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Your Opinion Counts

Staff Survey Results 2023

Report of Overall Findings
June 2023

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Executive Summary

- The Employee Engagement score has significantly increased, driven by an increase in scores across all engagement quadrants, but most notably for Involvement and Commitment.
- The level of staff satisfaction and optimism for the future within the Health Service have both significantly increased since 2021.
- There have been strong increases in scores across all Line Management metrics since 2021. The most notable uplifts relate to staff motivation, staff development, the effectiveness of communication, and line management acting on staff feedback.
- The lowest scores this year pertain to the involvement of staff by senior managers in decisions that impact their work and senior management acting on staff feedback. However, both metrics increased since 2021.
- Compared to staff in other large organisations, Health Service staff are significantly more likely to feel their role makes a difference.
- When compared with staff from other large organisations, fewer Health Service staff report having regular performance reviews. Health Service staff are also less positive about the organisational promotion of work/life balance.
- High levels of satisfaction exists for support and other enabling departments across the Health Service.
- A third of Health Service staff state that the level of service provision in their organisation is improving. This is an increase on 2021.
- One in ten have personally experienced discrimination from the public, an increase since 2021.
- Nine in ten Health Service staff have taken the mandatory Dignity at Work training.
- The level of reported personal experience of bullying/harassment from a manager/colleague has decreased since 2021.

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Methodology & Sample Profile

The Questionnaire – The themes remained broadly in line with 2021.

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1. Your Job
- Satisfaction
- Optimism
- Motivation
- Pride

2. Your Role
- Trust and Autonomy
- Goals and Objectives
- Security and Pay
- Performance Recognition

3. Line Management
- Communication
- Support
- Motivation
- Involvement

4. Senior Management
- Communication
- Confidence
- Involvement
- Support

5. The Organisation
- Advocacy
- Commitment
- Service provision
- Satisfaction with departments*
- Access to resources / tools*

6. Wellbeing & The Workplace
- Health and Wellbeing
- Respect
- Experience of stress
- Stress Management

7. Training & Development
- Training
- Education
- Development

8. Discrimination
- Personal experience
- Grounds for discrimination
- Union activity

9. Dignity at Work
- Policy
- Bullying and Harassment
- Assault
- External HSE media impact*

10. Disability
- Disability in the workplace

11. Standard of Care & Service
- Near misses and incidents

12. Climate Action
- Climate Action*

For ease of navigation, the themes are colour coded and hyperlinked to the relevant section in the report.

*Denote new themes added in 2023

Methodology – How Staff Accessed the Survey in 2023

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

The 2023 survey link was deployed via the below 10 channels across the HSE communication network.

1. Staff email
2. Web content
3. HR Twitter
4. LinkedIn
5. Facebook
6. Tiny URL
7. Staff website pop up
8. Local channels
9. WhatsApp
10. QR Code

Several 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 of 23,170 Health Service employees completed this survey.

