

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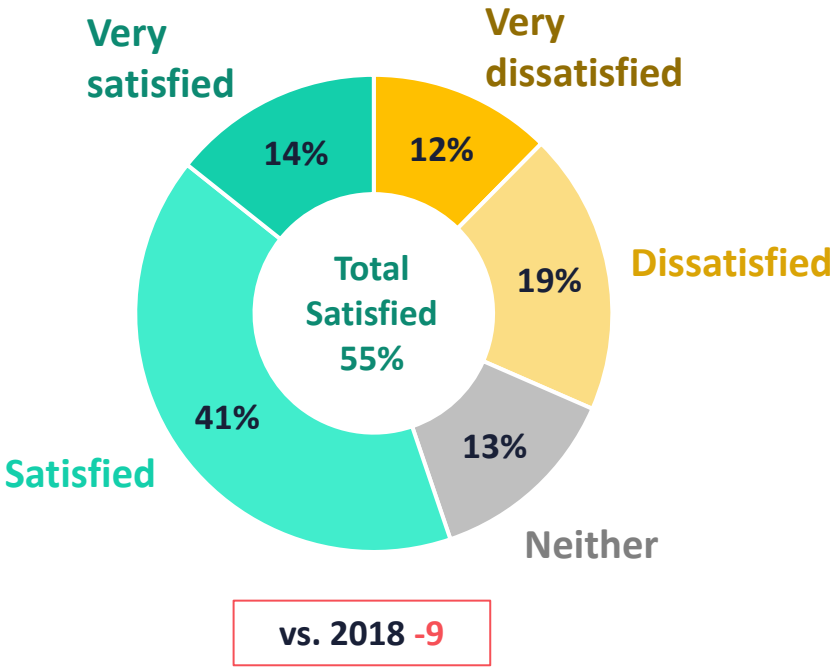
Your Job & Your Role

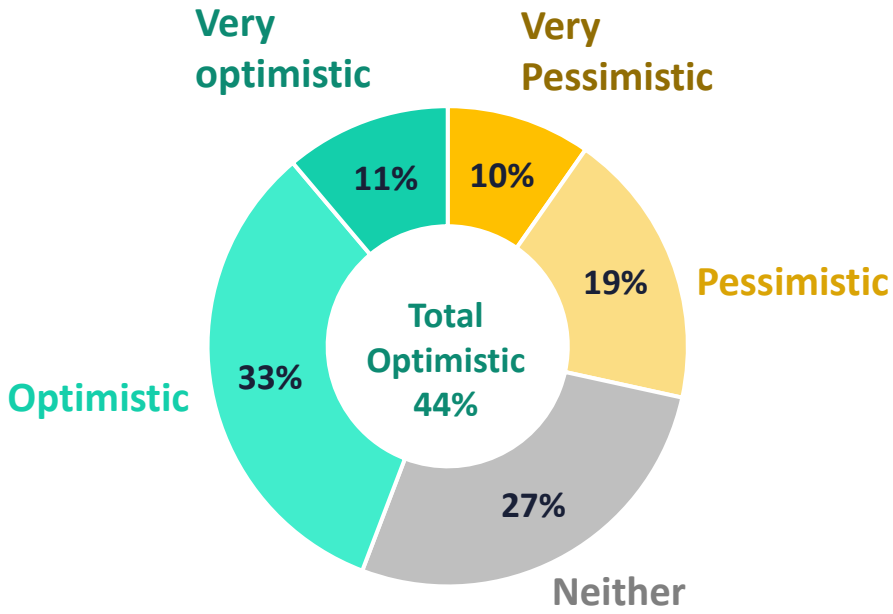
Your Job and Your Role - Levels of satisfaction and optimism have dropped since 2018.

Satisfaction with Job at Present



vs. 2018 -9

Optimism about Future within Organisation



vs. 2018 -7

Overall, how satisfied are you with your job at the present time?
How optimistic are you about your own future within your organisation?
Base – All respondents – 12,959

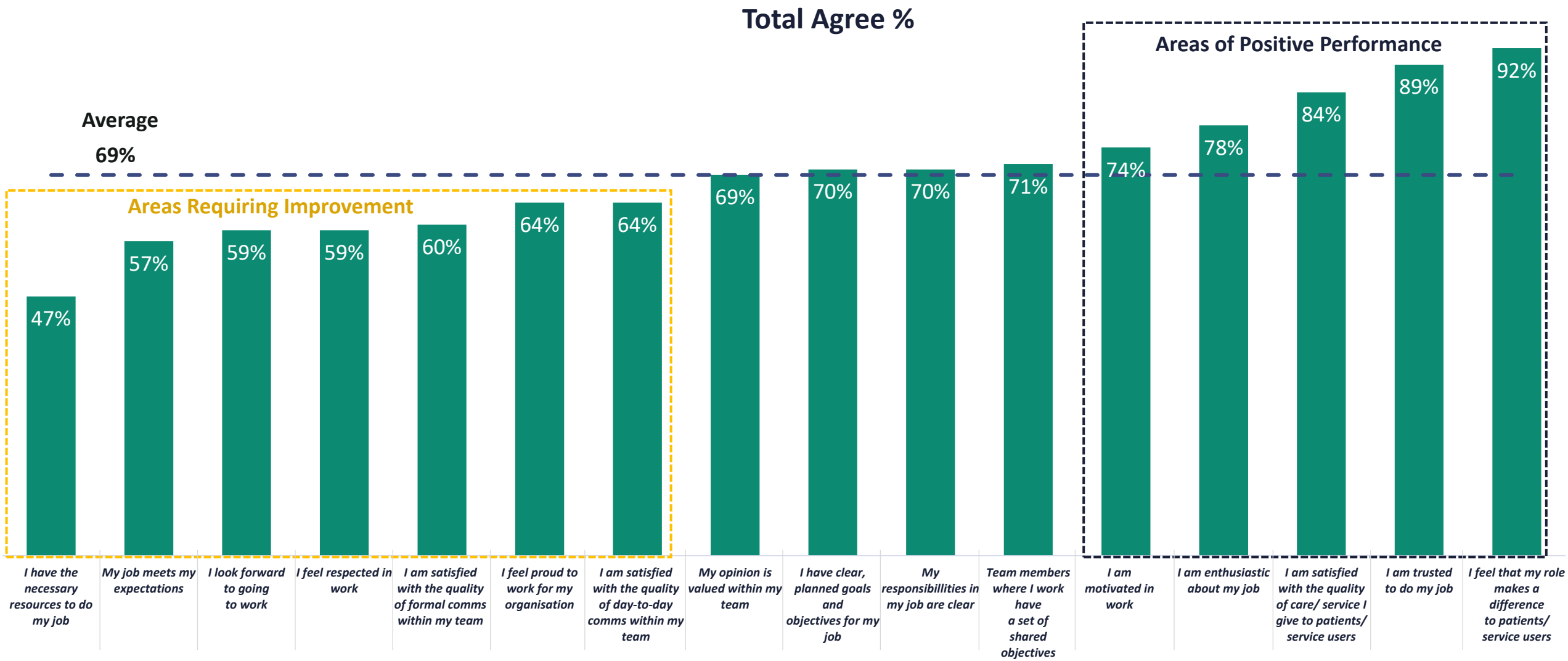
Comparisons vs. 2018 is based on % Total Satisfied and Total Optimistic

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Overall, how satisfied are you with your job at the present time?										
Very dissatisfied	**12%**	11%	13%	9%	15%	7%	21%	9%	13%	13%
Fairly dissatisfied	**19%**	21%	22%	20%	16%	16%	32%	13%	20%	20%
Neither	**13%**	15%	15%	15%	10%	14%	14%	10%	13%	14%
Fairly satisfied	**41%**	39%	38%	39%	45%	44%	28%	46%	41%	40%
Very satisfied	**14%**	15%	12%	17%	14%	19%	6%	23%	12%	13%
How optimistic are you about your own future within your organisation?										
Very pessimistic	**10%**	8%	10%	6%	13%	5%	19%	6%	15%	9%
Rather pessimistic	**19%**	19%	20%	17%	19%	13%	30%	19%	17%	19%
Neither	**27%**	29%	28%	30%	25%	29%	26%	19%	27%	29%
Rather optimistic	**33%**	33%	32%	34%	34%	39%	19%	37%	30%	33%
Very optimistic	**11%**	12%	10%	13%	10%	14%	6%	19%	11%	10%

All figures are the 'satisfied' or 'optimistic' scores given by each category (e.g. total satisfied)

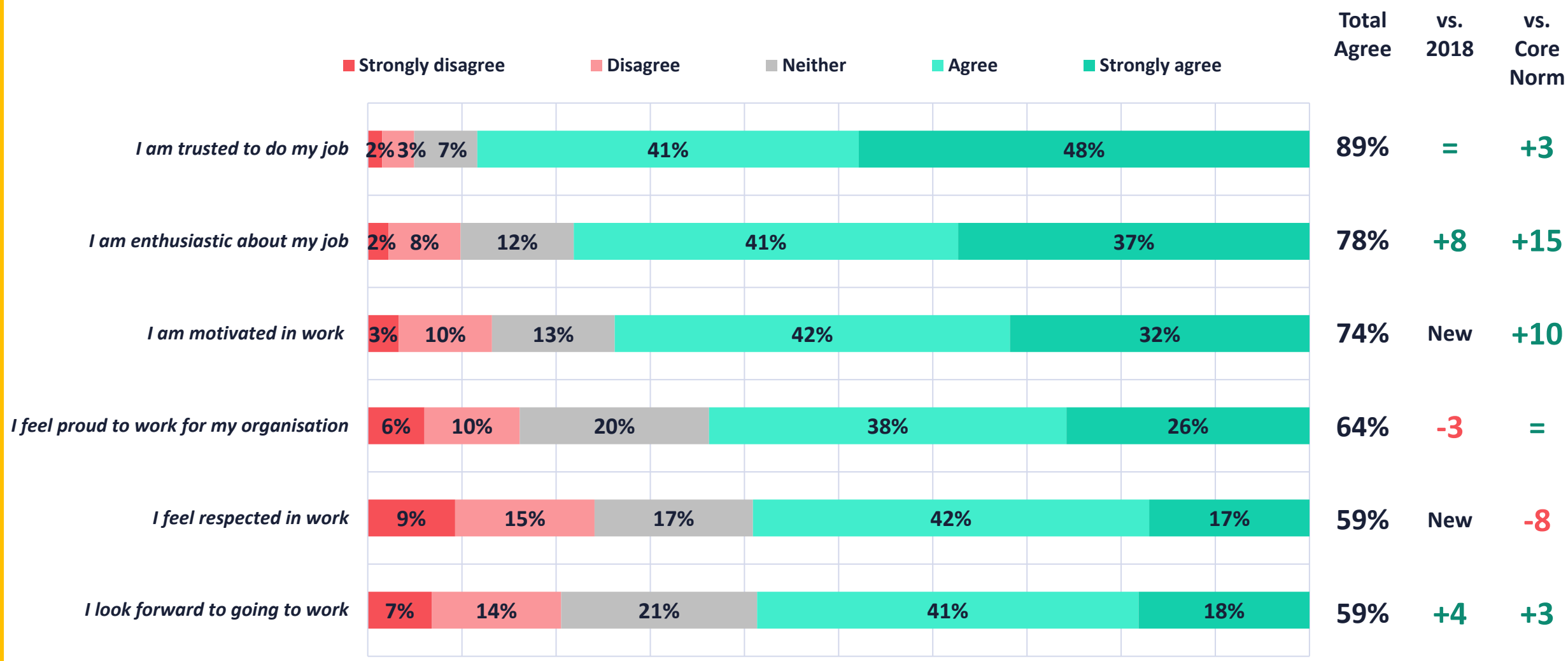
Your Job and Your Role – Less than half agree that they have the necessary resources to do their job.



To what extent do you agree or disagree with the following statements
Base – All respondents – 12,959

All figures are the combined agree and very strongly agree scores for each statement (e.g. total agree)

Your Job and Your Role - Three quarters are enthusiastic about their job. 6 in 10 look forward to going to work.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

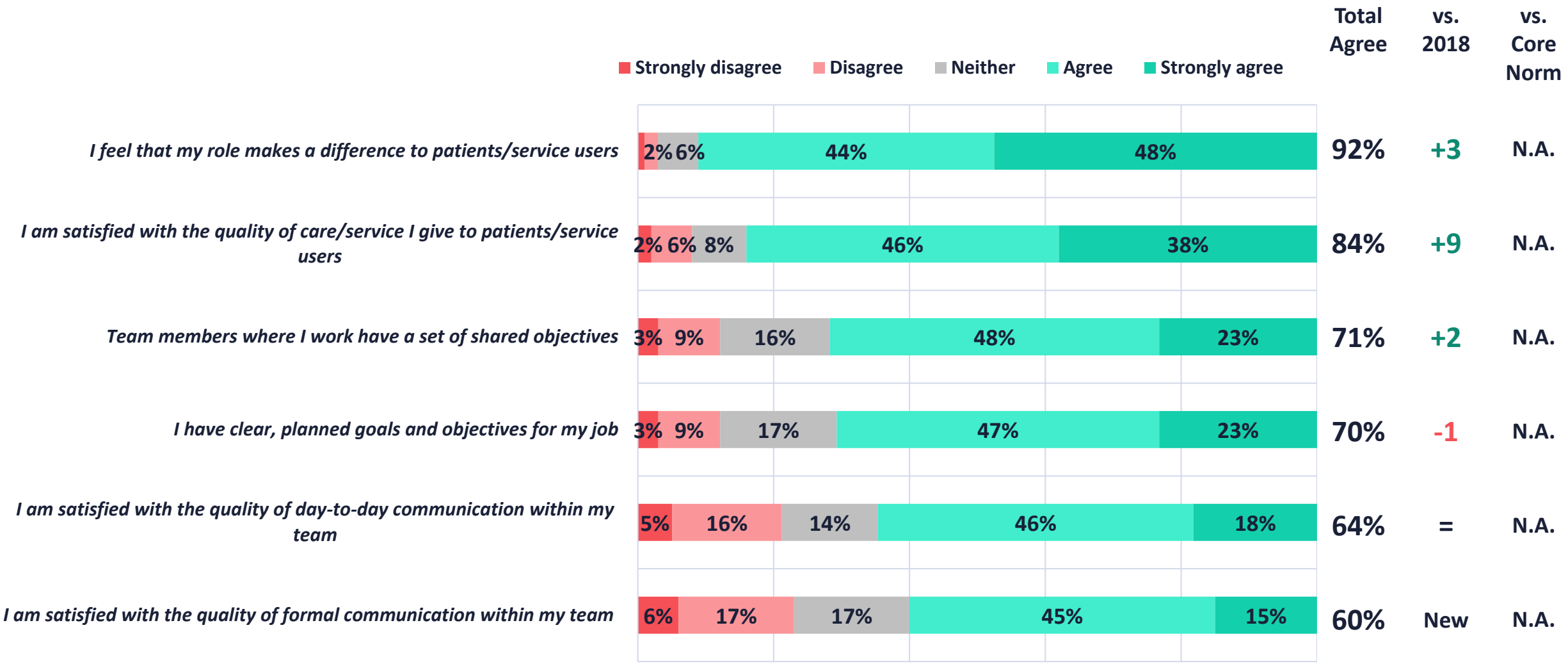
Comparisons vs. Core Norms and 2018 is based on % Total Agree

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I am trusted to do my job	**89%**	88%	89%	88%	88%	88%	77%	90%	89%	88%
I am enthusiastic about my job	**78%**	77%	76%	79%	80%	77%	72%	87%	77%	77%
I am motivated in work	**74%**	73%	71%	76%	75%	76%	57%	81%	67%	75%
I feel proud to work for my organisation	**64%**	62%	60%	63%	66%	73%	57%	79%	61%	62%
I feel respected in work	**59%**	59%	57%	61%	59%	72%	36%	67%	56%	59%
I look forward to going to work	**59%**	59%	54%	62%	59%	63%	48%	69%	54%	58%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Your Job and Your Role - 9 in 10 feel their role makes a difference. 6 in 10 are satisfied with the quality of formal communication within their team.



To what extent do you agree or disagree with the below statements
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**Wording change vs. 2018*

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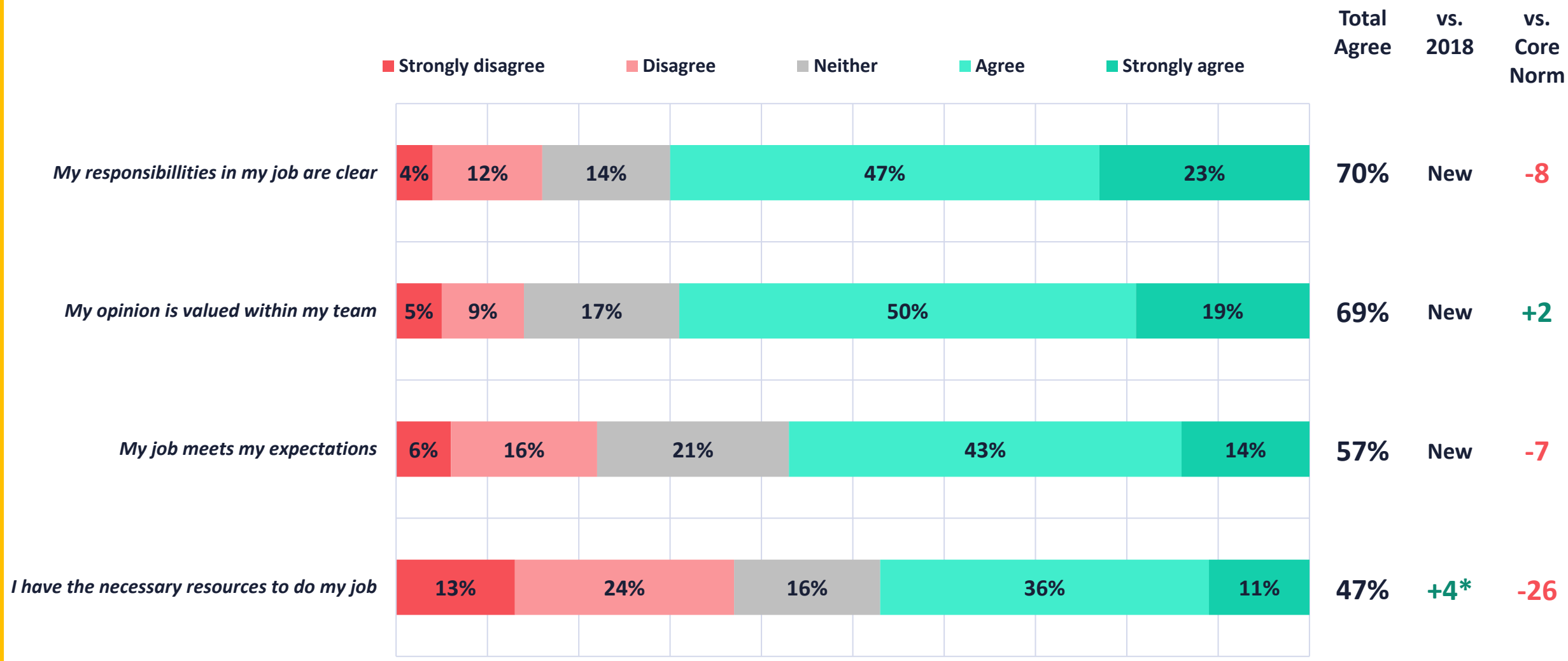
Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I feel that my role makes a difference to patients/service users	**92%**	91%	92%	91%	93%	80%	91%	88%	92%	92%
I am satisfied with the quality of care/service I give to patients/ service users	**84%**	81%	79%	83%	89%	83%	77%	84%	84%	83%
Team members where I work have a set of shared objectives	**71%**	69%	68%	69%	77%	74%	57%	77%	69%	71%
I have clear, planned goals and objectives for my job	**70%**	72%	71%	73%	67%	72%	59%	71%	68%	71%
I am satisfied with the quality of day-to-day communication within my team	**64%**	63%	62%	65%	67%	69%	41%	66%	60%	66%
I am satisfied with the quality of formal communication (e.g. information sharing) within my team	**60%**	59%	58%	59%	62%	67%	35%	63%	56%	61%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Your Job and Your Role – 7 in 10 feel their opinion is valued within their team. Less than half feel they have the resources to do their job.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

**Wording change vs. 2018*

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Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
My responsibilities in my job are clear	**70%**	71%	71%	72%	67%	73%	71%	68%	71%	70%
My opinion is valued within my team	**69%**	68%	68%	69%	72%	75%	41%	73%	63%	72%
My job meets my expectations	**57%**	56%	54%	58%	59%	64%	39%	69%	53%	56%
I have the necessary resources to do my job	**47%**	48%	43%	52%	44%	67%	30%	65%	44%	45%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Your Job and Your Role - Section Summary I

Areas of Positive Performance

- Staff are engaged and enthusiastic about their job and their ability to make a difference to patients/ services users. 9 in 10 feel their role makes a difference (+3 pts from 2018). More than 8 in 10 are satisfied with the quality of care they give to patients/ service users – a big improvement on 2018 results at +9 pts.
- Enthusiasm about ones' job (+8 pts) and looking forward to going to work (+4 pts) have both increased compared to 2018, although the latter still scores low.

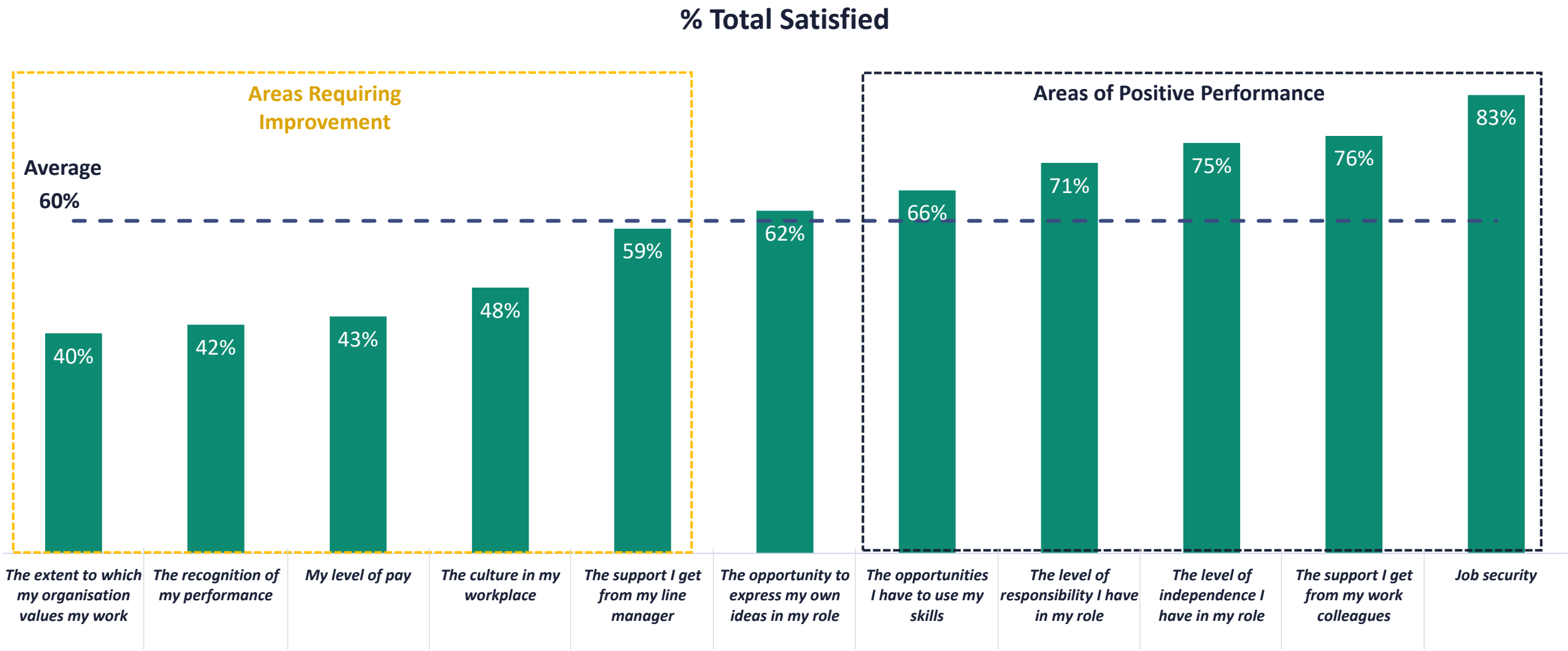
Areas Requiring Improvement

- Satisfaction metrics have fallen back compared to 2018 by -9 pts. One third of say they are dissatisfied at the present time.
- Optimism about the future has also decreased in 2021 (-7 pts compared to 2018).
- Close to half feel they have the resources required to do their jobs, which is the lowest scoring statement in this section. Although there has been an increase in this area since 2018 of +4 pts.
- Other areas which scored lower than average in this section include; feeling respected in work and the quality of day-to-day and formal communications in the workplace.

Performance against external benchmarks

- 7 in 10 feel their opinion is valued within their team, which is +2 pts vs. the Core Norm.
- Health Service staff feel trusted to do their jobs (+ 3 pts higher than the Core Norm).
- Having the necessary resources to do ones' job (-26 pts) is an area where the Heath Service performs significantly behind the Core Norm for large organisations.
- The level of respect in work also performs below the Core Norm (-8 pts).
- Health Service staff are less likely to agree that their job meets their expectations when compared to other large organisations (-7 pts compared to the Core Norm).

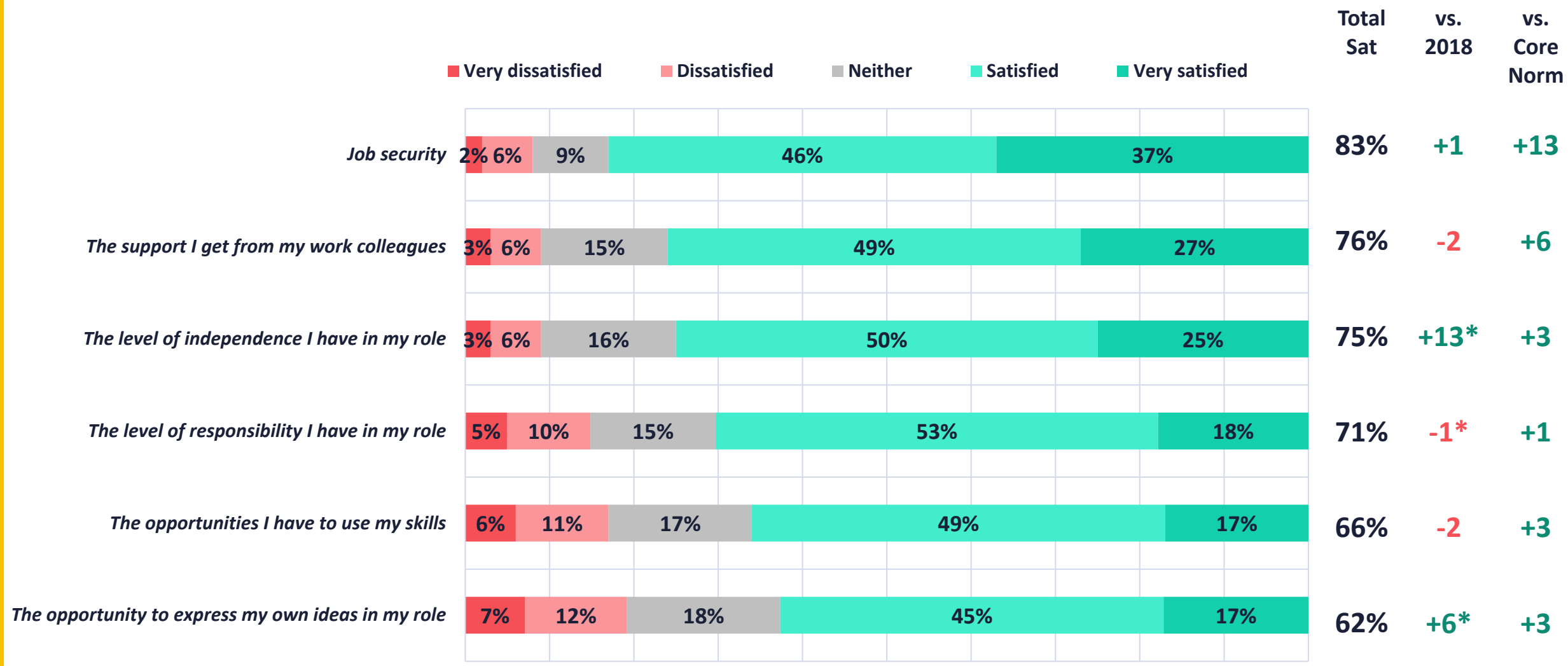
Your Job and Your Role - Key areas for improvement centre around recognition and being valued.



How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

All figures are the combined satisfied and very satisfied scores for each statement (e.g. total satisfied)

Your Job and Your Role – 8 in 10 feel secure in their jobs. Three quarters are satisfied with the support they receive from colleagues.



How satisfied are you with each of the following aspects of your job?
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**Wording change vs. 2018*

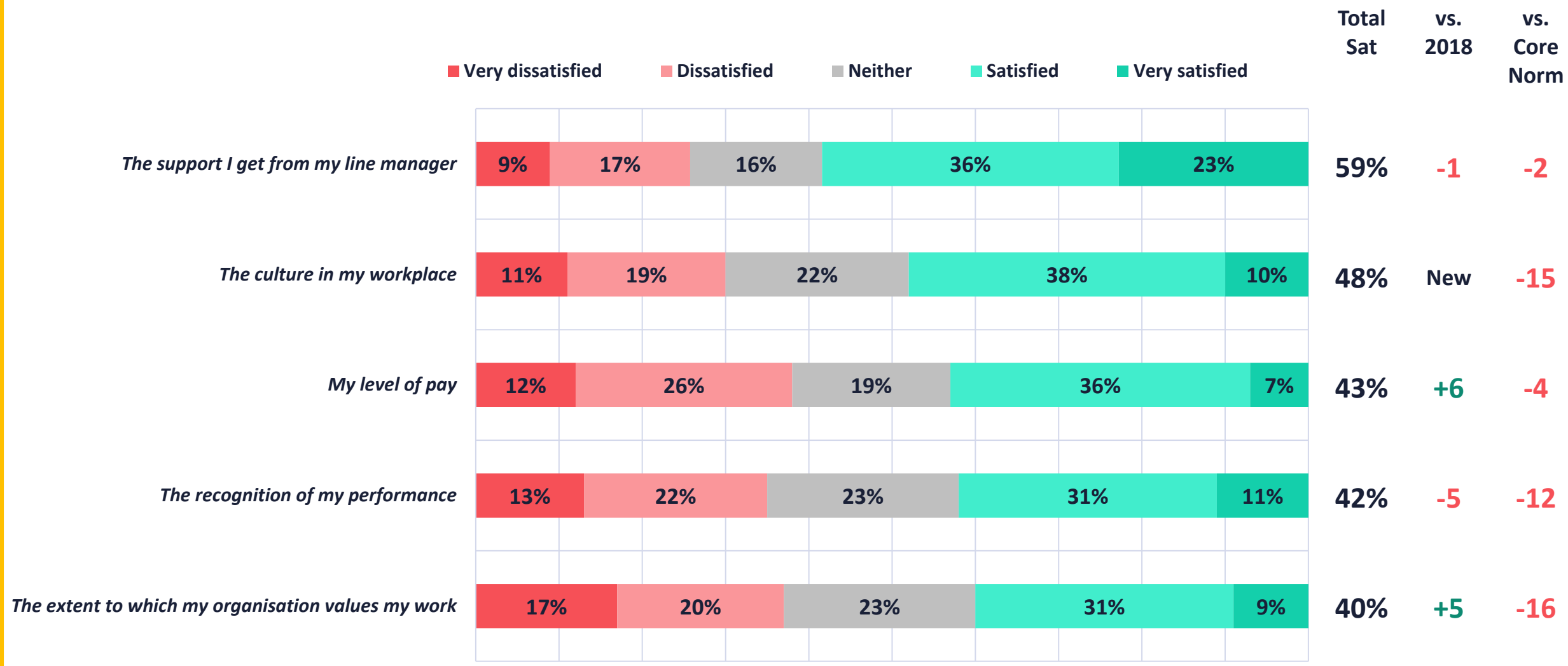
Comparisons vs. Core Norms and 2018 is based on % Total Satisfied

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Job security	**83%**	85%	86%	84%	80%	87%	81%	64%	76%	90%
The support I get from my work colleagues	**76%**	74%	72%	76%	79%	81%	67%	79%	76%	75%
The level of independence I have in my role	**75%**	76%	74%	78%	72%	79%	63%	81%	76%	73%
The level of responsibility I have in my role	**71%**	71%	70%	71%	70%	74%	62%	76%	67%	71%
The opportunities I have to use my skills	**66%**	67%	66%	68%	67%	66%	64%	65%	64%	68%
The opportunity to express my own ideas in my role	**62%**	60%	58%	61%	68%	68%	31%	67%	56%	64%

All figures are the combined satisfied and very satisfied scores given by each category

Your Job and Your Role - 3 in 10 are dissatisfied with their workplace culture. 4 in 10 are dissatisfied with their level of pay.



How satisfied are you with each of the following aspects of your job?
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Comparisons vs. Core Norms and 2018 is based on % Total Satisfied

Your Job & Your Role
Sub Analysis by Staff Demographics

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	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
The support I get from my line manager	**59%**	60%	56%	62%	57%	73%	46%	75%	54%	58%
The culture in my workplace	**48%**	48%	43%	52%	50%	56%	25%	58%	50%	46%
My level of pay	**43%**	42%	38%	45%	45%	59%	18%	46%	35%	45%
The recognition of my performance	**42%**	42%	39%	45%	40%	58%	18%	56%	40%	39%
The extent to which my organisation values my work	**40%**	38%	36%	39%	44%	52%	14%	52%	35%	40%

All figures are the combined satisfied and very satisfied scores given by each category

Your Job and Your Role - Section Summary II

Areas of Positive Performance

- Staff are satisfied with the level of security in their jobs.
- They also feel supported by colleagues and feel they have independence (up +13 pts since 2018) and responsibility in their role (although this has dropped slightly by -1 pts since 2018).
- There has been a positive increase of +6 pts since 2018 in numbers of staff feeling they can contribute ideas.
- Whilst still receiving a low score, there has been a positive shift of +5 pts since 2018 in how staff feel their work is valued by the organisation.
- Despite scoring relatively poorly, we also see satisfaction with pay increasing by +6 pts in 2021.

Areas Requiring Improvement

- Although there has been an improvement in this area since 2018, the score for staff feeling valued by their organisation is low. In addition, there has been a -5 pts drop in the number of staff feeling that their performance is being recognised.
- Another area that requires improvement is workplace culture; with 3 in 10 saying they are dissatisfied with this.

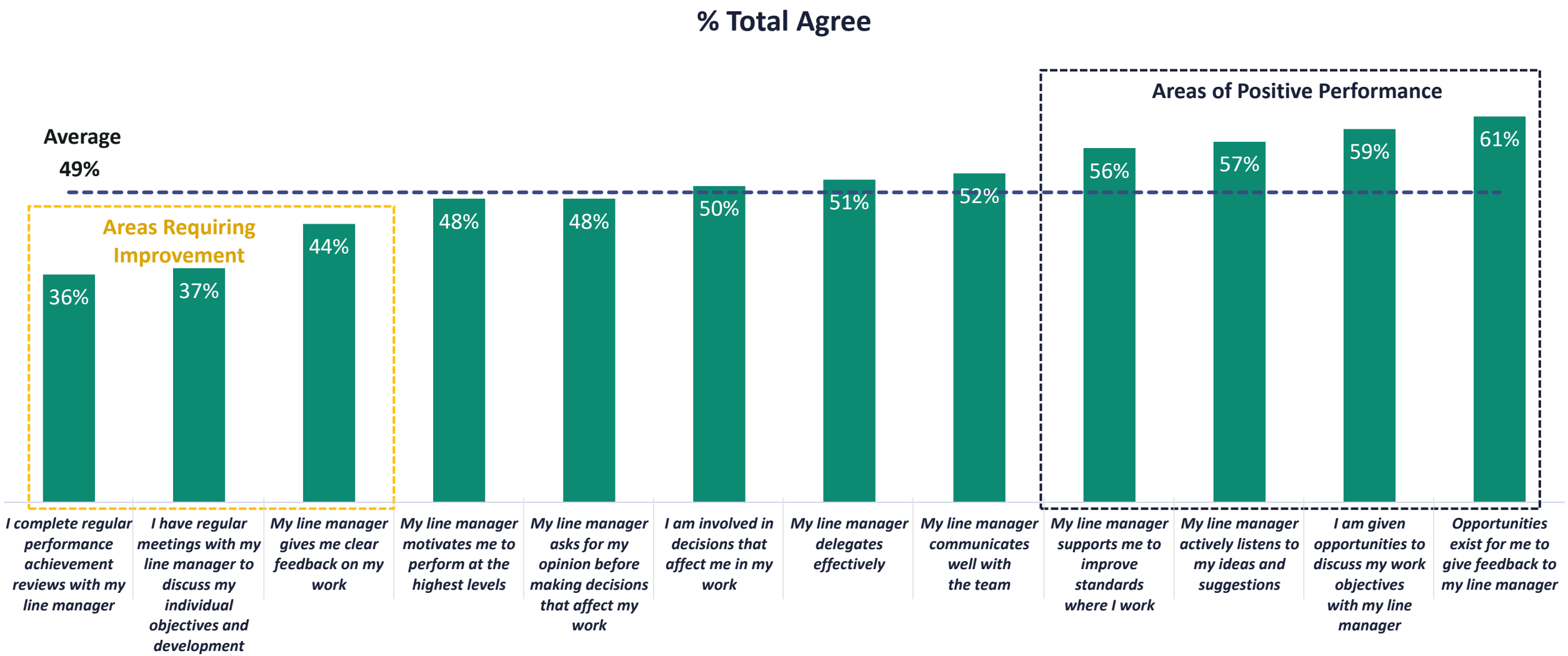
Performance against external benchmarks

- The Health Service scores above Core Norms across a number of areas in this section, particularly for job security (+13 pts) and support from colleagues (+6 pts).
- Other areas where there is a positive performance against Core Norms include; the level of independence offered, opportunities to use skills and opportunities to contribute ideas.
- Areas where the Health Service underperforms against Core Norms include; workplace culture (-15 pts), being valued (-16 pts) and having performance recognised (-12 pts).

core™ Research

Management

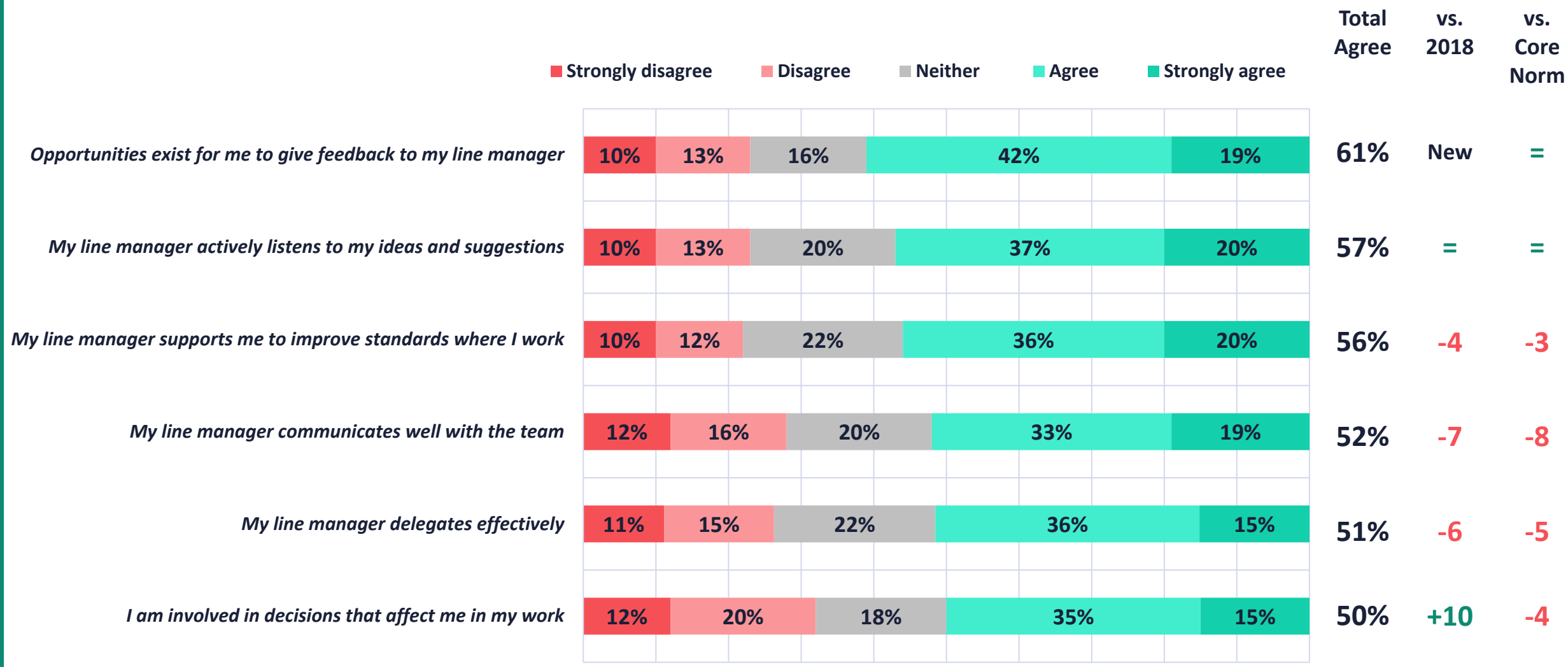
Management - Regular meetings to discuss performance and objectives & development are areas that require improvement.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

All figures are the combined agree and very strongly agree scores for each statement (e.g. total agree)

Management - 6 in 10 say opportunities exist to give feedback. Half say they are involved in decisions that affect their work.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

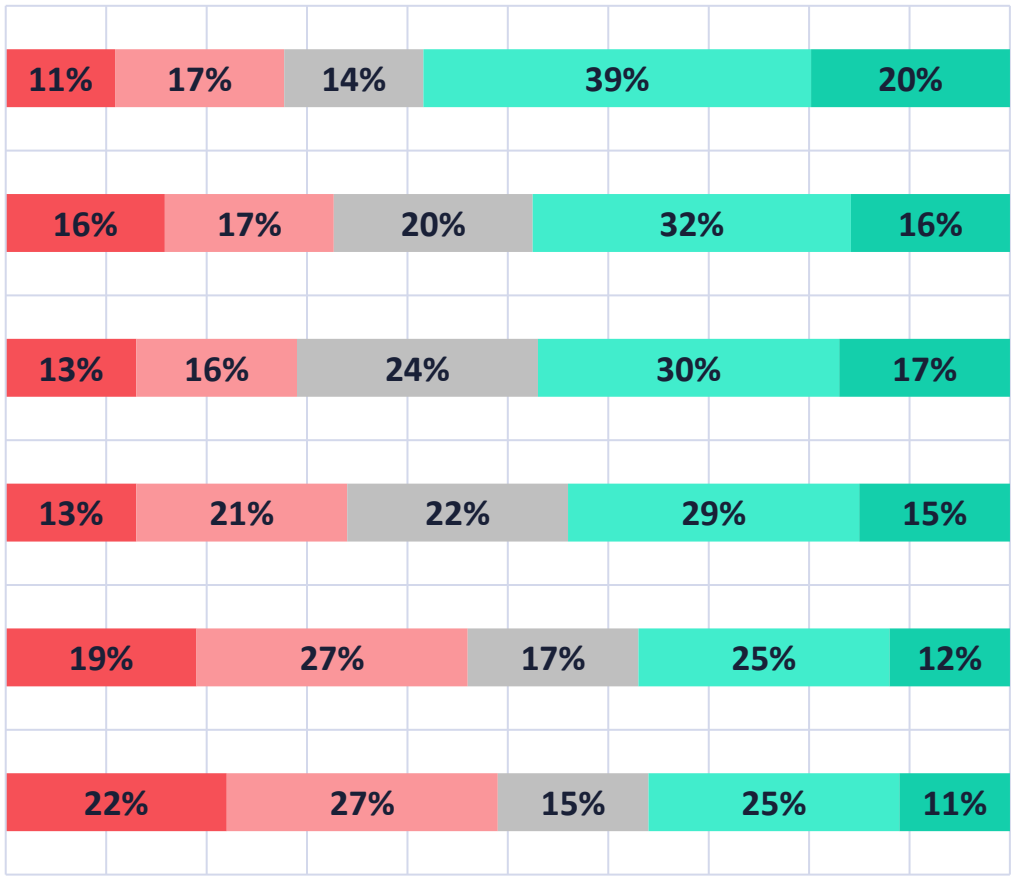
Comparisons vs. Core Norms and 2018 is based on % Total Agree

Management
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Opportunities exist for me to give feedback to my line manager	**61%**	61%	57%	63%	61%	72%	44%	70%	59%	60%
My line manager actively listens to my ideas and suggestions	**57%**	57%	54%	60%	56%	71%	38%	70%	55%	55%
My line manager supports me to improve standards where I work	**56%**	59%	55%	62%	52%	69%	37%	68%	54%	55%
My line manager communicates well with the team	**52%**	53%	49%	55%	51%	66%	39%	69%	53%	49%
My line manager delegates effectively	**51%**	51%	48%	52%	52%	65%	33%	62%	51%	49%
I am involved in decisions that affect me in my work	**50%**	49%	48%	51%	51%	60%	22%	55%	45%	51%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Management - Less than 4 in 10 have regular meetings to discuss individual development and objectives.