Sample Profile - Who Responded to the Survey

Fieldwork dates:
May 2nd – June 14th

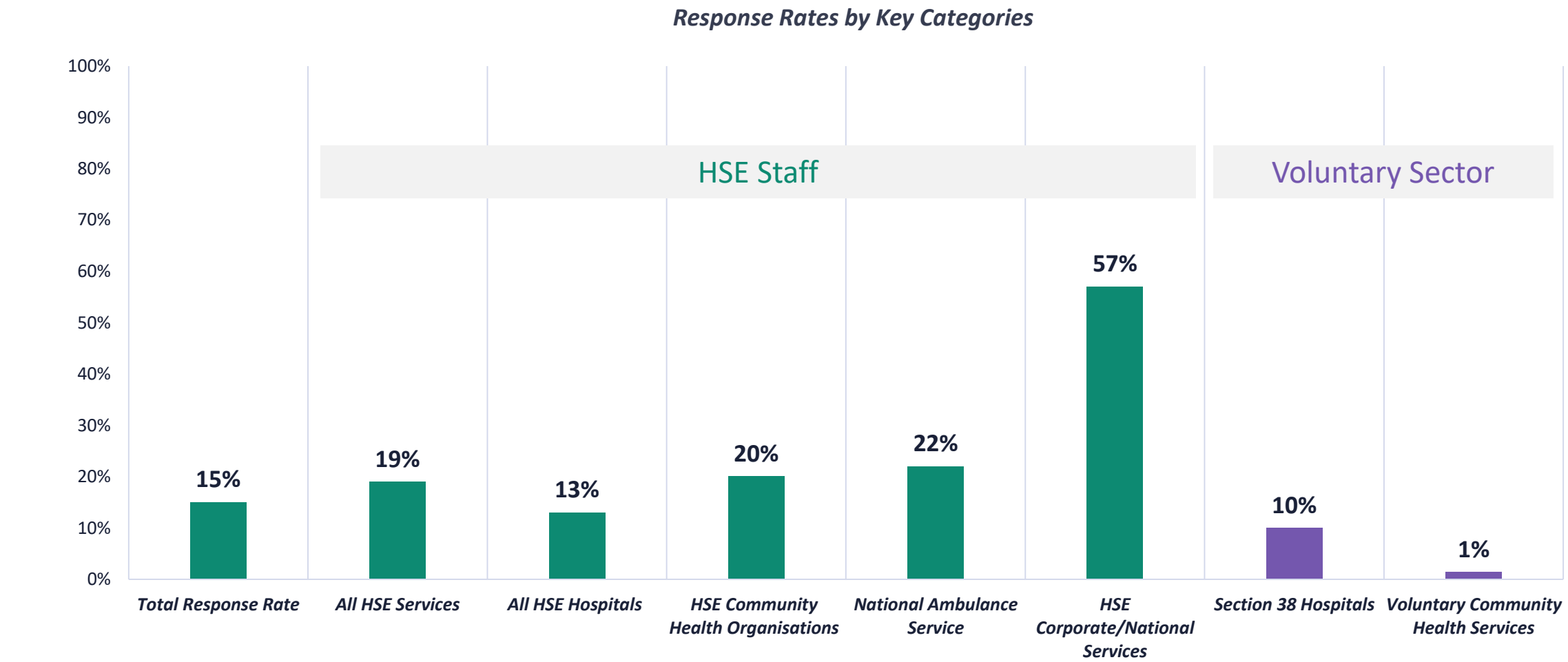
Sample size and Response Rates
A sample of 23,170 Health Service employees, which represents a response rate of 15%.

Sample Reliability
The margin of error for a sample of 23,170 is +/- 0.78% at a 99% confidence interval. This means, that we can be 99% certain that the results of this survey are within 0.78% of the results we would achieve if we surveyed all staff working within the health sector.

Weighting
To ensure the data is representative of the Health Service employee population, the data was weighted by Heath Sector Area, HSE/Voluntary and Staff Category.

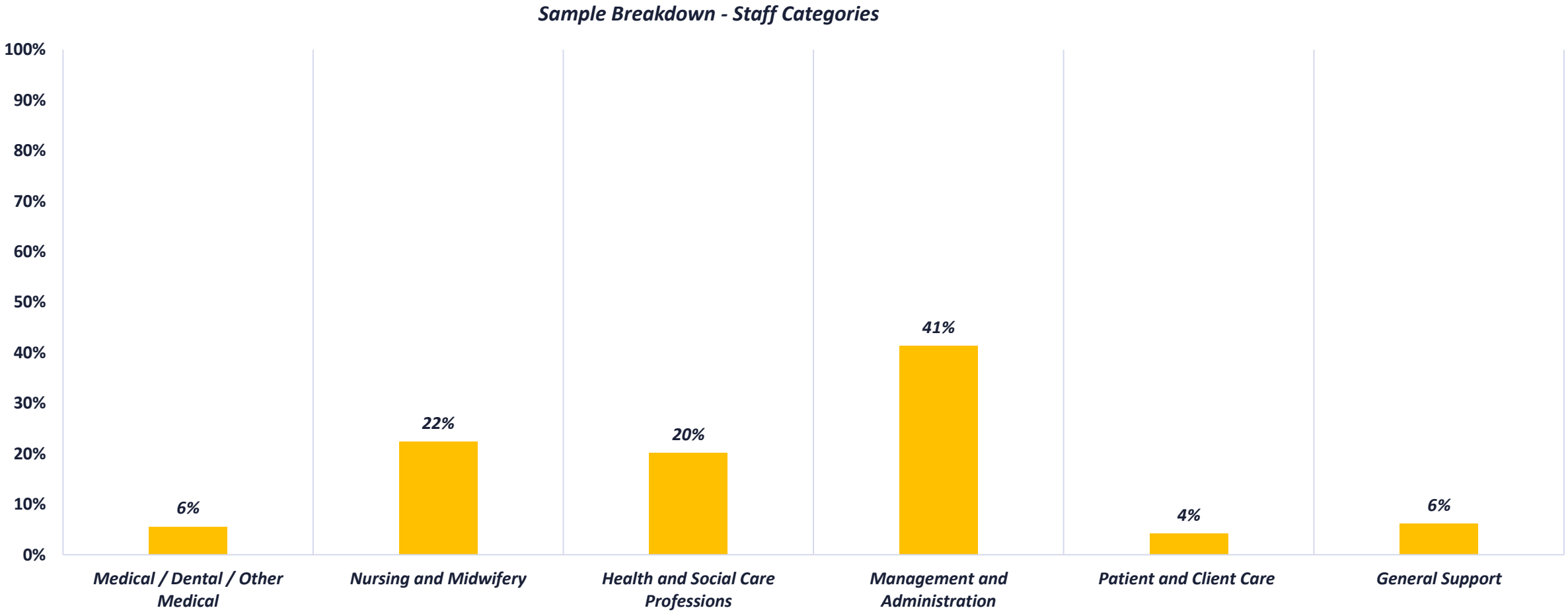
Due to rounding and the weighting model that was applied, some bar charts may total 99% or 101%.