	Strongly disagree	Disagree	Neither	Agree	Strongly agree	Total Agree	vs. 2018	vs. Core Norm
I am given opportunities to discuss my work objectives with my line manager	11%	17%	14%	39%	20%	59%	New	-2
My line manager asks for my opinion before making decisions that affect my work	16%	17%	20%	32%	16%	48%	-1	-5
My line manager motivates me to perform at the highest levels	13%	16%	24%	30%	17%	47%	-4	+2
My line manager gives me clear feedback on my work	13%	21%	22%	29%	15%	44%	-3	-12
I have regular meetings with my line manager to discuss my individual objectives and development	19%	27%	17%	25%	12%	37%	-11*	-13
I complete regular performance achievement reviews with my line manager	22%	27%	15%	25%	11%	36%	New	-21

To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

**Wording significantly changed vs. 2018. Only loosely comparable*

Comparisons vs. Core Norms and 2018 is based on % Total Agree

Management
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I am given opportunities to discuss my work objectives with my line manager	**59%**	56%	52%	60%	62%	67%	36%	70%	58%	56%
My line manager asks for my opinion before making decisions that affect my work	**48%**	47%	45%	47%	49%	61%	27%	55%	42%	48%
My line manager motivates me to perform at the highest levels	**47%**	47%	45%	47%	49%	61%	27%	55%	42%	48%
My line manager gives me clear feedback on my work	**44%**	45%	41%	48%	42%	62%	26%	61%	44%	41%
I have regular meetings with my line manager to discuss my individual objectives and development	**37%**	36%	32%	38%	40%	47%	16%	54%	31%	36%
I complete regular performance achievement reviews with my line manager	**36%**	32%	28%	35%	44%	43%	12%	50%	33%	35%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Management - Section Summary

Areas of Positive Performance

- 6 in 10 feel they have the opportunity to give feedback to their line manager. Similar numbers feel they are given the chance to discuss work objectives and have their ideas listened to.
- There has been a strong increase in staff feeling involved in decisions that affect their work. This score has increased +10 pts compared to 2018.

Areas Requiring Improvement

- Staff report being less satisfied (compared with other areas within the management section) with the level of engagement and feedback they receive from their line manager. This relates to regular performance reviews (just a third are satisfied they receive these) as well as more informal feedback.
- Overall, scores have decreased across a number of areas in this section when compared to 2018. The largest drop relates to the holding of regular meetings to discuss objectives (-11 pts compared to 2018).
- While half of staff say their line manager delegates effectively and communicates well with the team, scores for both measures have fallen back compared to 2018 at -6 pts and -7 pts, respectively.

Performance against external benchmarks

- Having regular meetings with line managers to discuss individual objectives and development (-13 pts), completing regular performance reviews (-21 pts) and receiving clear feedback from line manager (-12 pts) are areas where the Health Service performs significantly behind the Core Norms.
- Scores are lower than the Core Norm for effective line manager communication (-8 pts compared to Core Norm).
- One area where the Health Service performs slightly above the Core Norm relates to line managers motivating staff to perform at the highest levels (+2 pts).

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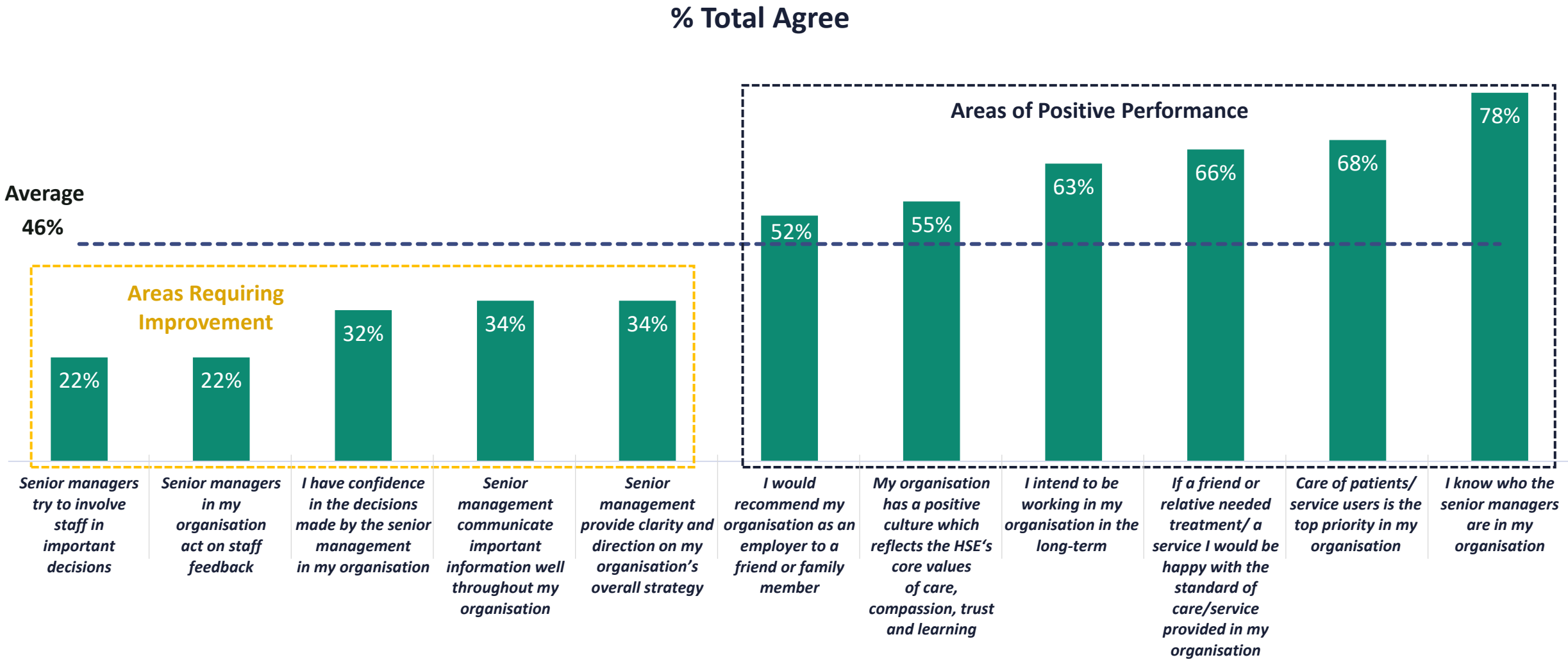
Senior Management & The Organisation

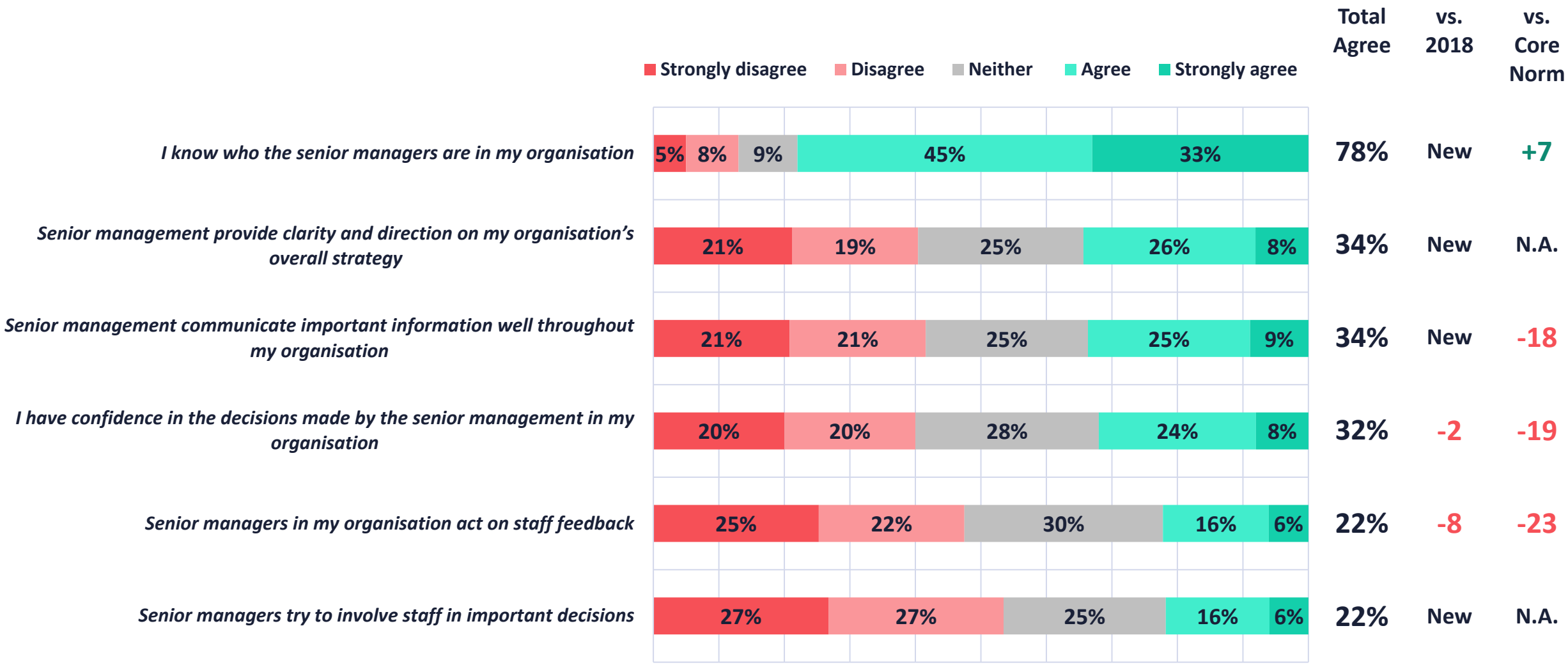
Senior Management & The Organisation - 7 in 10 believe that care for patients/service users is the top priority in their organisation.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

All figures are the combined agree and very strongly agree scores for each statement (e.g. total agree)

Senior Management & The Organisation - Half feel senior managers do not involve staff in important decisions or act on staff feedback.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

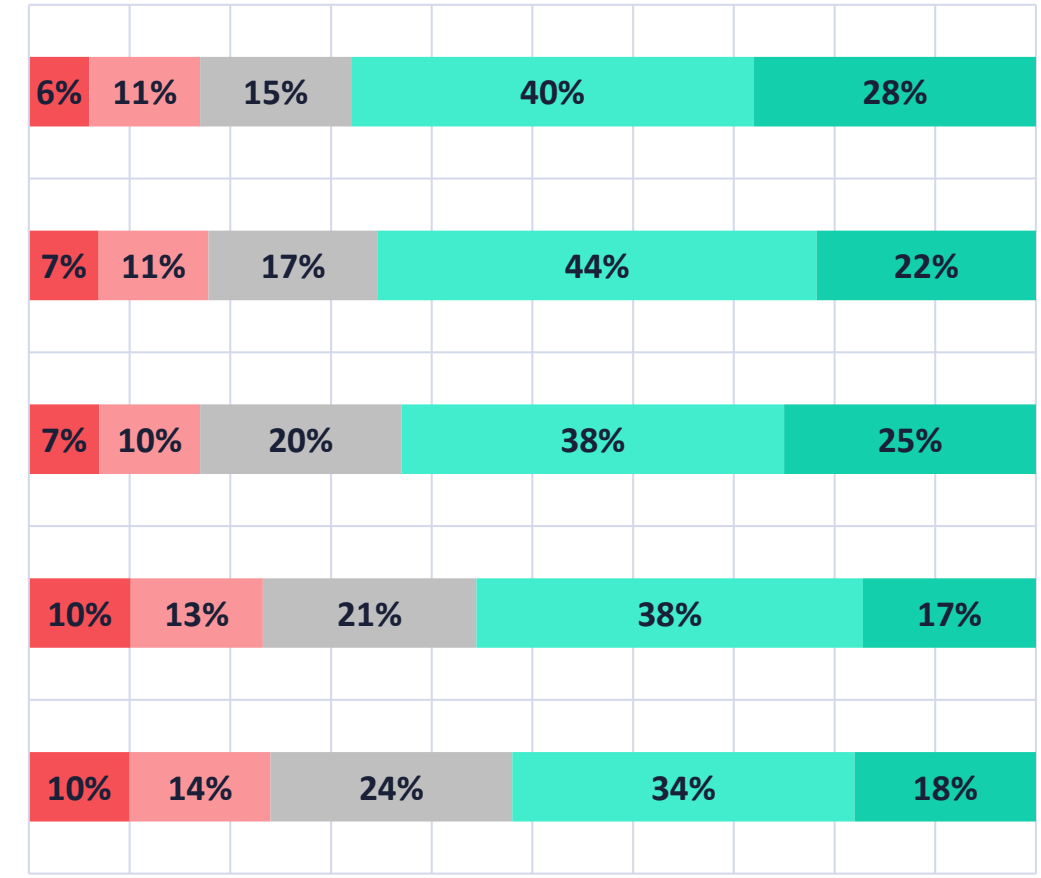
Comparisons vs. Core Norms and 2018 is based on % Total Agree

Senior Management & The Organisation
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I know who the senior managers are in my organisation	**78%**	74%	76%	71%	85%	84%	58%	71%	74%	80%
Senior management provide clarity and direction on my organisation's overall strategy	**34%**	31%	30%	32%	40%	47%	12%	44%	32%	33%
Senior management communicate important information well throughout my organisation	**34%**	35%	34%	35%	32%	47%	13%	47%	33%	32%
I have confidence in the decisions made by the senior management in my organisation	**32%**	30%	30%	30%	34%	46%	7%	46%	29%	30%
Senior managers in my organisation act on staff feedback	**22%**	22%	21%	22%	24%	31%	7%	34%	19%	22%
Senior managers try to involve staff in important decisions	**22%**	22%	21%	22%	22%	32%	7%	32%	21%	20%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Senior Management & The Organisation - Two thirds intend to be working in the organisation long-term. Half would recommend their organisation as an employer.



	Strongly disagree	Disagree	Neither	Agree	Strongly agree	Total Agree	vs. 2018	vs. Core Norm
Care of patients/service users is the top priority in my organisation	6%	11%	15%	40%	28%	68%	-3	N.A.
If a friend or relative needed treatment/a service I would be happy with the standard of care/service provided in my organisation	7%	11%	17%	44%	22%	66%	-2	N.A.
I intend to be working in my organisation in the long-term	7%	10%	20%	38%	25%	63%	New	=
My organisation has a positive culture which reflects the HSE's core values of care, compassion, trust and learning	10%	13%	21%	38%	17%	55%	New	N.A.
I would recommend my organisation as an employer to a friend or family member	10%	14%	24%	34%	18%	52%	-5	-9

To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Agree

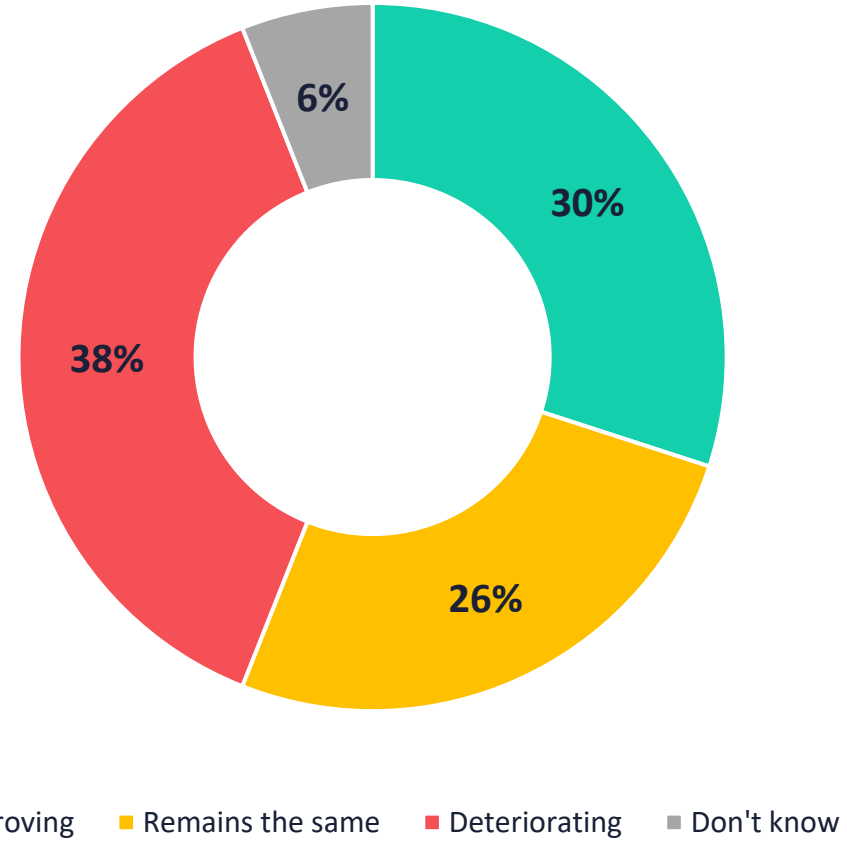
Senior Management & The Organisation
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Care of patients/service users is the top priority in my organisation	**68%**	66%	65%	67%	70%	70%	44%	81%	65%	66%
If a friend or relative needed treatment/ a service I would be happy with the standard of care/ service provided in my organisation	**66%**	63%	62%	64%	70%	64%	50%	72%	60%	66%
I intend to be working in my organisation in the long-term	**63%**	65%	63%	68%	57%	72%	50%	61%	55%	66%
My organisation has a positive culture which reflects the HSE's core values of care, compassion, trust and learning	**55%**	52%	49%	56%	61%	58%	22%	69%	54%	54%
I would recommend my organisation as an employer to a friend or family member	**52%**	53%	50%	56%	48%	65%	27%	67%	48%	50%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

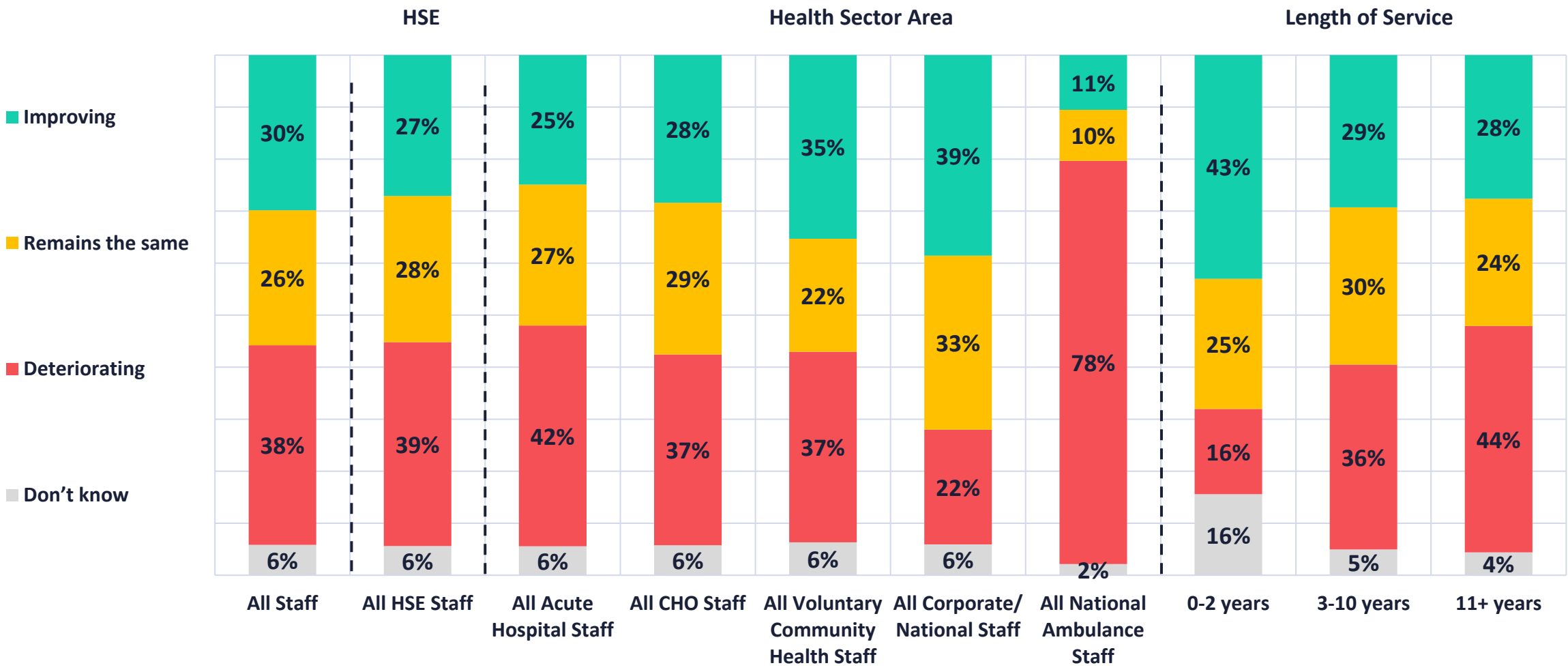
Senior Management & The Organisation - 4 in 10 feel the overall service provision in their organisation is deteriorating.

Perceptions of service provision



Do you feel that the overall service provision in your organisation is improving, remains the same or is deteriorating?
Base – All respondents – 12,959

Senior Management & The Organisation
Sub Analysis by Staff Demographics



Do you feel that the overall service provision in your organisation is improving, remains the same or is deteriorating?
Base – All respondents – 12,959

Senior Management & The Organisation - Section Summary

Areas of Positive Performance

- Leadership appears to be highly visible with 8 in 10 agreeing they know who senior managers are in their organisation.
- 6 in 10 intend to stay in their organisation in the long-term.
- There appears to be confidence in the level of care being delivered (despite a drop of -3 pts since 2018) with almost 7 in 10 saying that caring for patients/ service users is their organisation's top priority. Similar numbers say they would be happy for a friend or relative to receive care in their organisation (although this has seen a drop of -2 pts since 2018).

Areas Requiring Improvement

- The key areas that require improvement in this section centre around perceptions of senior management. 2 in 10 agree that staff are involved by senior management in decision making and that senior management acts on feedback (-8 pts from 2018).
- Half would recommend their organisation as an employer. This has decreased by -5 pts compared to 2018.
- 4 in 10 believe the overall service provision in their organisation is deteriorating.

Performance against external benchmarks

- 8 in 10 know who the senior managers are in their organisation which is +7 pts compared to the Core Norm.
- Senior managers acting on staff feedback (-23 pts), confidence in the decisions made by senior management (-19 pts) and senior management communicating important information (-18 pts) are all areas where the Health Service performs significantly behind the Core Norms for large organisations.
- The score for the likelihood of staff to recommend their organisation as an employer performs -9 pts vs. the Core Norm for large organisations.

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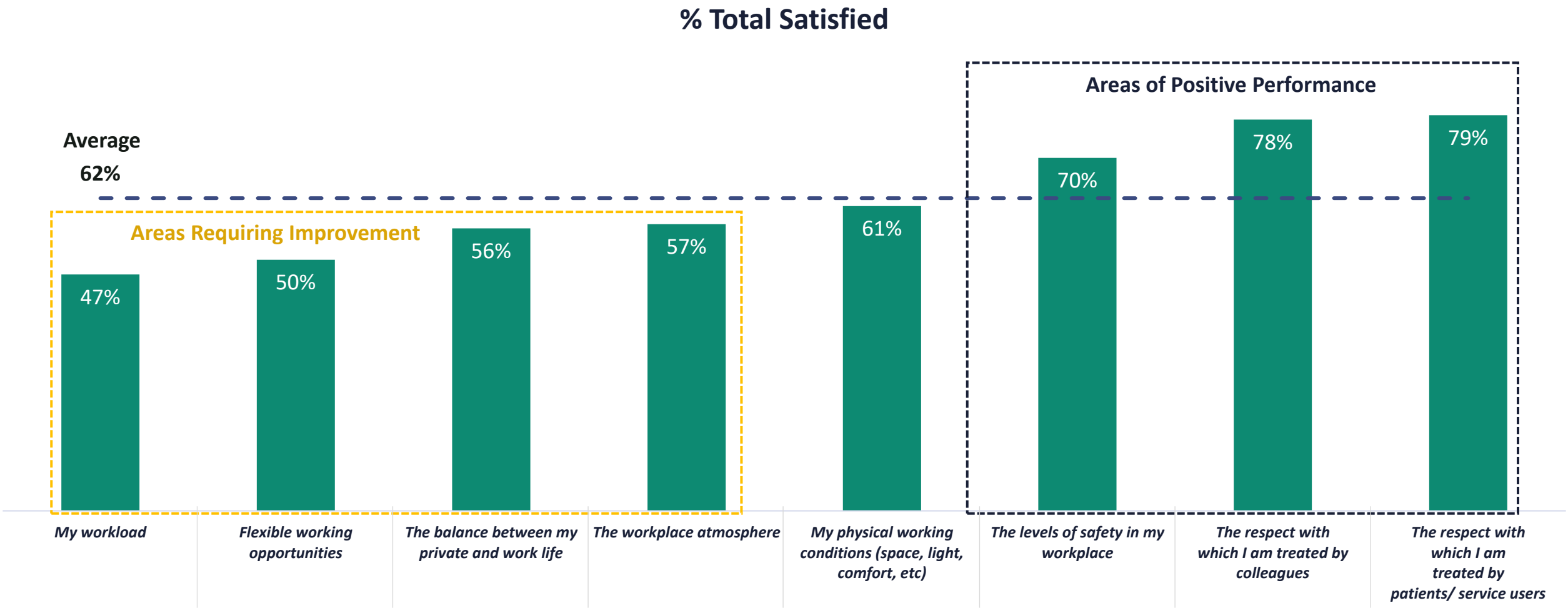
Wellbeing & The Workplace

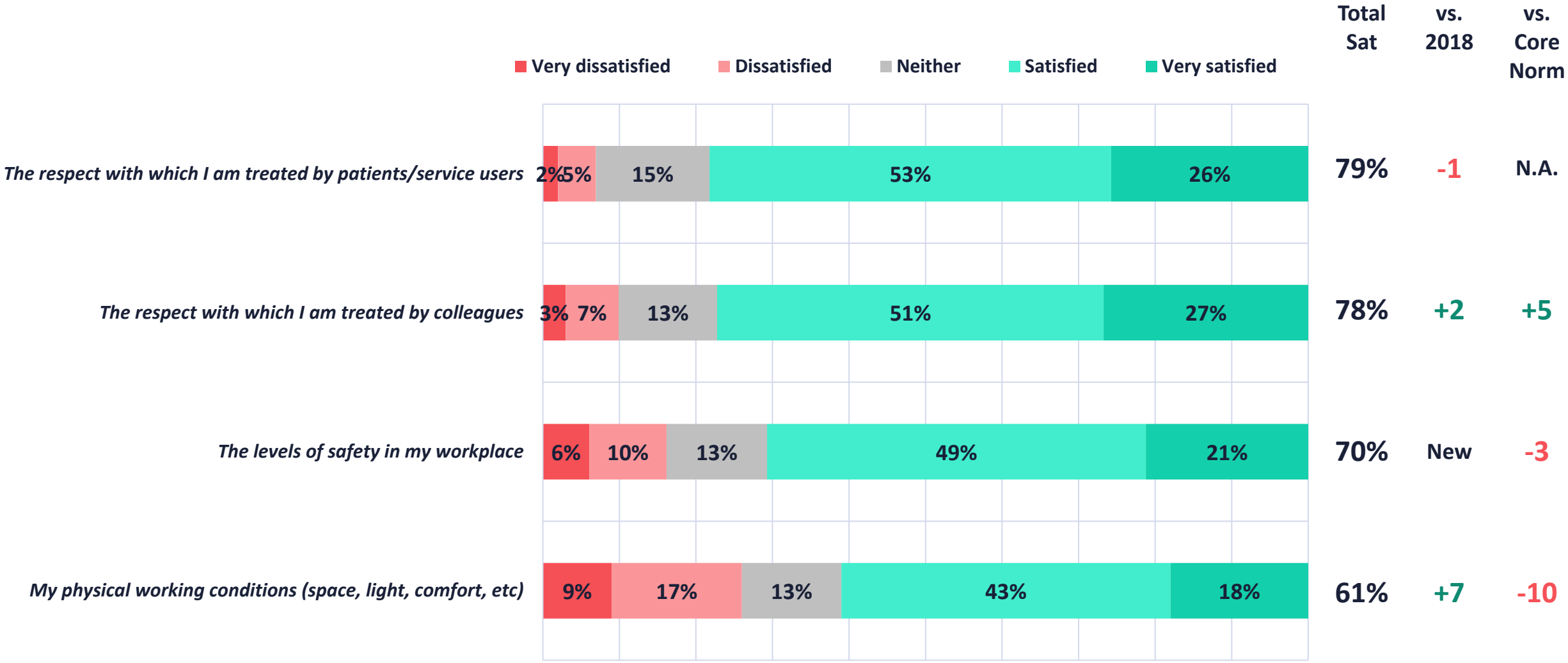
Wellbeing & The Workplace - Less than half are satisfied with their workloads.



How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

All figures are the combined satisfied and very satisfied scores for each statement (e.g. total satisfied)

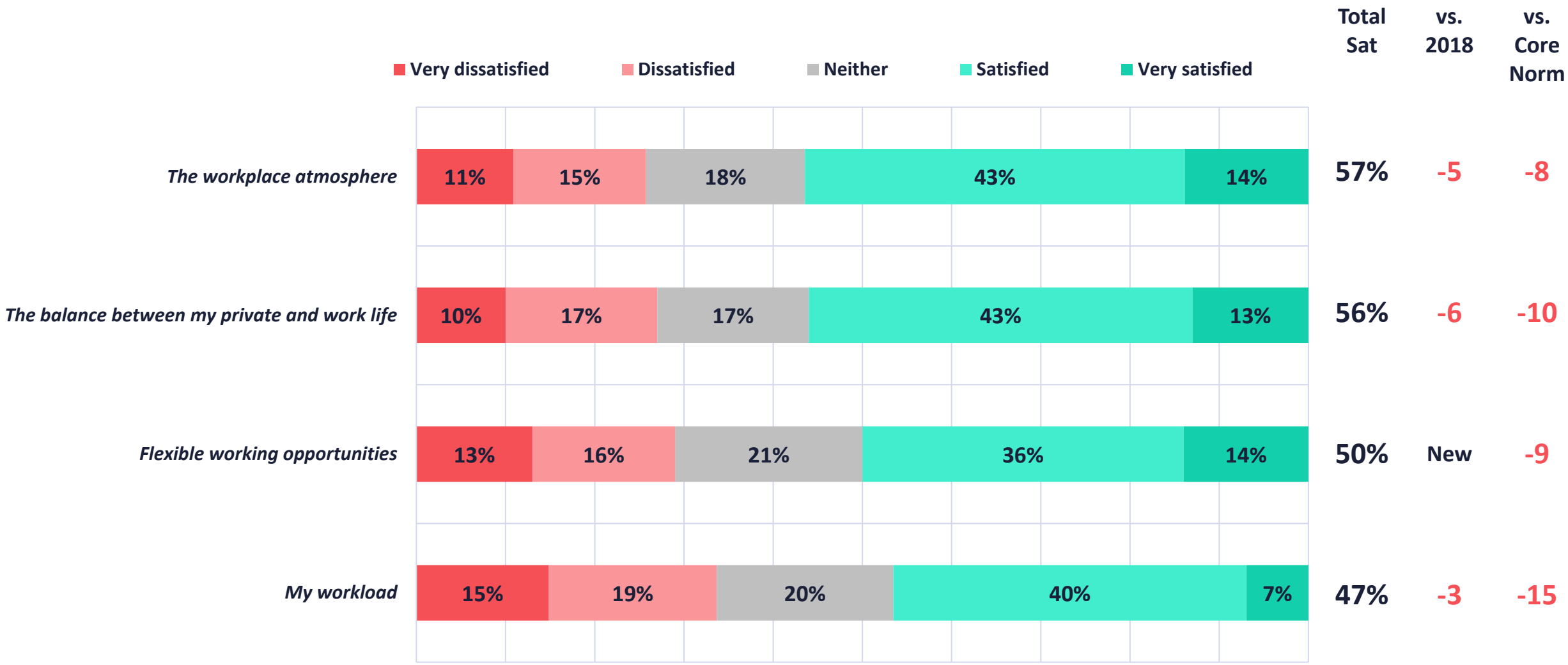
Wellbeing & The Workplace - 8 in 10 are satisfied with the respect shown by colleagues. 7 in 10 are satisfied with workplace safety levels.



How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Satisfied

Wellbeing & The Workplace - 1 in 4 are dissatisfied with the workplace atmosphere.



How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

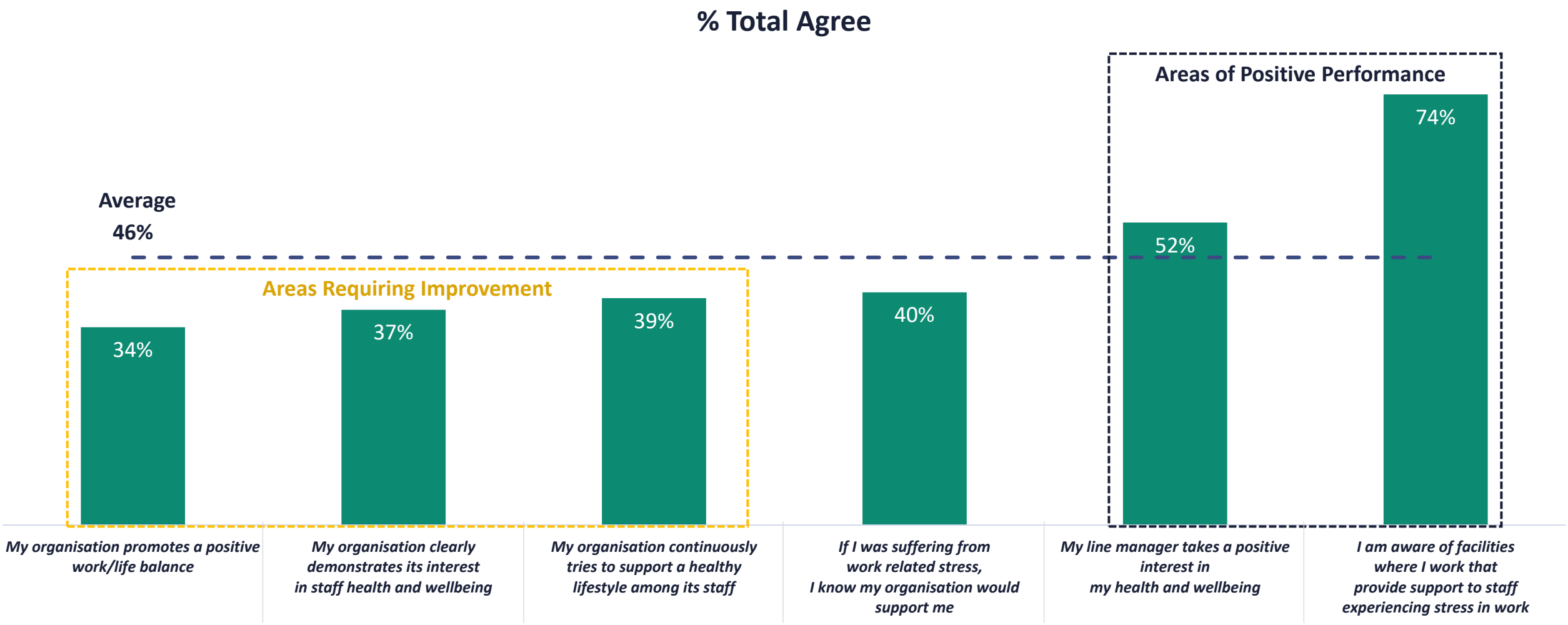
Comparisons vs. Core Norms and 2018 is based on % Total Satisfied

Wellbeing & The Workplace
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
The respect with which I am treated by patients/service users	**79%**	75%	74%	77%	86%	73%	64%	77%	74%	81%
The respect with which I am treated by colleagues	**78%**	75%	71%	78%	83%	82%	67%	81%	80%	76%
The levels of safety in my workplace	**70%**	67%	59%	73%	77%	81%	48%	80%	66%	70%
My physical working conditions (space, light, comfort, etc)	**61%**	57%	48%	64%	67%	75%	43%	65%	57%	61%
The workplace atmosphere	**57%**	54%	47%	60%	63%	62%	31%	65%	54%	57%
The balance between my private and work life	**56%**	56%	52%	60%	56%	68%	27%	68%	52%	55%
Flexible working opportunities	**50%**	50%	45%	52%	50%	75%	18%	59%	41%	52%
My workload	**47%**	48%	43%	52%	43%	61%	21%	61%	46%	44%

All figures are the combined satisfied and very satisfied given by each category (e.g. total satisfied)

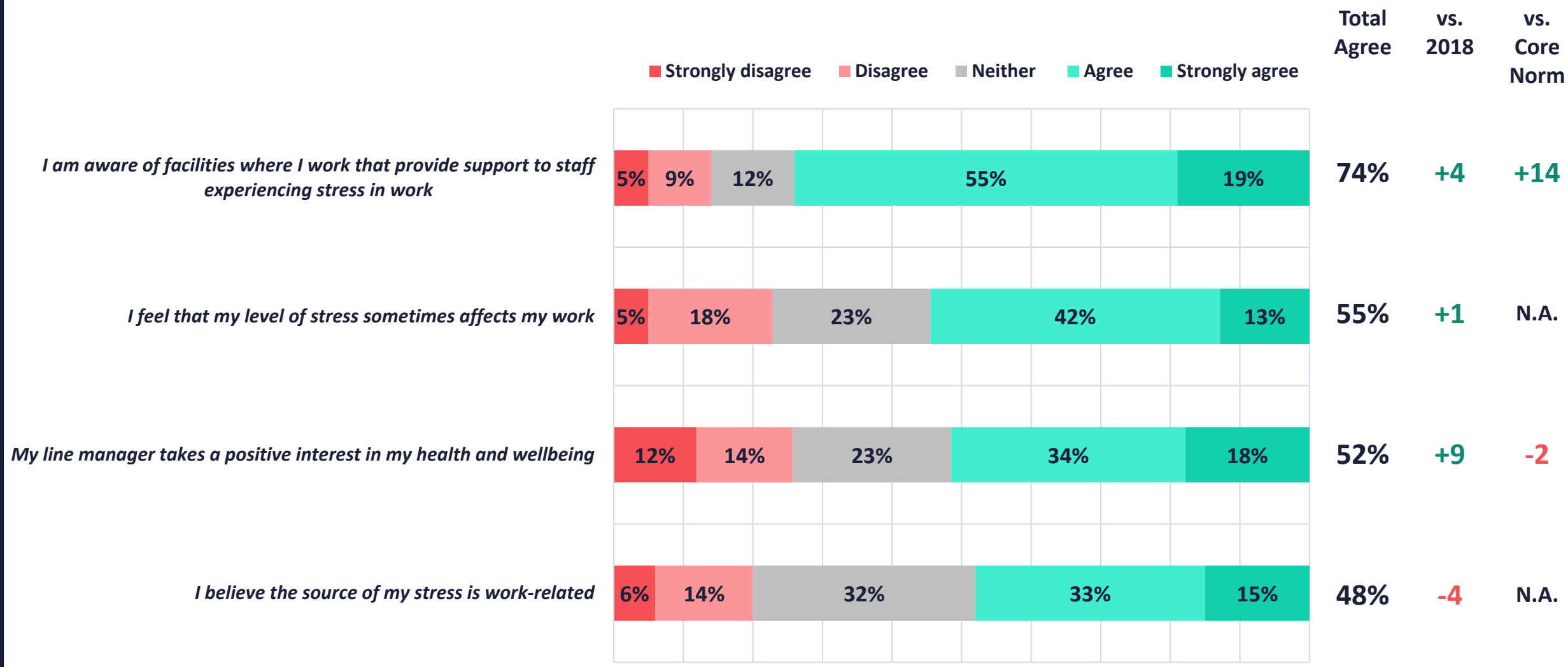
Wellbeing & The Workplace - Improvement needed to promote employee wellbeing and work/life balance.



To what extent do you agree or disagree with the below statements Base – All respondents – 12,959

All figures are the combined agree and very strongly agree scores for each statement (e.g. total agree)

Wellbeing & The Workplace - Over half say their level of stress affects their work.



To what extent do you agree or disagree with the below statements Base – All respondents – 12,959

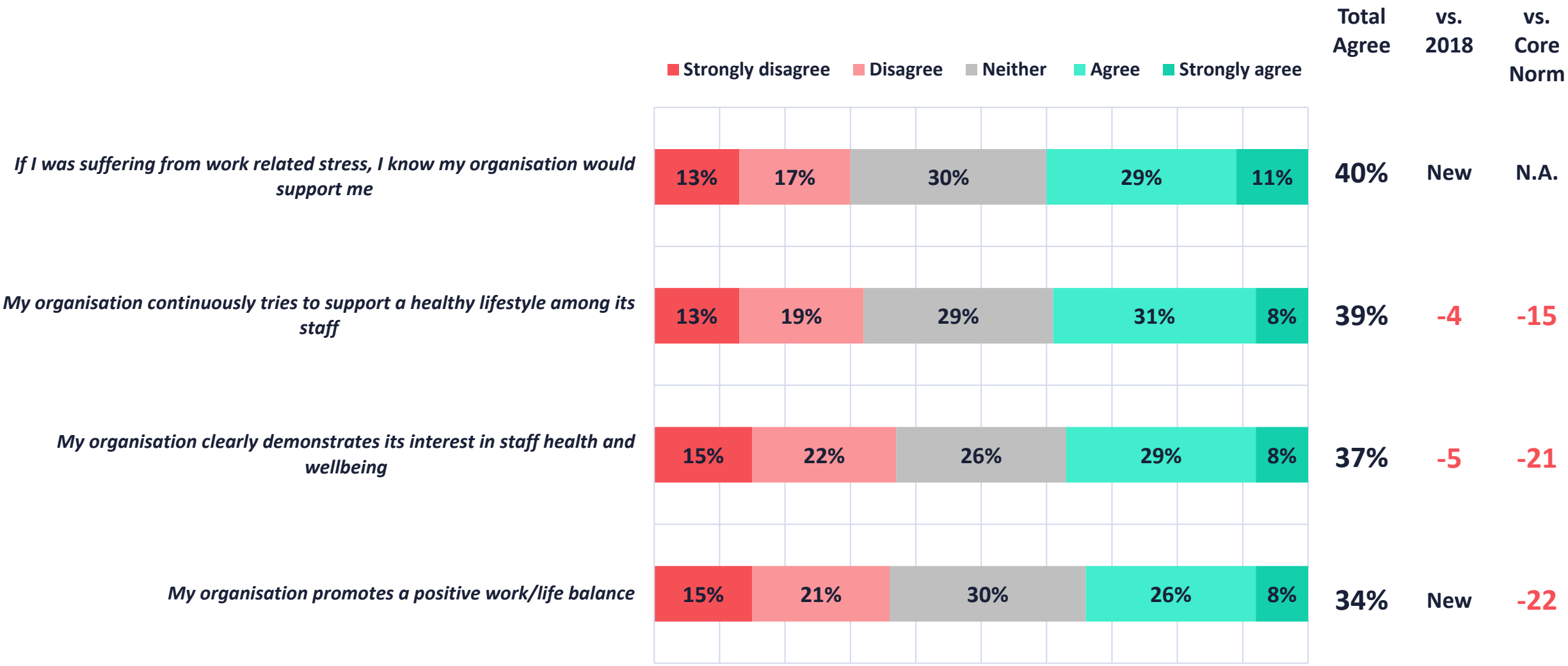
Comparisons vs. Core Norms and 2018 is based on % Total Agree

Wellbeing & The Workplace
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I am aware of facilities where I work that provide support to staff experiencing stress in work	**74%**	72%	68%	75%	78%	76%	67%	69%	66%	78%
I feel that my level of stress sometimes affects my work	**55%**	51%	54%	48%	61%	45%	62%	43%	57%	56%
My line manager takes a positive interest in my health and wellbeing	**52%**	49%	44%	52%	58%	61%	29%	66%	48%	50%
I believe the source of my stress is work-related	**48%**	47%	52%	44%	49%	36%	67%	33%	50%	50%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Wellbeing & The Workplace - 1 in 3 feel their organisation promotes a positive work/life balance.