Response Rates by Key Categories



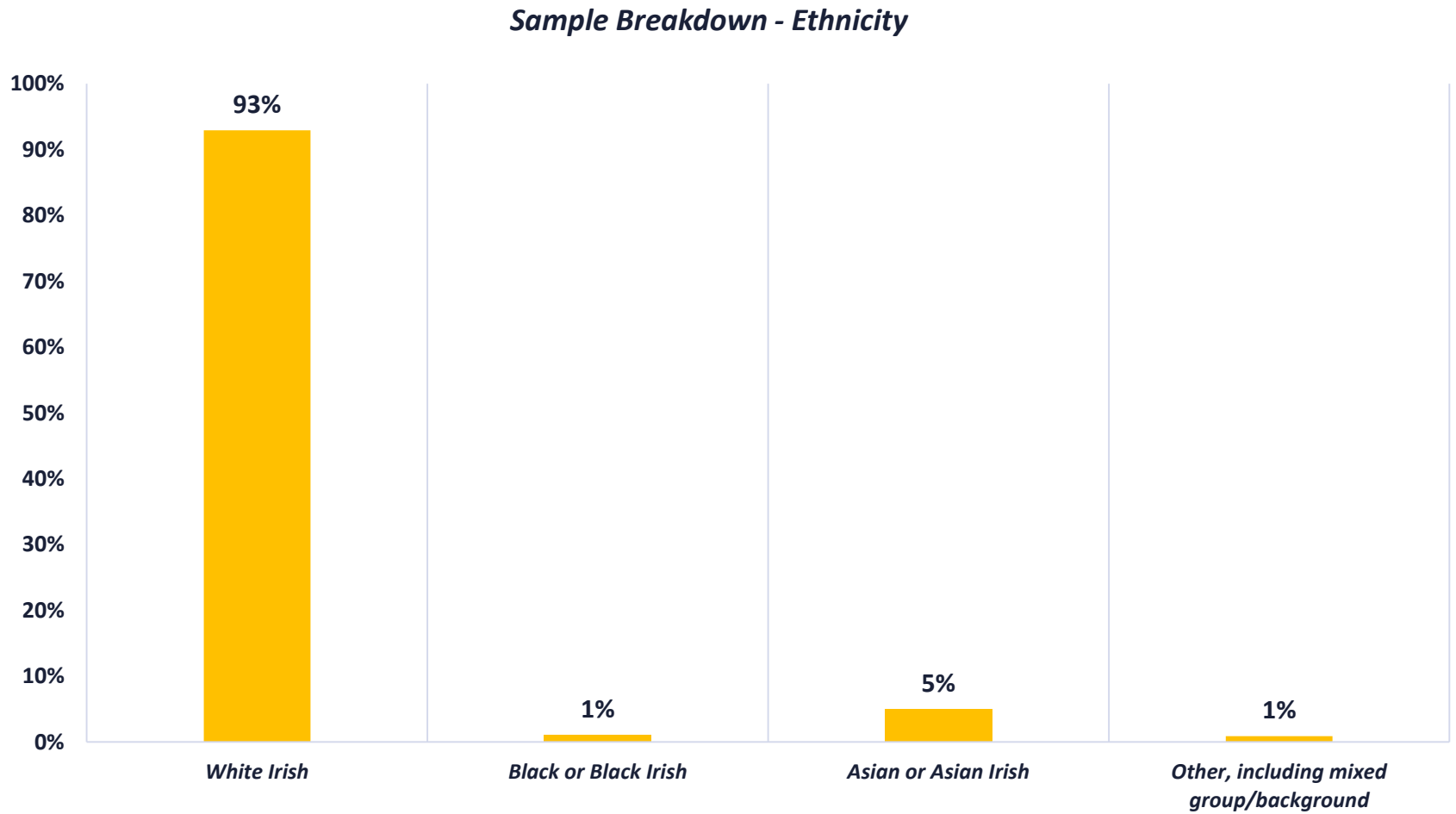
Number of Responses:	(23170)	(19591)	(6050)	(9211)	(479)	(3851)	(3327)	(252)