To what extent do you agree or disagree with the below statements Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Agree

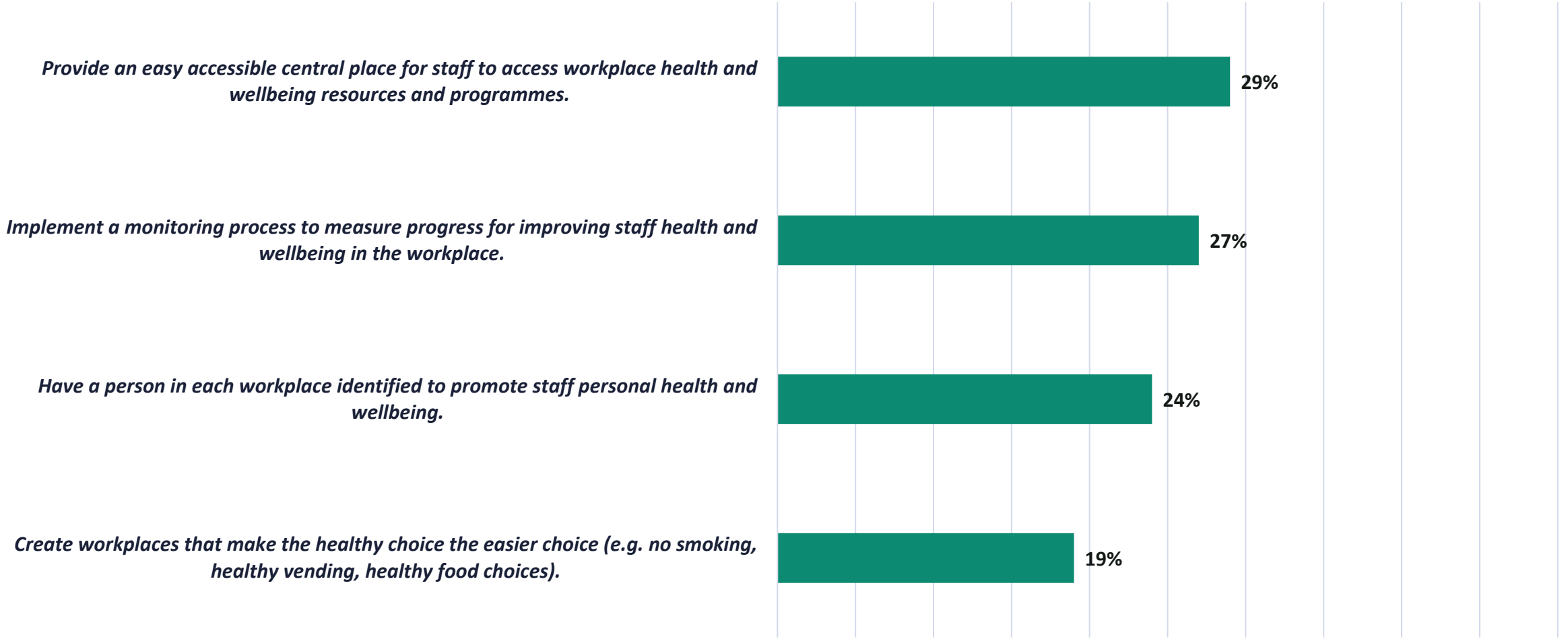
Wellbeing & The Workplace
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
If I was suffering from work related stress, I know my organisation would support me	**40%**	39%	35%	43%	40%	52%	18%	54%	33%	40%
My organisation continuously tries to support a healthy lifestyle among its staff	**39%**	38%	35%	40%	40%	51%	12%	51%	31%	40%
My organisation clearly demonstrates its interest in staff health and wellbeing	**37%**	36%	32%	38%	39%	52%	11%	51%	30%	37%
My organisation promotes a positive work/life balance	**34%**	33%	29%	36%	35%	51%	12%	55%	28%	32%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Wellbeing & The Workplace - 3 in 10 state a first preference for easier access to resources and programmes.

Health & Wellbeing Support Preferences



What would you like the HSE Health and Wellbeing Unit to do, to support your health and wellbeing?
Base – All respondents – 12,959

This was a ranking question where staff were asked to rank 4 statements in order of preference.

Wellbeing & The Workplace
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Provide an easy accessible central place for staff to access workplace health and wellbeing resources and programmes.	**29%**	30%	27%	32%	27%	34%	24%	34%	31%	27%
Implement a monitoring process to measure progress for improving staff health and wellbeing in the workplace.	**27%**	26%	28%	24%	30%	24%	37%	24%	25%	29%
Have a person in each workplace identified to promote staff personal health and wellbeing.	**24%**	25%	24%	27%	24%	22%	18%	20%	27%	25%
Create workplaces that make the healthy choice the easier choice (e.g. no smoking, healthy vending, healthy food choices).	**19%**	19%	21%	17%	18%	20%	21%	22%	17%	19%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Wellbeing & The Workplace - *Section Summary*

Areas of Positive Performance

- Scores for respect shown by patients/ service users and colleagues are high with almost 8 in 10 feeling respected. Results for the level of respect shown by colleagues has increased by +2 pts compared to the 2018 survey.
- Satisfaction with the physical workplace has increased +7 pts compared to 2018.
- Three quarters are aware of facilities available to support staff who may be stressed in work. This has improved since 2018 (+4 pts).
- There has been an improvement in line managers taking a positive interest in staff health and wellbeing compared to 2018 (+9 pts higher in 2021).

Areas Requiring Improvement

- Half feel impacted by stress and believe it has affected their work.
- There has been a decrease in the number of staff agreeing that their organisation takes an interest in staff health and wellbeing (-5 pts vs. 2018). In 2021, less staff agree that their organisation supports a healthy lifestyle amongst staff (-4 pts compared to the 2018 results).
- There have been some negative shifts compared to 2018 in terms of staff satisfaction with workloads (-3 pts) and the balance between work and private life (-6 pts).
- There has also been a decrease in satisfaction with workplace atmosphere (-5 pts).

Performance against external benchmarks

- Reported levels of respect shown by colleagues outperform the Core Norm (+5 pts).
- Awareness of facilities to support those stressed in work is also significantly ahead of the Core Norm (+14 pts).
- While satisfaction for the physical workplace has increased since 2018, it is still -10 pts behind the Core Norm for large organisations.
- The largest gaps between Health Service performance and Core Norms include; the organisation supporting a healthy lifestyle for staff (-15 pts), the organisation demonstrating an interest in staff wellbeing (-21 pts) and promoting a work/life balance (-22 pts).

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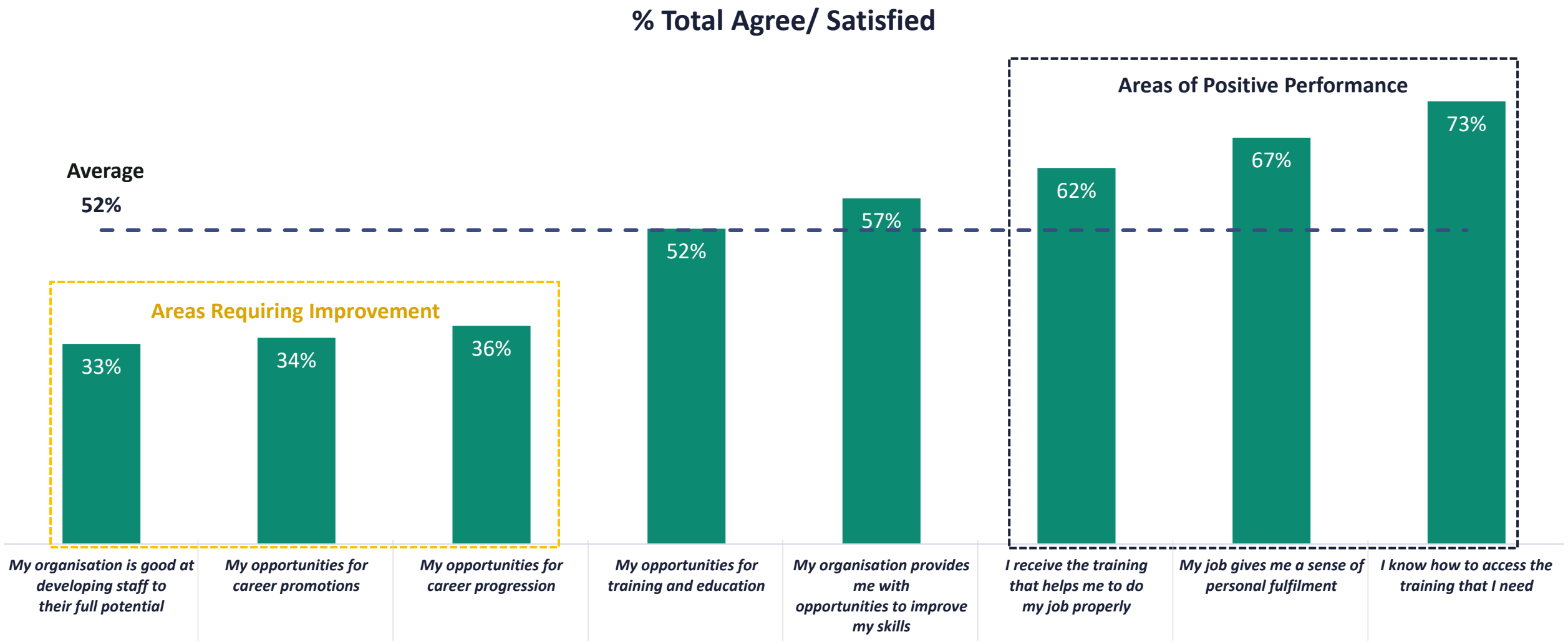
Training & Development

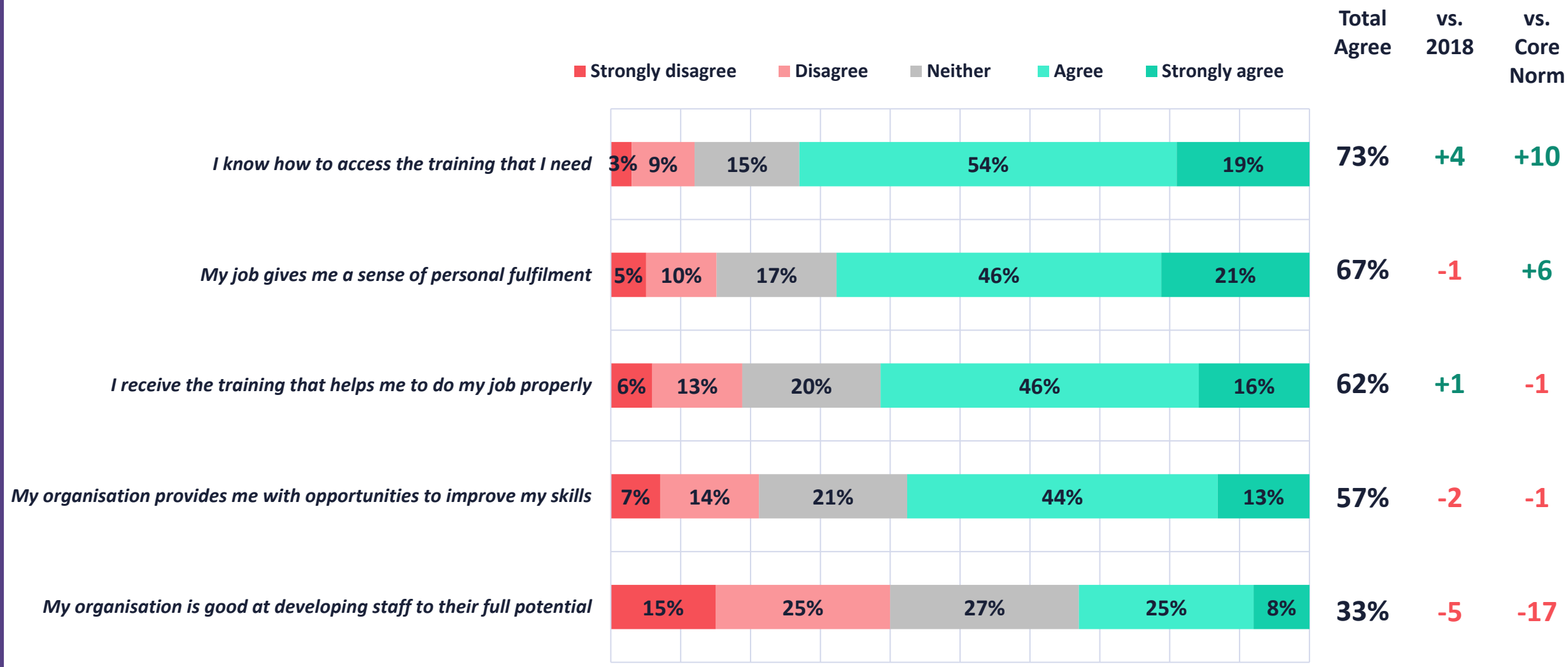
Training & Development - Staff believe the organisation could do more to develop staff to their full potential.



To what extent do you agree or disagree with the below statements
How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

All figures are the combined agree and very strongly agree scores for each statement (e.g. total agree) and All figures are the combined satisfied and very satisfied scores for each statement (e.g. total satisfied)

Training & Development - Three quarters say they know how to access the training they need.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

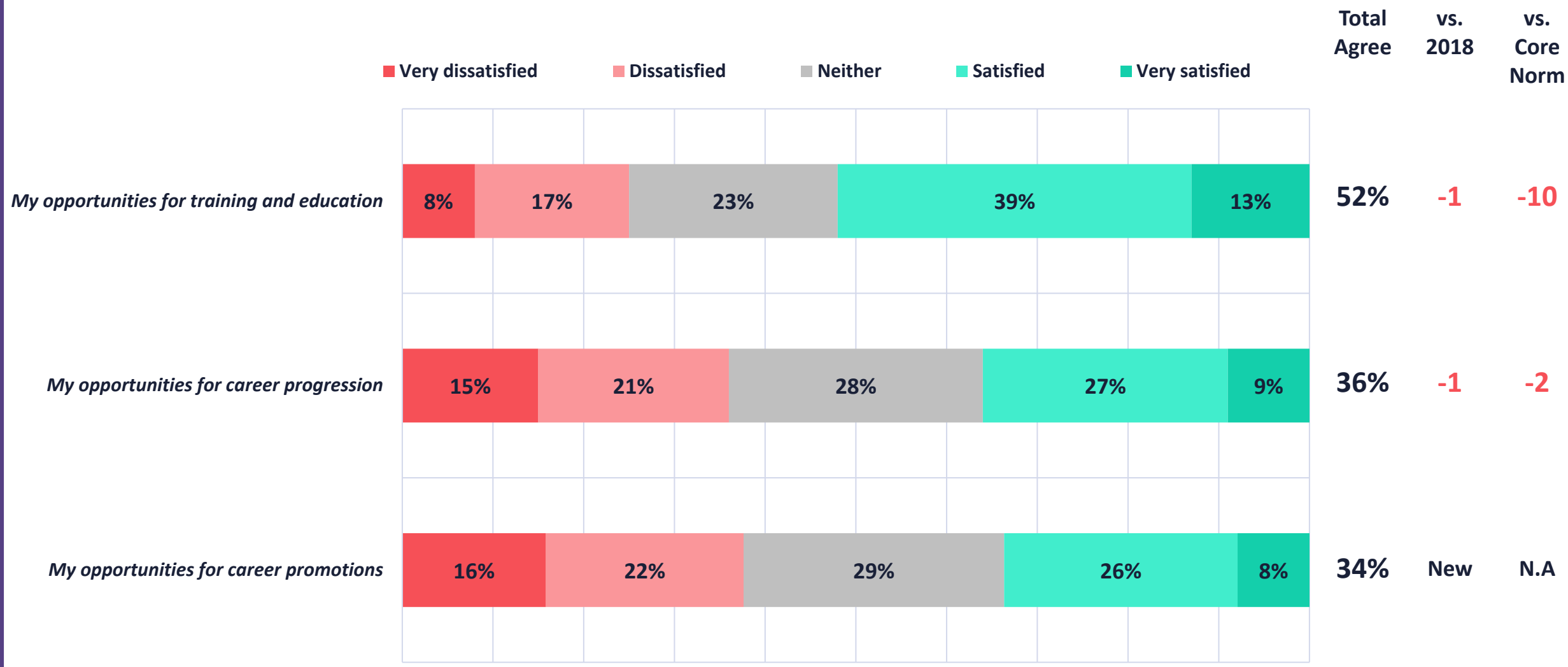
Comparisons vs. Core Norms and 2018 is based on % Total Agree

Training & Development
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I know how to access the training that I need	**73%**	71%	69%	74%	77%	70%	56%	64%	74%	74%
My job gives me a sense of personal fulfilment	**67%**	66%	65%	68%	69%	65%	65%	69%	62%	69%
I receive the training that helps me to do my job properly	**62%**	60%	56%	66%	65%	58%	51%	61%	63%	61%
My organisation provides me with opportunities to improve my skills	**57%**	56%	52%	60%	61%	62%	38%	63%	52%	59%
My organisation is good at developing staff to their full potential	**33%**	32%	30%	35%	34%	37%	15%	47%	30%	32%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Training & Development - Half are happy with opportunities for training and education. 1 in 3 are satisfied with promotion opportunities.



How satisfied are you with each of the following aspects of your job?
Base – All respondents – 12,959

Comparisons vs. Core Norms and 2018 is based on % Total Agree

Training & Development
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
My opportunities for training and education	**52%**	51%	48%	53%	55%	55%	34%	58%	47%	53%
My opportunities for career progression	**36%**	37%	37%	37%	34%	42%	20%	44%	30%	37%
My opportunities for career promotions	**34%**	35%	35%	34%	33%	41%	19%	40%	28%	35%

All figures are the combined satisfied and very satisfied scores given by each category (e.g. total satisfied)

Training & Development - *Section Summary*

Areas of Positive Performance

- Generally, scores relating to training perform well. Particularly, for staff knowing how to access training and staff getting the training they need. The score for knowing how to access training has increased since 2018 (+4 pts).
- The sense of personal fulfilment that staff members get from their work is high, with over 2 in 3 agreeing (despite a -1 pts drop since 2018).

Areas Requiring Improvement

- The decreases in this section on 2018 scores are very slight. However, the largest drop since 2018 is a -5 pts drop in agreement that the organisation is good at developing staff to their full potential. This is one of the lowest scores within the training and development section.
- Opportunities for progression (36% satisfied) and promotion (34% satisfied) also scored poorly.

Performance against external benchmarks

- The Health Service score for staff knowing how to access training performs well compared to the Core Norm (+10 pts).
- In addition, the sense of fulfilment felt by Health Service staff outperforms the Core Norm by +6 pts.
- The largest gaps between Core Norms and the Health Service scores include; the organisation's development of staff to their full potential (-17 pts vs. Core Norm) and opportunities for training and education (-10 pts vs. Core Norm).

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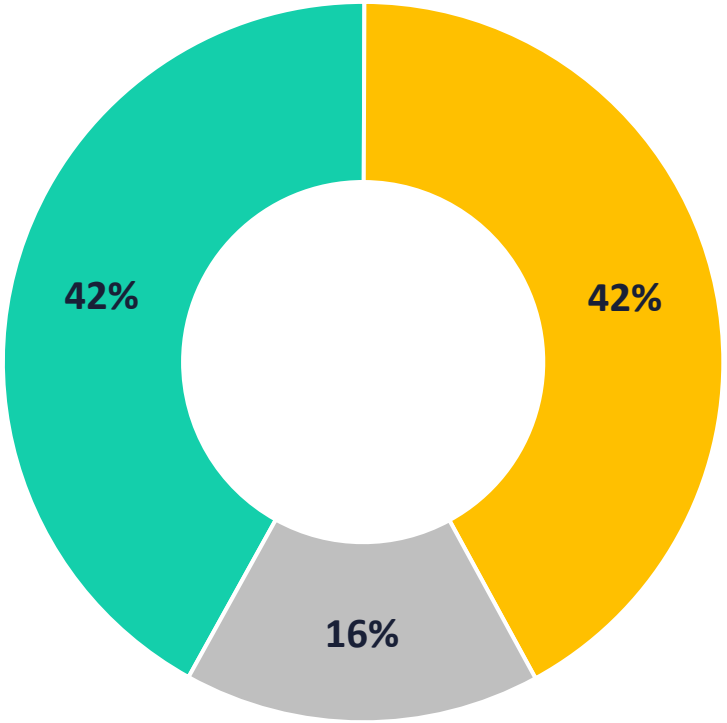
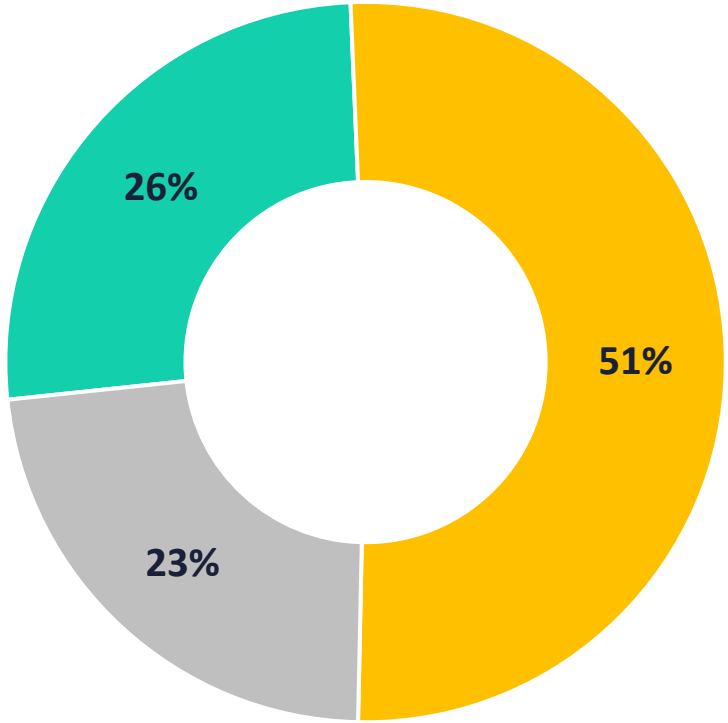
COVID-19 Experiences

COVID-19 Experiences - 4 in 10 felt 'fully supported' by their line manager throughout the pandemic. A quarter felt 'fully supported' by their organisation.

Supported by your Line Manager



Supported by your Organisation

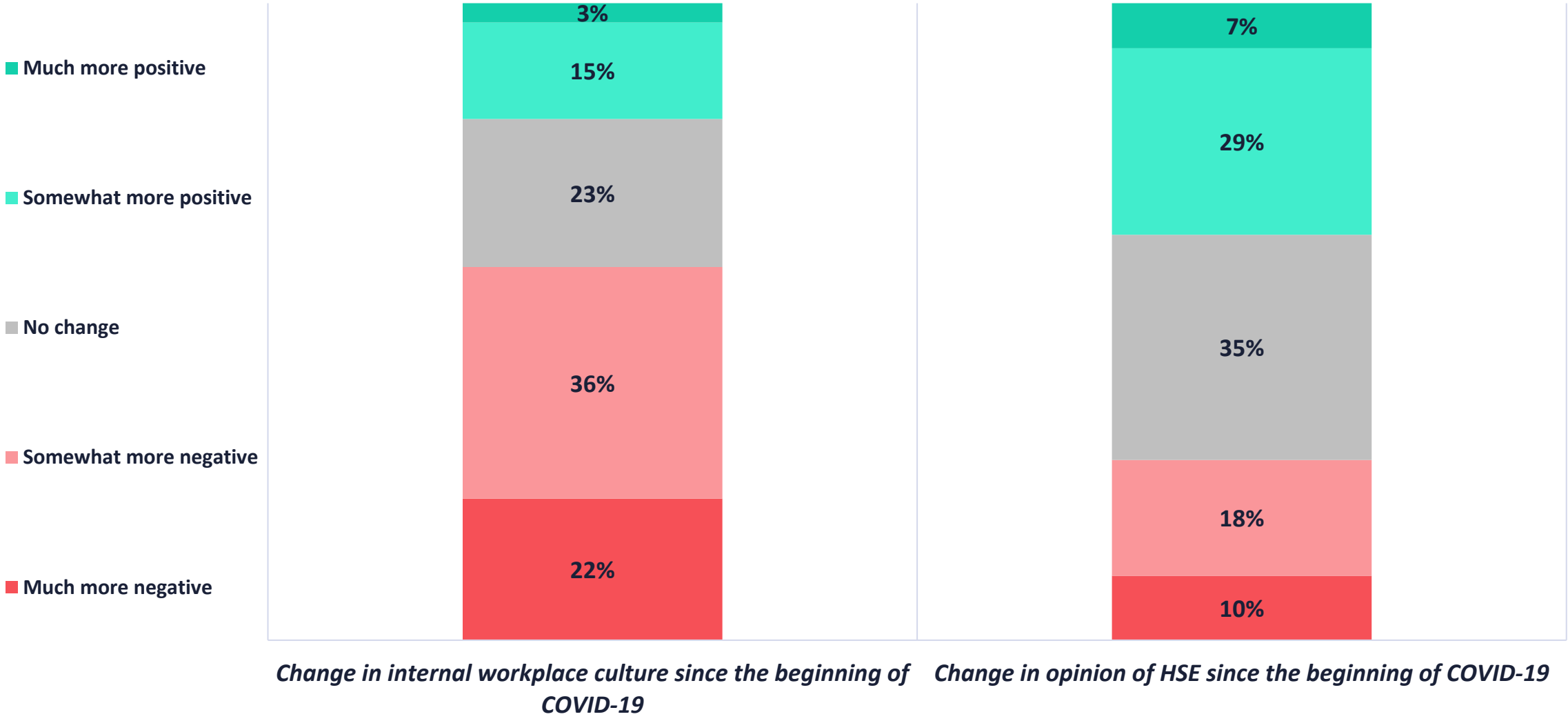


Have you felt supported by your line manager throughout the COVID-19 pandemic?
Have you felt supported by your organisation throughout the COVID-19 pandemic?
Base – All respondents – 12,959

COVID-19 Experiences
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Supported by your Line Manager										
Not at all supported	**16%**	16%	18%	15%	14%	9%	29%	7%	23%	14%
Somewhat supported	**42%**	42%	46%	40%	41%	34%	49%	34%	39%	45%
Fully supported	**42%**	41%	36%	45%	44%	57%	22%	59%	38%	41%
Supported by your Organisation										
Not at all supported	**23%**	23%	26%	22%	23%	11%	40%	10%	31%	22%
Somewhat supported	**51%**	52%	53%	51%	49%	49%	50%	48%	48%	52%
Fully supported	**26%**	25%	21%	28%	28%	40%	10%	41%	21%	25%

COVID-19 Experiences – Over half feel there has been a negative change in their workplace culture since the pandemic began. 1 in 3 have a more positive perception of the HSE.

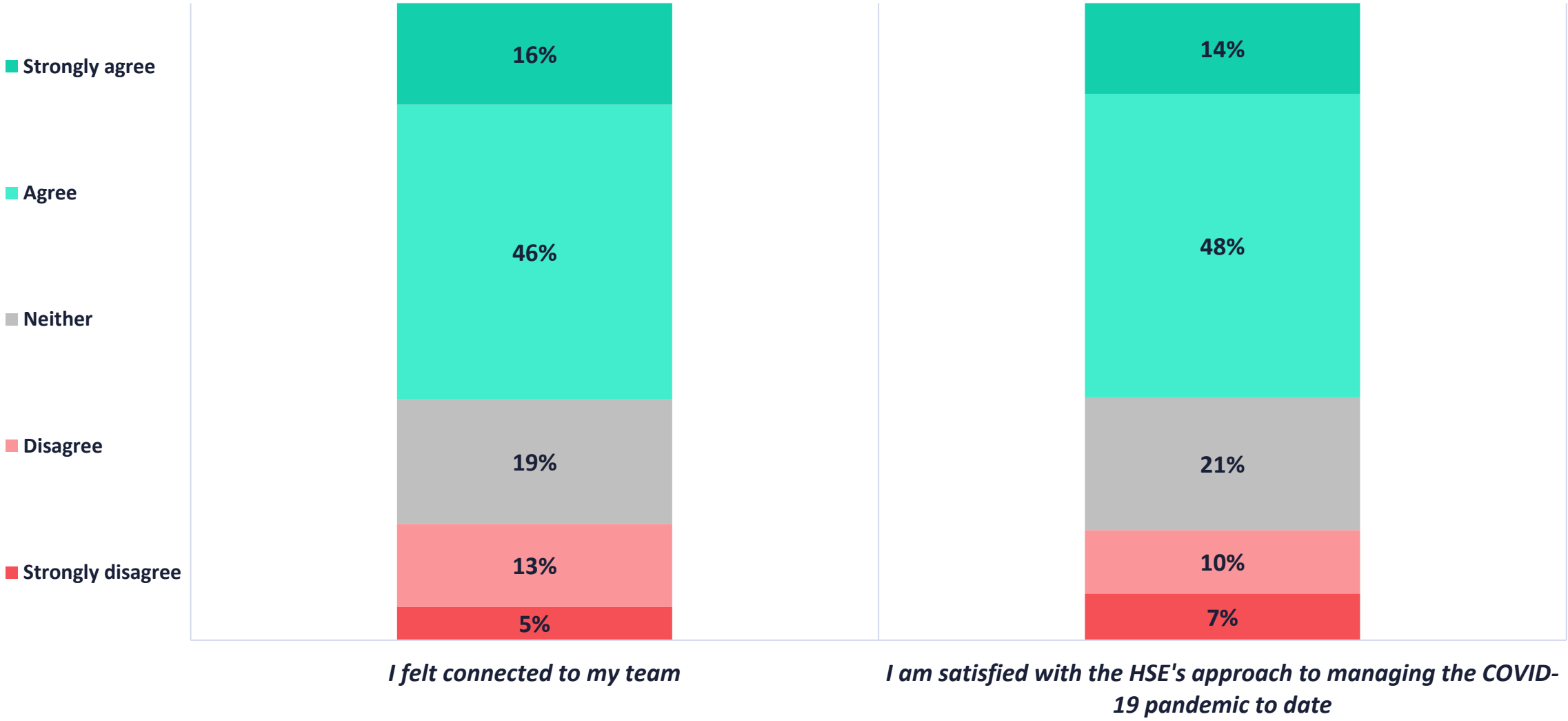


How has the internal culture within your workplace changed since the beginning of COVID-19?
How has your opinion of the HSE changed since the beginning of COVID-19?
Base – All respondents – 12,959

COVID-19 Experiences
Sub Analysis by Staff Demographics

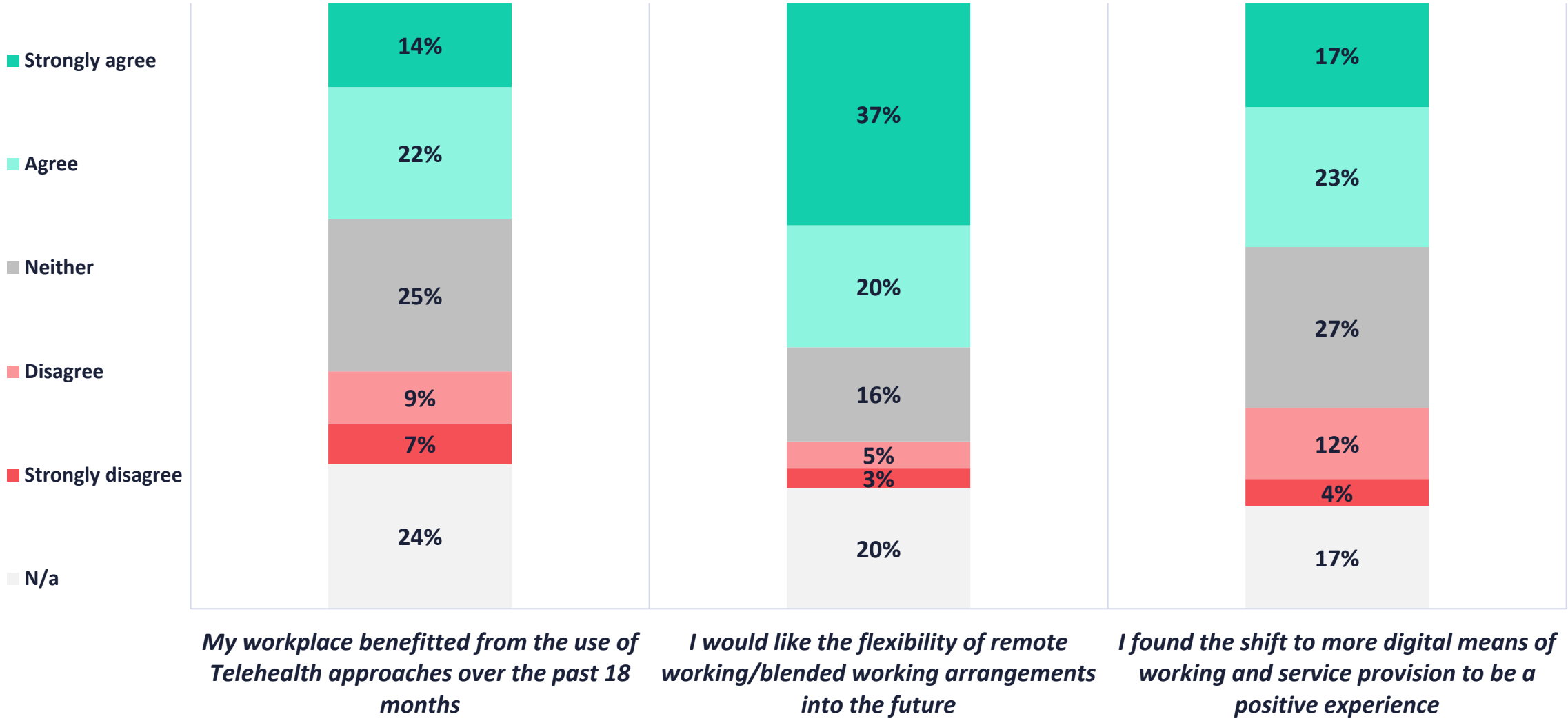
		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
How has your opinion of the HSE changed since the beginning of COVID-19?										
Much more negative	**10%**	12%	15%	10%	7%	4%	24%	4%	11%	11%
Somewhat more negative	**18%**	21%	25%	19%	12%	11%	28%	21%	20%	17%
No change	**35%**	35%	34%	36%	36%	29%	32%	32%	39%	34%
Somewhat more positive	**29%**	25%	23%	26%	36%	39%	15%	31%	24%	30%
Much more positive	**7%**	7%	4%	8%	8%	17%	2%	12%	6%	7%
How has the internal culture within your workplace changed since the beginning of COVID-19?										
Much more negative	**22%**	23%	29%	18%	21%	10%	43%	15%	27%	21%
Somewhat more negative	**36%**	35%	37%	34%	38%	26%	36%	24%	35%	39%
No change	**23%**	24%	20%	27%	21%	35%	15%	42%	22%	20%
Somewhat more positive	**15%**	14%	11%	16%	18%	22%	6%	15%	13%	17%
Much more positive	**3%**	4%	3%	4%	3%	8%	1%	4%	3%	3%

COVID-19 Experiences - 6 in 10 felt connected to their team during the pandemic. 6 in 10 are satisfied with how the HSE has managed the pandemic to date.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

COVID-19 Experiences - 6 in 10 would like the flexibility of remote working/blended working arrangements in the future.



To what extent do you agree or disagree with the below statements
Base – All respondents – 12,959

COVID-19 Experiences
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
I felt connected to my team	**62%**	61%	61%	61%	65%	65%	46%	69%	64%	61%
I am satisfied with the HSE's approach to managing the COVID-19 pandemic to date	**62%**	59%	54%	63%	67%	76%	47%	63%	55%	64%
My workplace benefitted from the use of Telehealth approaches over the past 18 months	**36%**	34%	32%	35%	40%	36%	7%	34%	29%	39%
I would like the flexibility of remote working/blended working arrangements into the future	**57%**	55%	52%	56%	60%	87%	31%	62%	53%	58%
I found the shift to more digital means of working and service provision to be a positive experience	**40%**	39%	36%	38%	43%	71%	17%	51%	35%	41%

All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

Section Summary - COVID-19 Experiences

There is mixed sentiment around the experience of COVID-19 amongst staff, but overall it appears that many have found the experience challenging:

- **4 in 10** felt 'fully supported' by their line manager throughout the pandemic, with a quarter feeling 'fully supported' by their organisation.
- **Half** feel there has been a negative change in their workplace culture since the pandemic began, although 1 in 3 now have a more positive perception of the HSE.
- **6 in 10** felt connected to their team during pandemic.
- **6 in 10** would like the flexibility of remote working/blended working arrangements in the future.

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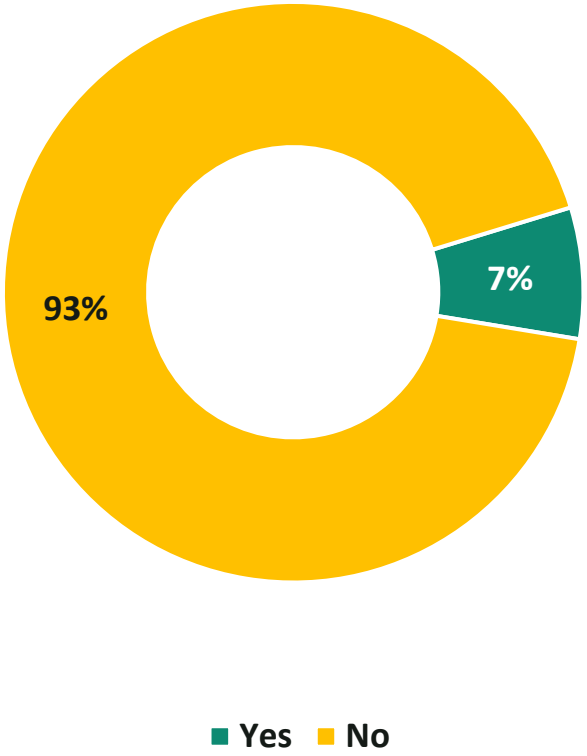
Discrimination in the Workplace

Discrimination in the Workplace – Less than 1 in 10 have personally experienced discrimination from the public.

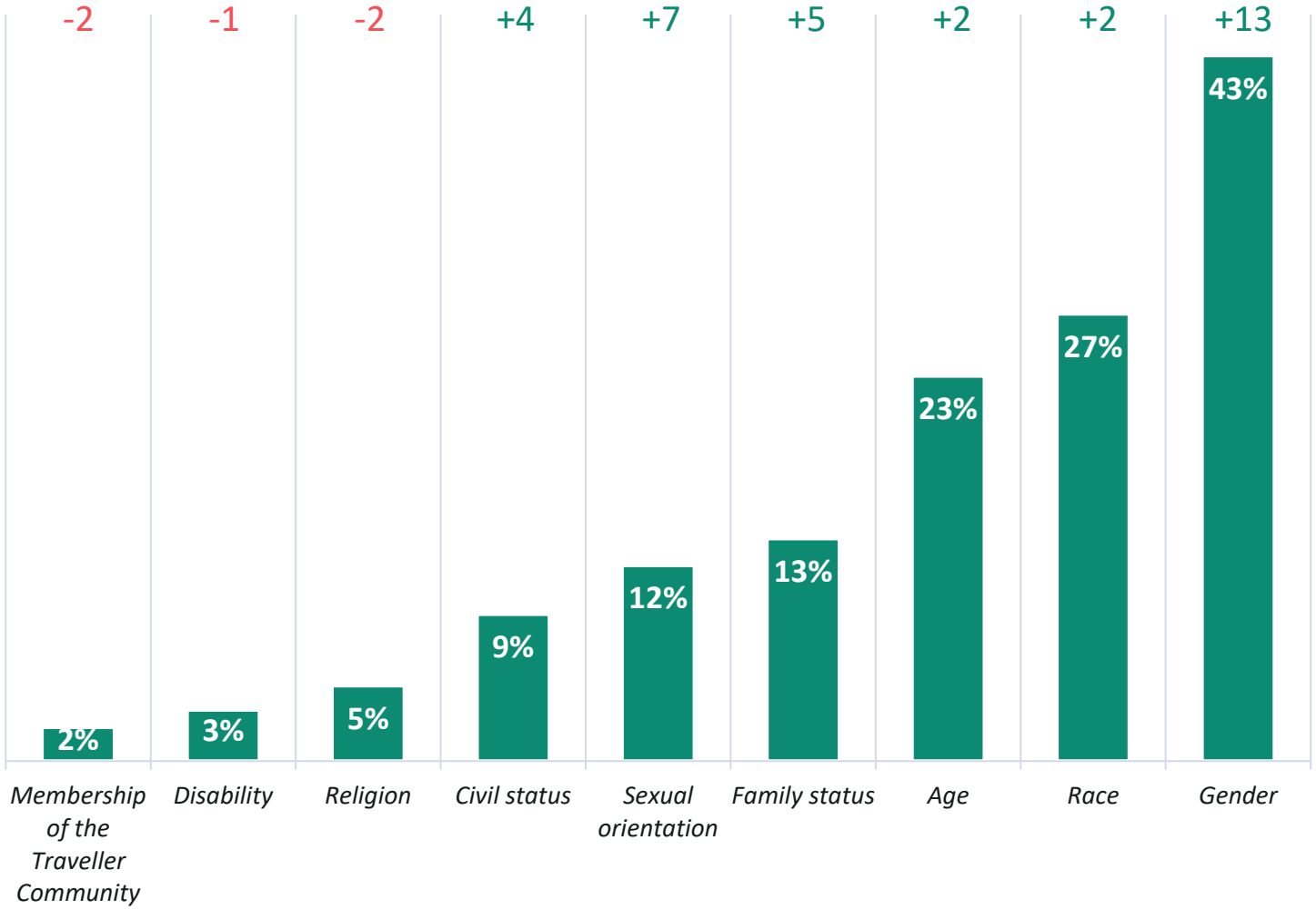
Patients/service users, their relatives or other members of the public



vs. 2018

Yes vs. 2018 -6

Grounds of Discrimination (Base = 882)



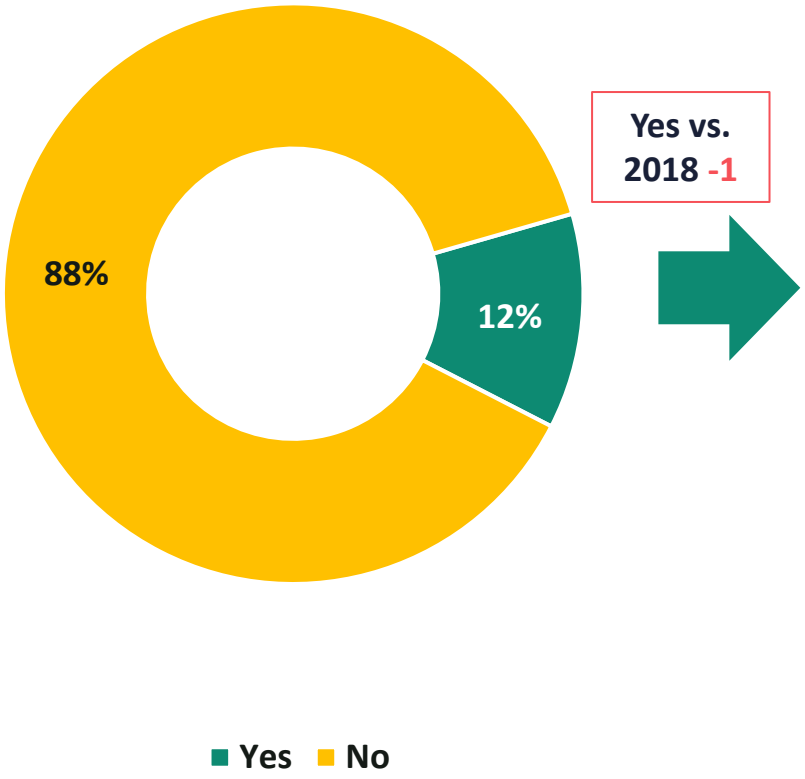
In the last 12 months have you personally experienced discrimination at work from any of the following?
Base – All respondents – 12,959

Comparisons vs. 2018

Discrimination in the Workplace - 1 in 10 have personally experienced discrimination from a colleague.