Sample Breakdown – Staff Categories



Number of Responses:	(1291)	(5188)	(4685)	(9602)	(966)	(1438)

Ethnicity



Q. What is your ethnic group or background
Base: All respondents: 23,170

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Employee Engagement Model

The Employee Engagement Model provides a framework that describes the diversity of the organisation's environment. It was developed to reflect the HSE's Staff Engagement definition: 'Involvement, Connection and Commitment'.

The model comprises of four key quadrants:

- Involvement: Relationship with the role
- Connection: Relationship with the organisation
- Commitment: Relationship with management
- Safety and Standards: Delivery against safety and standards

Combining the four indicators results in a composite score of Engagement.

Employee Engagement Model

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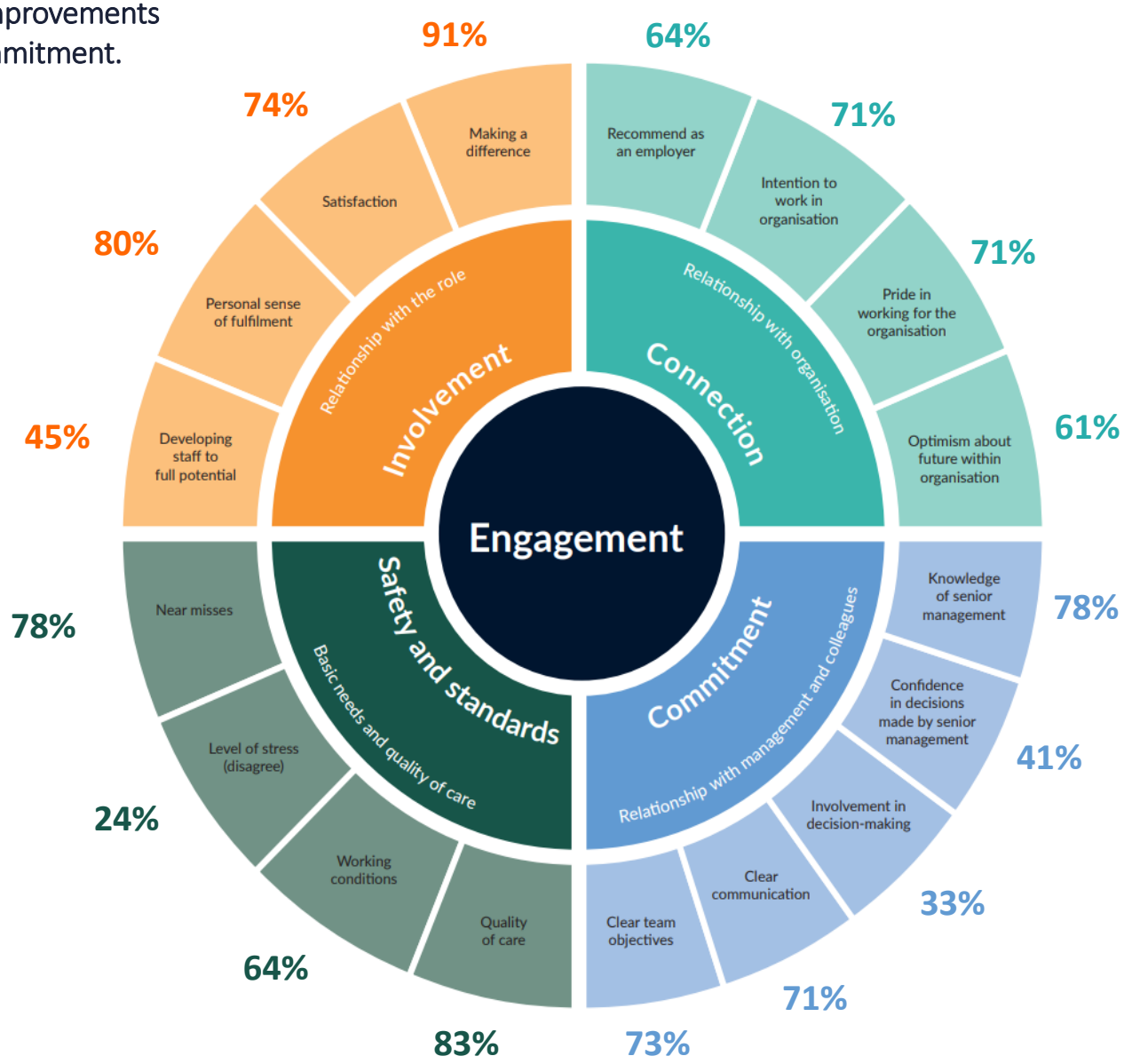
The Employee Engagement score has significantly increased, driven by improvements across all engagement quadrants, most notably for Involvement and Commitment.