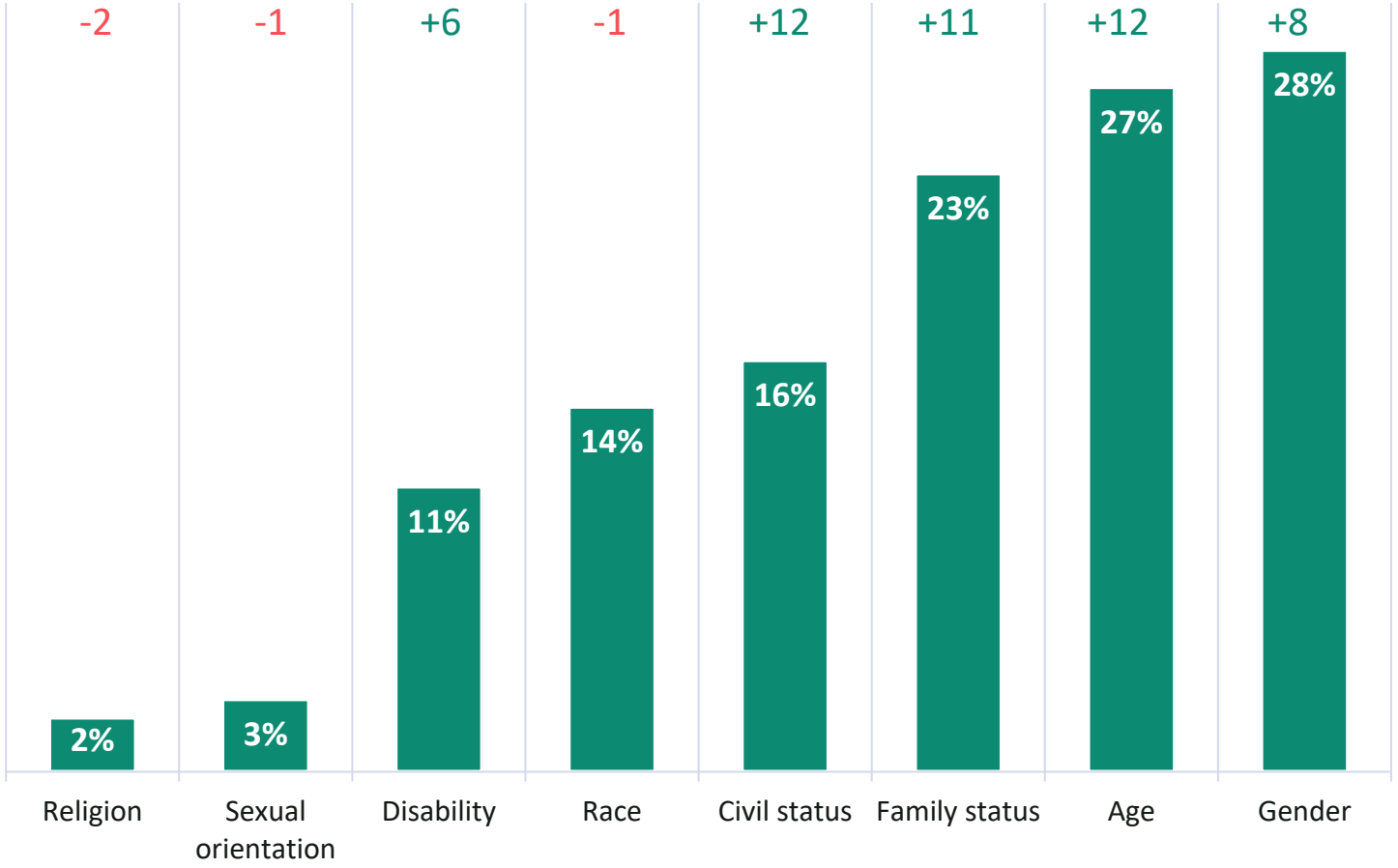
Manager/Team leader or other colleagues

vs. 2018



Yes vs. 2018 -1

Grounds of Discrimination (Base = 1555)



In the last 12 months have you personally experienced discrimination at work from any of the following?
Base – All respondents – 12,959

Comparisons vs. 2018

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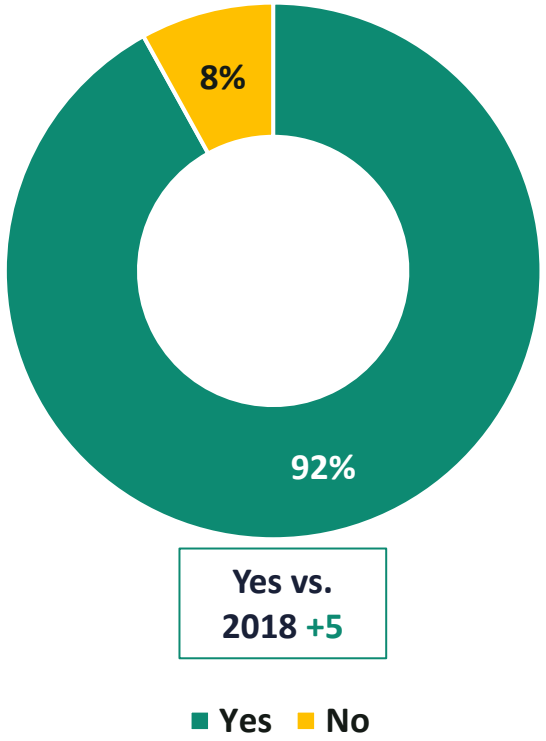
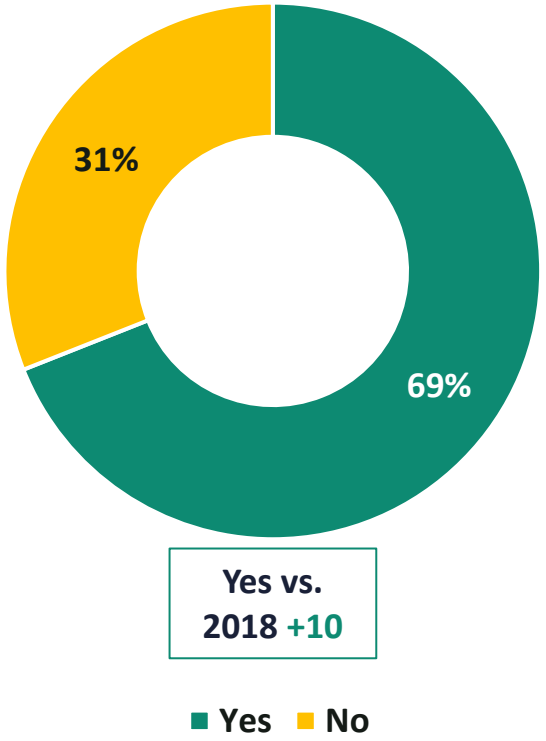
Dignity at Work

Dignity at Work - 9 in 10 are aware of the Dignity at Work Policy. One third have not been trained or briefed in it.

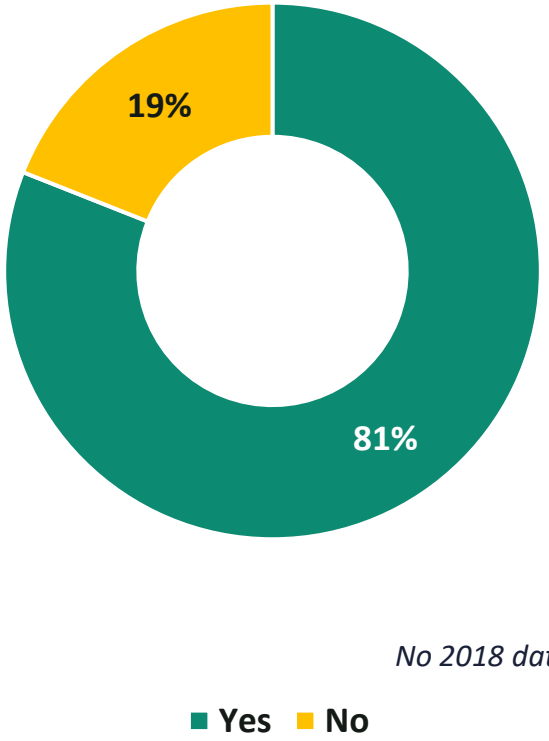
Aware of the Dignity at Work Policy for the Health Service, 2009



Trained or briefed on the Dignity at Work Policy for the Health Service, 2009?



Aware of where to access the Dignity at Work Policy and advice?



No 2018 data available

Are you aware of the Dignity at Work Policy for the Health Service, 2009?
Have you been trained or briefed on the Dignity at Work Policy for the Health Service, 2009?
Are you aware of where to access the Dignity at Work Policy and advice?
Base – All respondents – 12,959

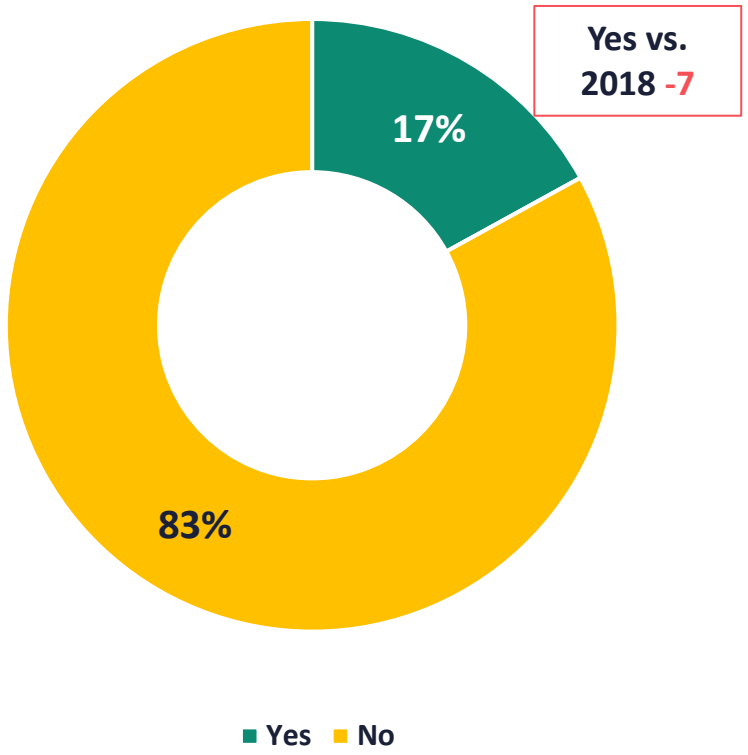
No Core Norm data available

Dignity at Work
Sub Analysis by Staff Demographics

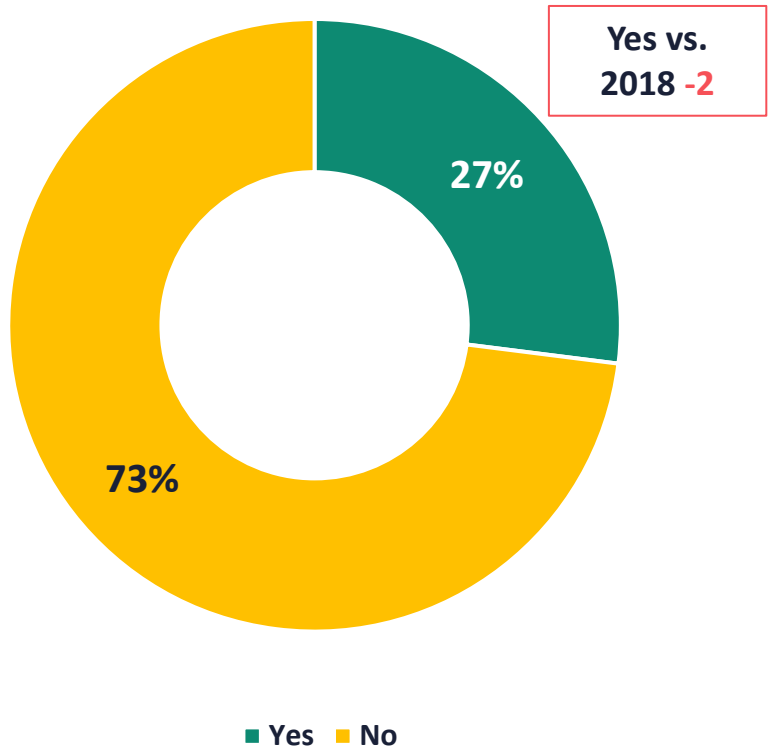
		HSE	Health Sector Area					Length of Service		
% Yes	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Aware of the Dignity at Work Policy for the Health Service, 2009	92%	91%	89%	92%	95%	92%	96%	83%	89%	95%
Trained or briefed on the Dignity at Work Policy for the Health Service, 2009	69%	65%	59%	70%	77%	70%	61%	60%	62%	73%
Aware of where to access the Dignity at Work Policy and advice?	81%	78%	73%	83%	87%	81%	79%	69%	78%	85%

Dignity at Work - 3 in 10 have experienced bullying/harassment at work from a manager/team leader or other colleagues.

Experienced bullying/harassment at work from patients/service users, their relatives or other members of the public



Experienced bullying/harassment at work from manager/team leader or other colleagues

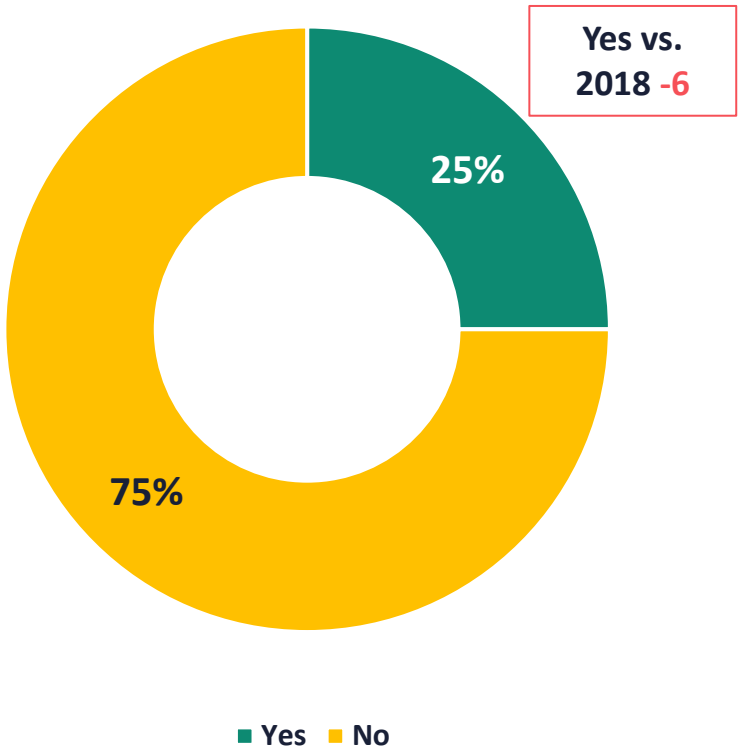


In the last 2 years have you personally experienced bullying/harassment at work from any of the following?
Base – All respondents – 12,959

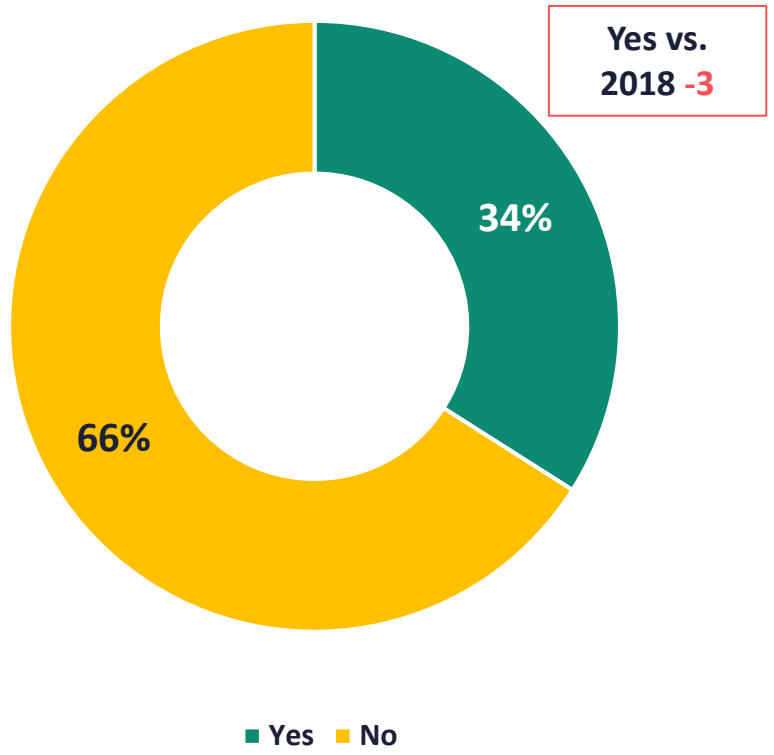
No Core Norm data available

Dignity at Work - One third have witnessed bullying/harassment from a colleague.

Witnessed bullying/harassment from patients/service users, their relatives or other members of the public



Witnessed bullying/harassment from Manager/Team leader or other colleagues



In the last 2 years have you personally witnessed assault, verbal or physical, at work from any of the following?
Base – All respondents – 12,959

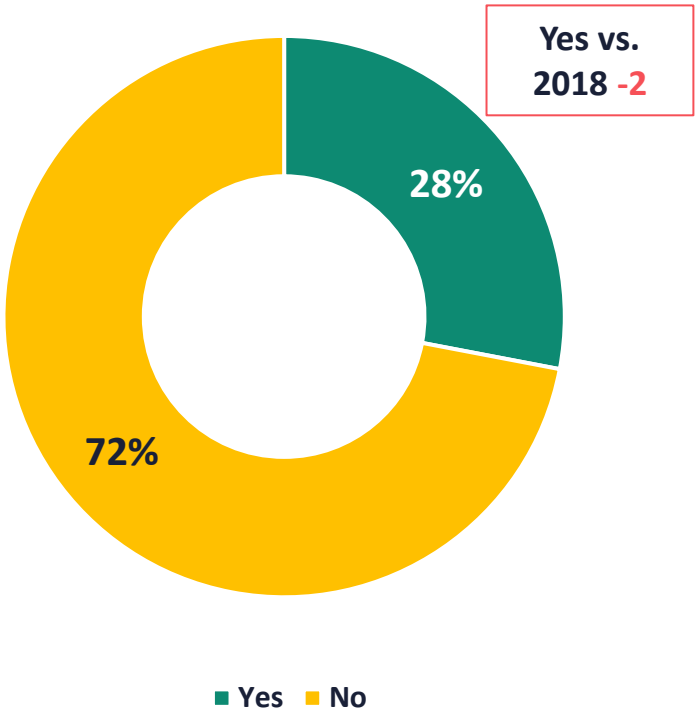
No Core Norm data available

Dignity at Work
Sub Analysis by Staff Demographics

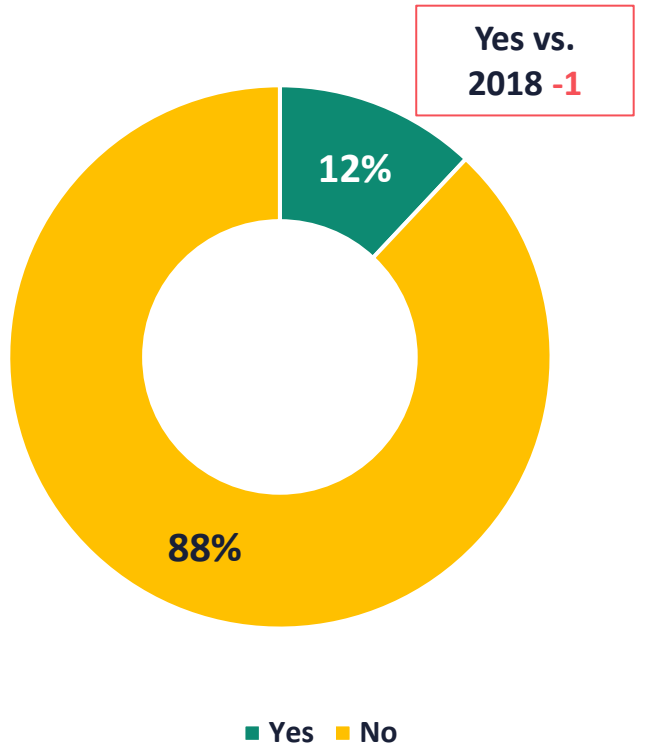
		HSE	Health Sector Area					Length of Service		
% Yes	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Experienced bullying/ harassment from patients/ service users, their relatives or other members of the public	**17%**	19%	22%	18%	13%	5%	36%	12%	19%	18%
Experienced bullying/ harassment from manager/ team leader or other colleagues	**27%**	29%	30%	28%	24%	20%	48%	17%	31%	28%
Witnessed bullying/harassment from patients/service users, their relatives or other members of the public	**25%**	25%	32%	21%	23%	7%	40%	16%	30%	24%
Witnessed bullying/ harassment from patients/ service users, their relatives or other members of the public	**34%**	37%	42%	32%	29%	29%	55%	23%	34%	36%

Dignity at Work - 3 in 10 have been subject to assault from the public in the past 2 years.

Personally been subject to assault, verbal or physical from patients/service users, their relatives or other members of the public



Personally been subject to assault, verbal or physical from manager/team leader or other colleagues

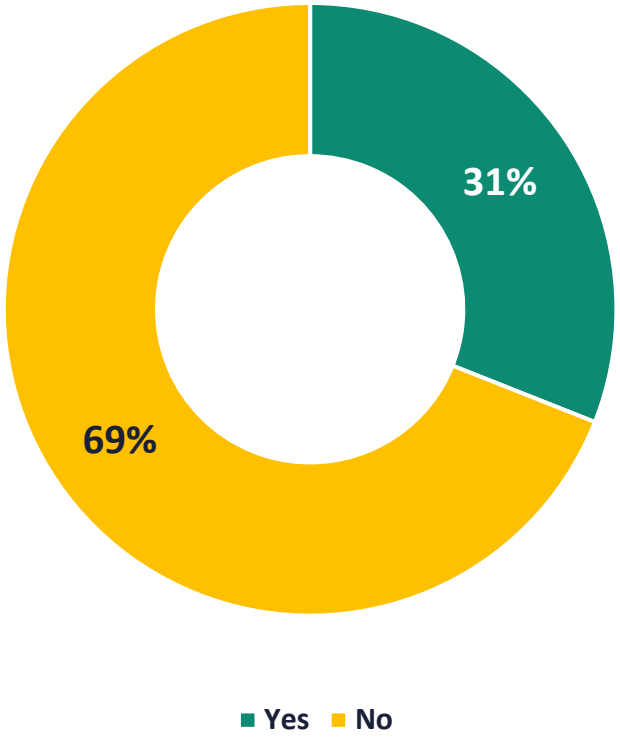


In the last 2 years have you personally been subject to assault, verbal or physical, at work from any of the following?
Base – All respondents – 12,959

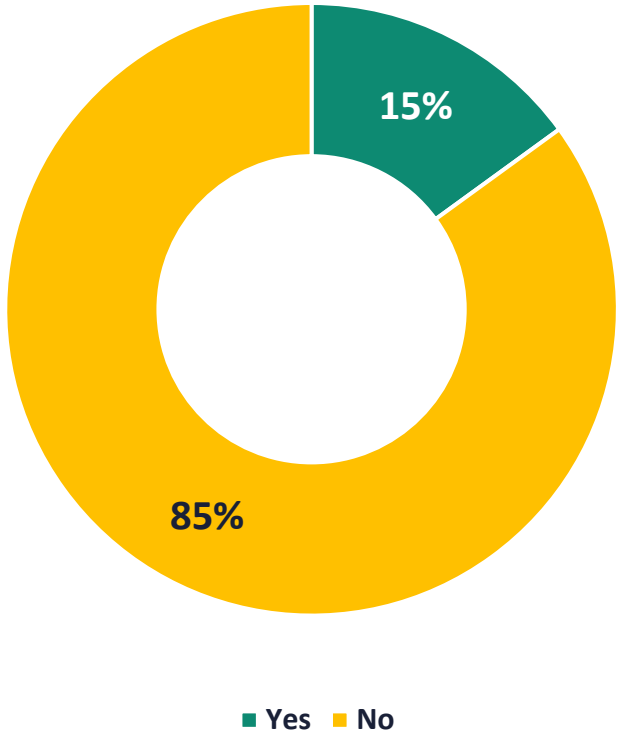
No Core Norm data available

Dignity at Work - 3 in 10 have witnessed assault at work from the public in the past 2 years.

Witnessed assault at work, verbal or physical from patients/service users, their relatives or other members of the public



Witnessed assault at work, verbal or physical from manager/team leader or other colleagues



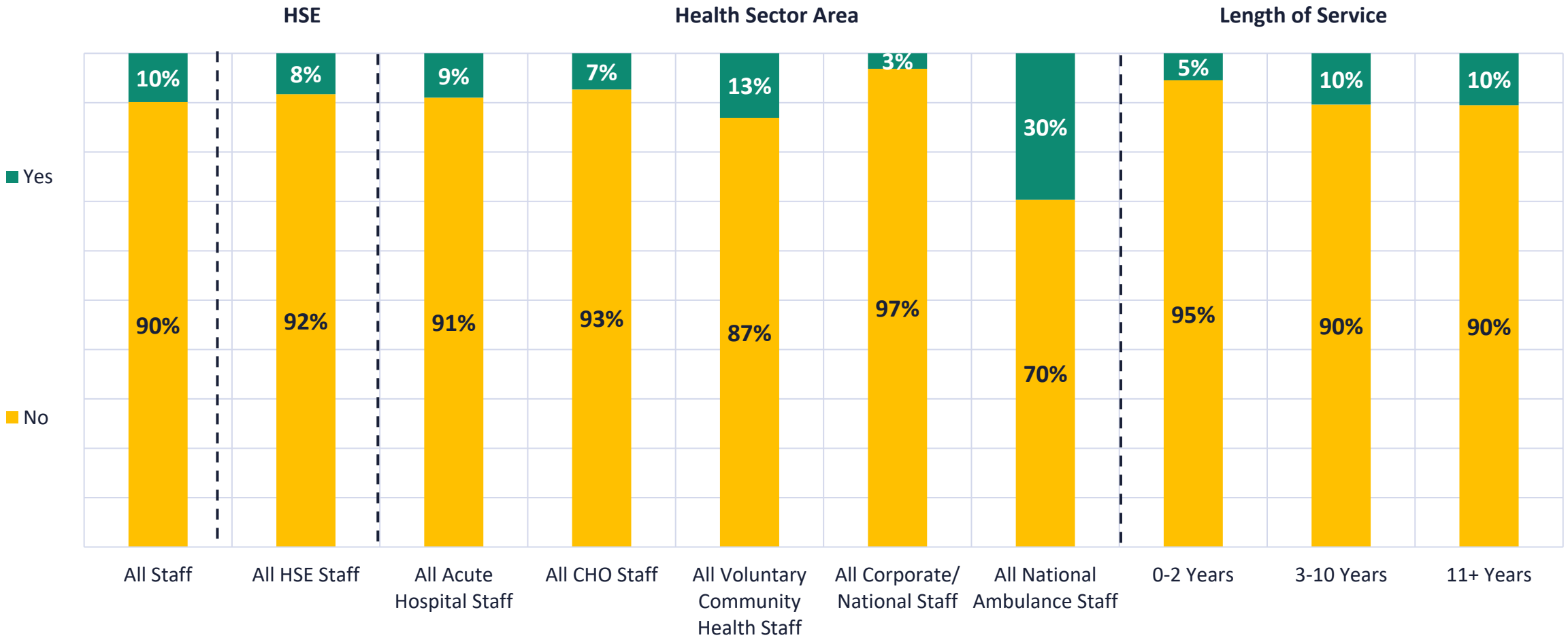
In the last 2 years have you personally witnessed assault, verbal or physical, at work from any of the following?
Base – All respondents – 12,959

No Core Norm or 2018 data available

Dignity at Work
Sub Analysis by Staff Demographics

		HSE	Health Sector Area					Length of Service		
% Yes	All Staff	All HSE Staff	All Acute Hospital Staff	All CHO Staff	All Voluntary Community Health Staff	All Corporate/ National Staff	All National Ambulance Staff	0-2 Years	3-10 Years	11+ Years
Personally been subject to assault, verbal or physical from patients/service users, their relatives or other members of the public	**28%**	27%	28%	27%	30%	7%	55%	19%	36%	26%
Personally been subject to assault, verbal or physical from patients/service users, their relatives or other members of the public	**12%**	13%	14%	12%	11%	9%	24%	7%	14%	12%
Witnessed assault at work, verbal or physical from patients/service users, their relatives or other members of the public	**31%**	31%	35%	28%	32%	8%	56%	21%	37%	31%
Witnessed assault at work, verbal or physical from manager/team leader or other colleagues	**15%**	16%	19%	14%	13%	12%	28%	9%	17%	16%

Dignity at Work - 1 in 10 have been discouraged from taking part in union activity.



Have you ever been discouraged from taking part in union activity by your line manager/colleagues?
Base – All respondents – 12,959

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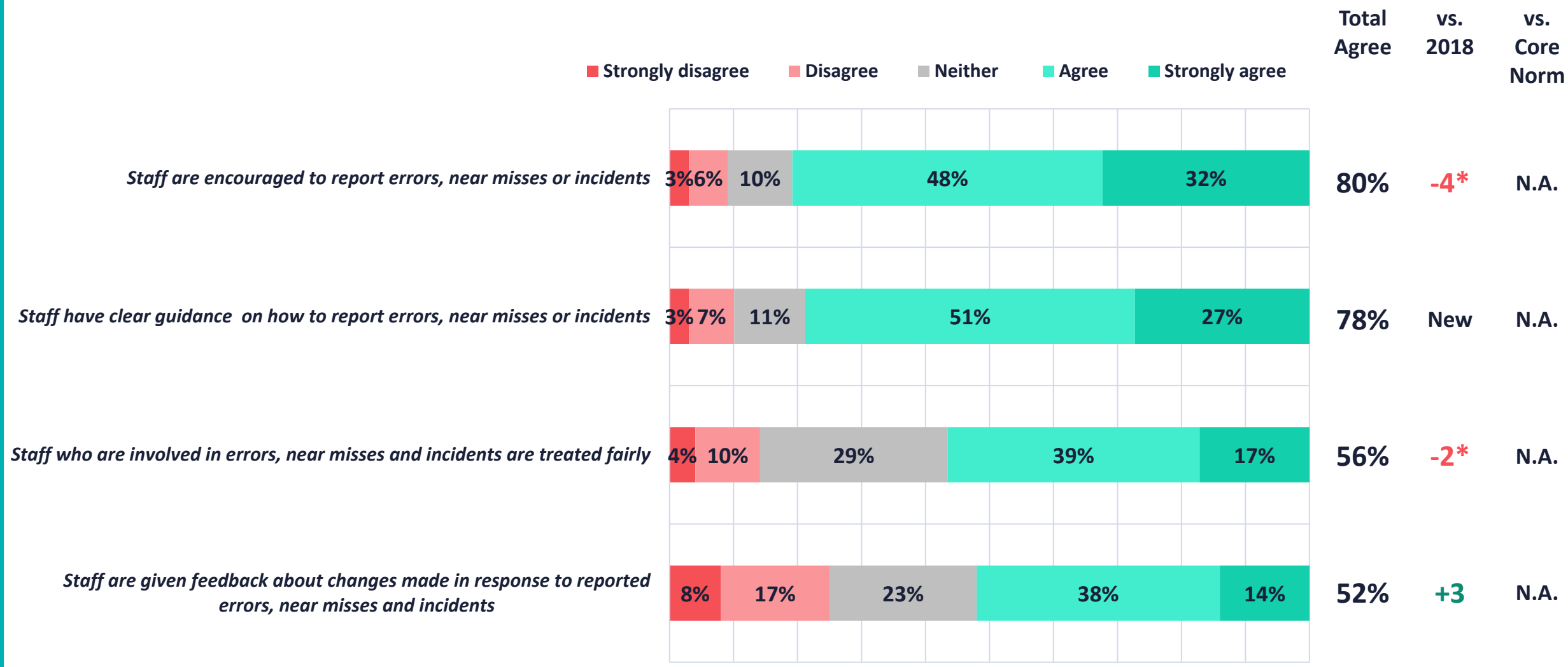
Errors, Near Misses and Incidents

Errors, Near Misses and Incidents - 8 in 10 say that staff are encouraged to report errors, near misses or incidents.



*Wording change vs. 2018

Comparisons vs. Core Norms and 2018 is based on % Total Agree

core™ Research

Disability in the Workplace

Disability in the Workplace

The HSE is an equal opportunities employer and welcomes employees with a diverse range of backgrounds and abilities. The HSE is committed to the employment and provision of supports to all employees, including those with disabilities.

All public bodies, including the HSE, are required by legislation to report on the number of staff with disabilities in their employment annually.

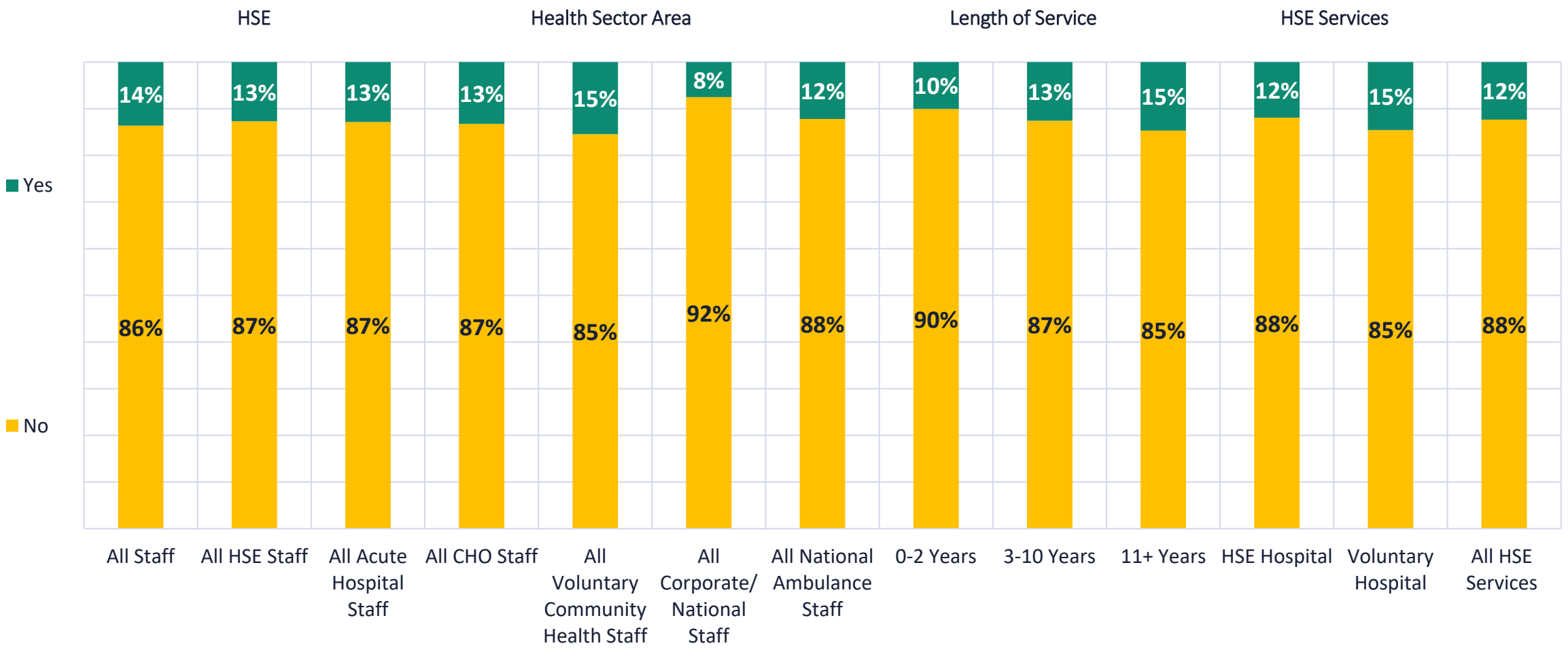
The Disability Act, 2005 defines disability as:

“a substantial restriction in the capacity of the person to carry on a profession, business or occupation in the State, or to participate in social or cultural life in the State, by reason of an enduring physical, sensory, mental health or intellectual impairment”.

Note:

- This could include a physical impairment, a sight, hearing or speech impairment, an intellectual disability or a mental health condition.
- An episodic condition is a long term condition which may flare up from time to time.
- Social life, leisure or cultural activities could include reading, watching TV, listening to music, using a car or public transport, going to the cinema, to sport or other types of socializing.

Disability in the Workplace -14% have a long-term (including episodic) condition.



Do you have any long-term (including episodic) conditions which cause you substantial difficulties in any area of everyday life, such as work or social life or leisure or cultural activities?
Base – All respondents – 12,959

Looking Forward & Areas for Improvement

Looking Forward & Areas for Improvement - An explanation of the approach to analysis.

- This year, two open-ended questions were added to the questionnaire. For these questions, respondents answered in their own words, rather than according to a coded answer list.
- The two questions that were added this year were:

  1. Have you any other ideas on how the Health Service can better support health and wellbeing in the workplace?

  2. We would like to know what suggestions you have to make our Health Service a better place to work into the future.

- On the following slides, we have included an analysis of these open-ended responses using a random sample of 1,000 responses for each question.
- In this analysis, we have identified and quantified the main suggestions arising from these open-ended responses. We have also included a number of anonymised direct quotes from respondents for each suggestion, to illustrate some of the responses in more detail.

Improving Health and Wellbeing - Main priorities for staff include a focus on diversity and culture and an increase in numbers of frontline workers.

CODED OPEN END: Have you any other ideas on how the Health Service can better support health and wellbeing in the workplace?
Base – Randomised sample - 1,000 respondents

Suggestions for how the Health Service can better **support health and wellbeing** in the workplace.

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Focus on improving diversity, staff treatment and organisation culture

"Culture of bullying needs to be addressed"

"All staff need to be treated equally"

"Fairness and equity to all staff"

"Tackle bullying in the workplace"

"Adopt a culture of respect for all staff no matter what level"

"More movement and diversity amongst roles"

"Reduce racial discrimination over the wards"

"Actively promote a campaign for reduction of stress in the workplace & reduce the stigma of staff who suffer stress but do not act upon it due to feeling inadequate in the workplace"

Increase frontline workforce

"Ensure adequate staffing levels to reduce excessive workload & stress levels"

"Take pressure off staff and staff the hospital appropriately"

"Improve staffing levels in ALL areas"

"Provide adequate staff on the front line."

"To employ extra staff, as always short staffed."

"Ensure staffing levels are sufficient to maintain service delivery"

"More staff to reduce stress"

"Safe staffing at ward levels"

"Increase frontline staff numbers (lower caseload numbers)"

Increase flexibility in staff working conditions (option to work from home and more flexible start and finish times) while they also desire protected breaks during shifts

"Flexible working options e.g. from home 2 days per week"

"Flexibility with dropping children to school, start at 9.15"

"More breaks- staff not getting breaks due to workload - rushing back from break"

"Offer flexible working appreciating family commitments"

"Make sure staff get meal breaks."

"When you have an outside appointment you should get that time off without having to give 3 weeks notice if you don't know before 3 weeks"

Truly listen to staff feedback and take action from it

"Staffs advice and suggestions be included in planning"

"Senior management need to listen to staff who are working on ground level"

"Listen to employees concerns and promote discussion"

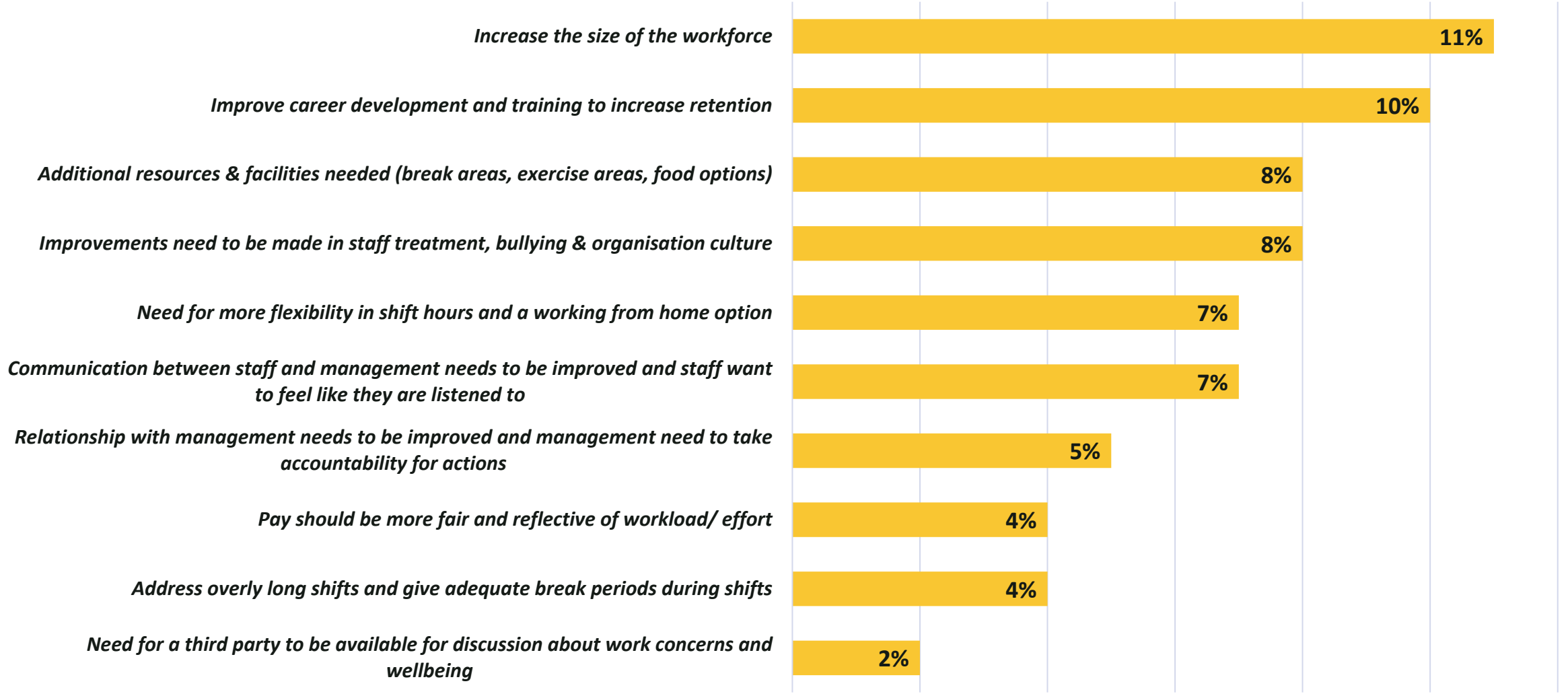
"Top management should listen and value employee's opinions as well as improve the quality of care."

"Solutions presented to management to improve efficiencies in the organisation need action"

"Ask managers to listen to staff"

"Actually listen to staff"

A Better Place to Work - Increasing staff numbers has been identified as the main suggestion for making the Health Service a better place to work in the future.



CODED OPEN END: We would like to know what suggestions you have to make our Health Service a better place to work into the future.
Base – Randomised sample - 1,000 respondents

Suggestions to help make the Health Service a **better place to work** into the future.

Increase the size of the workforce

"Adequate resources and staffing levels to allow the role to be fulfilled. This included providing cover for maternity leave in a timely manner so other staff are not left to do the same amount of work with less staff."

"Staffing levels need to improve"

"Staffing is a huge problem"

"Improved staffing levels"

"Adequately staff departments"

"Better staffing levels completely inadequate at present"

Improve career development and training to increase retention

"Develop staff, provide appropriate training"

"A visible staff retention strategy"

"Offer learning or education development"

"Career progression and promotion is not existent in my field"

"Opportunity to upskill and be promoted"

"More career progression"

"Better career progression for ALL allied health professionals"

Additional resources & facilities needed (break areas, exercise areas, food options)

"Staff break areas"

"Sufficient rest areas/seating for staff while on duty"

"Improved facilities for staff - car parking, microwaves, toasters, spaces to eat and rest"

"Provide healthy food options for staff, especially those working shifts."

"Healthier food options"

"Proper staff facilities i.e. changing rooms, comfortable break rooms, parking facilities."

Improvements need to be made in staff treatment, bullying & organisation culture

"Have a better process for picking managers and having feedback systems that feel safe - exit interviews should be a priority to identify patterns of culture or behaviour that are impacting on staff retention"

"A general improvement in the culture where rudeness and bullying among colleagues is not tolerated"

"A fairer place to work. Bullies to be dealt with and the staff affected to be treated fairly"

"A more positive culture would be vey beneficial"

Next Steps - There are two more key steps left to complete.

Availability of Master Dashboard – November 2021

Provision of Dashboard Training Video Explainer to Users – November 2021

Thank you to all of the Health Service staff who have contributed their feedback through responding to the 2021 ‘Your Opinion Counts’ survey.

We appreciate your time and attention in reading this report.

About **Core** Research

We believe action should be driven by insight and contextual intelligence.

We work directly and independently with clients across every category and market focusing on impact. One of our areas of expertise is Public Sector research. We have significant experience in conducting studies across different areas within Health Service; including HR and Staff Engagement, Communications and Advertising and Media.

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Your Opinions Counts

Staff Survey Results 2021