	2023	2021*
Overall Employee Engagement Score	**65%**	**57%**

Engagement Quadrants	2023	2021*
Involvement Score	73%	62%
Connection Score	67%	56%
Commitment Score	59%	53%
Safety and Standards Score	62%	57%

*2021 model scores have been recalculated for comparability. The 2021 scores included in this calculation reflect the amended 2023 model.



Understanding the 2023 results versus the 2021 results and the Core Norms.

- Throughout this report we make comparisons between the 2023 results and the 2021 results and the Core Normative data (Core Norms).
- The comparisons are based on the Top-2-Box Score for the 2023 Staff Survey. This is the combined percentages of 'Strongly Agree and Agree' or 'Very Satisfied and Satisfied' (total agree or total satisfied). Differences versus 2021 scores or the Core Norm are indicated by percentage point change.
- The Core Norms for Ireland are based on surveys of 1786 people working in public and private sector organisations of 100 or more employees, interviewed between September 2021 and May 2023. There is no comparable sized organisation in Ireland with the 2nd largest employer being An Post, which has a staff of over 9,000.
- Some changes were made to the survey for 2023. Where no comparison is possible, 'New' will be stated. Where no comparison with the Core Norm is possible, N.A. will be stated.

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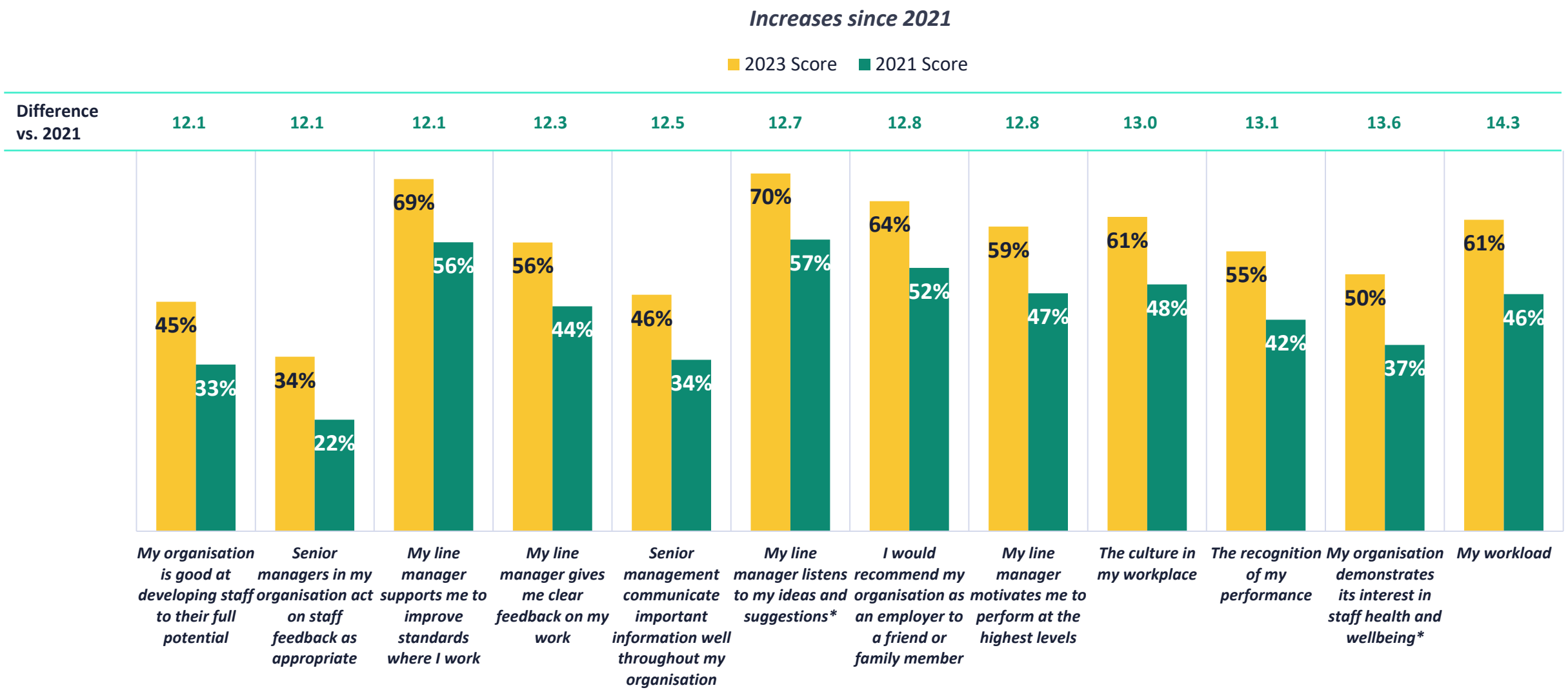
2023 versus 2021– Key Highlights

Increases since 2021



Q. To what extent do you agree or disagree with the below statements / How satisfied are you with each of the following aspects
Base: All respondents: 23,170

**Wording change vs. 2021*

Comparisons vs. 2021 is based on % Total Agree and Total Satisfied

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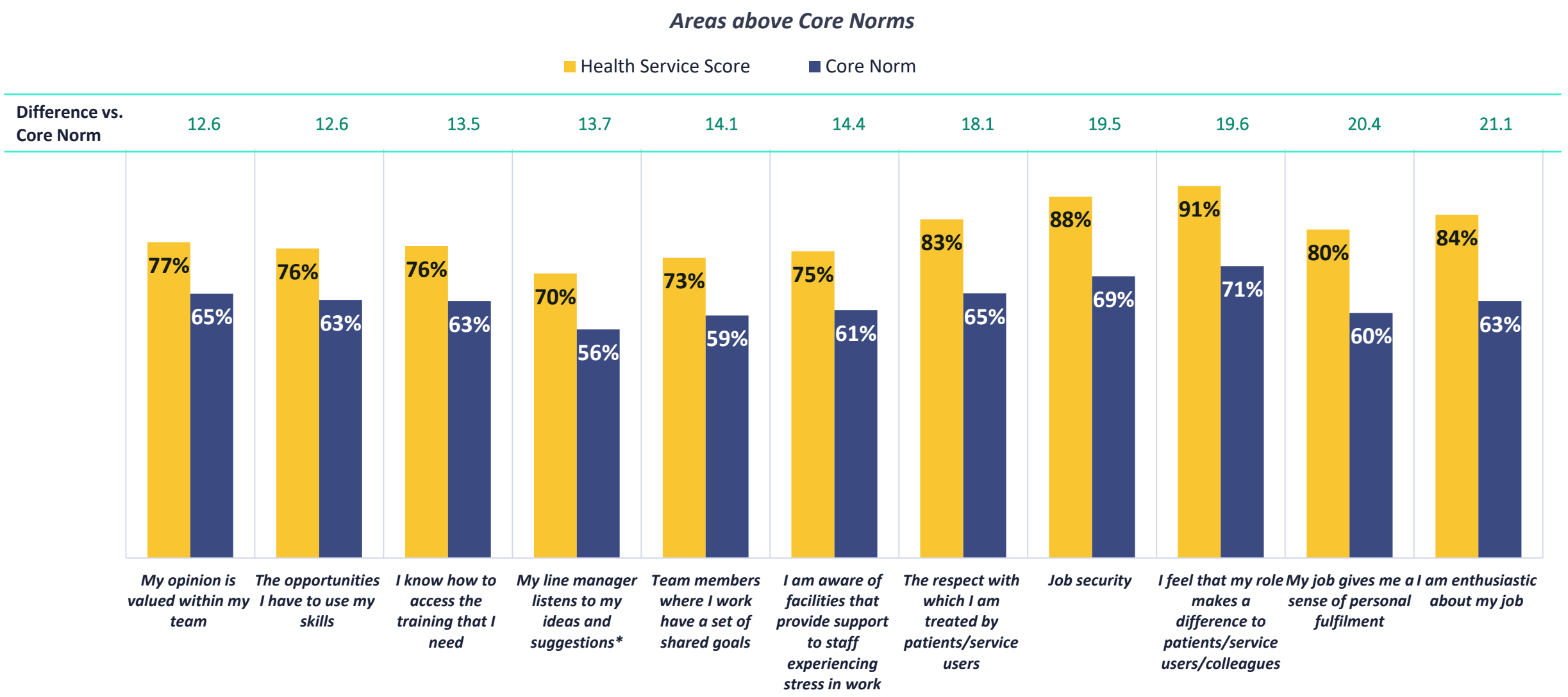
2023 versus the Core Norms – Key Highlights

Areas Above Core Norms



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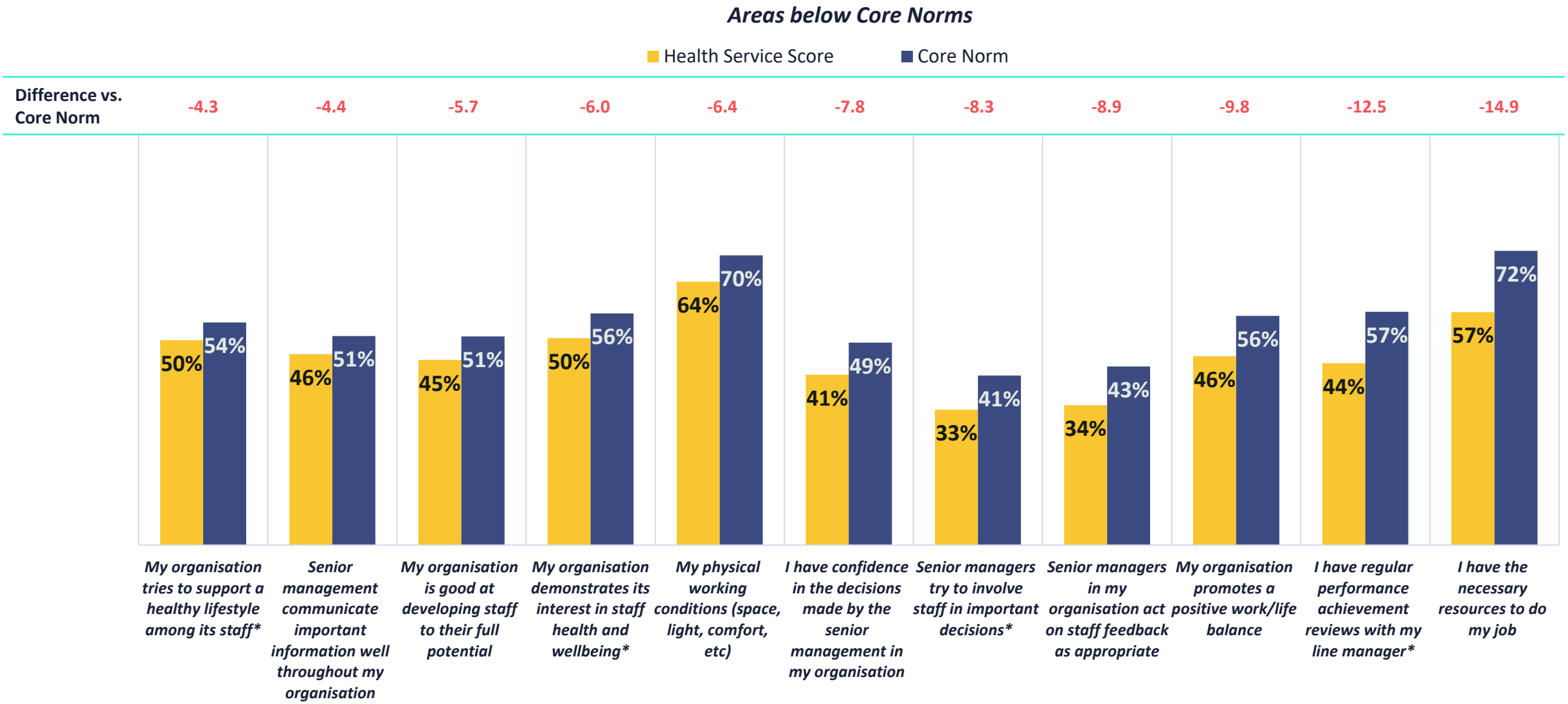
Base: All respondents: 23,170

**Wording change vs. 2021*

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

Areas Below Core Norms



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Base: All respondents: 23,170

**Wording change vs. 2021*

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

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Main Survey Findings

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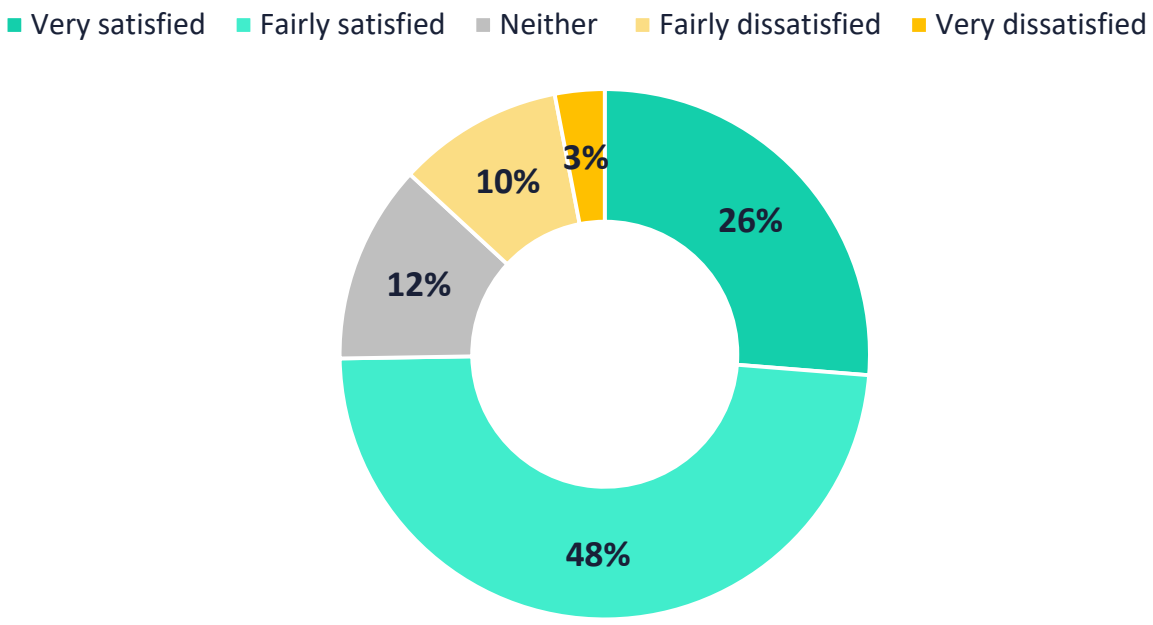
Your Job & Your Role

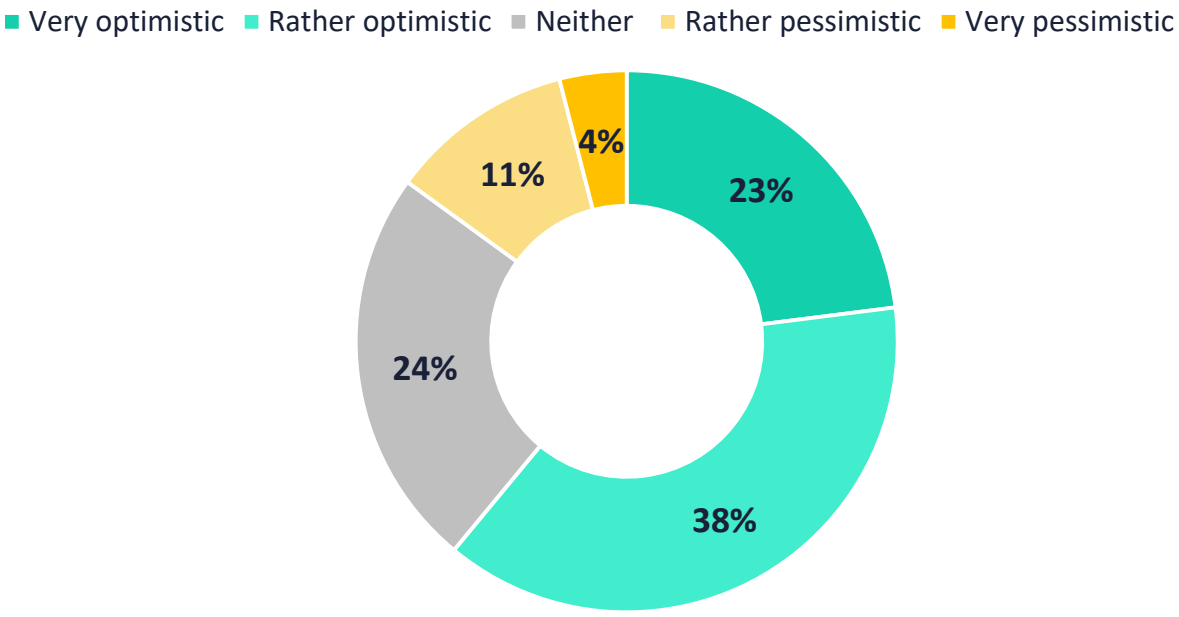
Your Job and Your Role - Levels of satisfaction and optimism have significantly increased since 2021.

Satisfaction with Job at Present



	2023	2021	Diff:
Total Satisfied	74%	55%	19.1

Optimism about Future within Organisation



	2023	2021	Diff:
Total Optimistic	61%	44%	16.7

Q. Overall, how satisfied are you with your job at the present time?
Q. How optimistic are you about your own future within your organisation?
Base: All respondents: 23,170

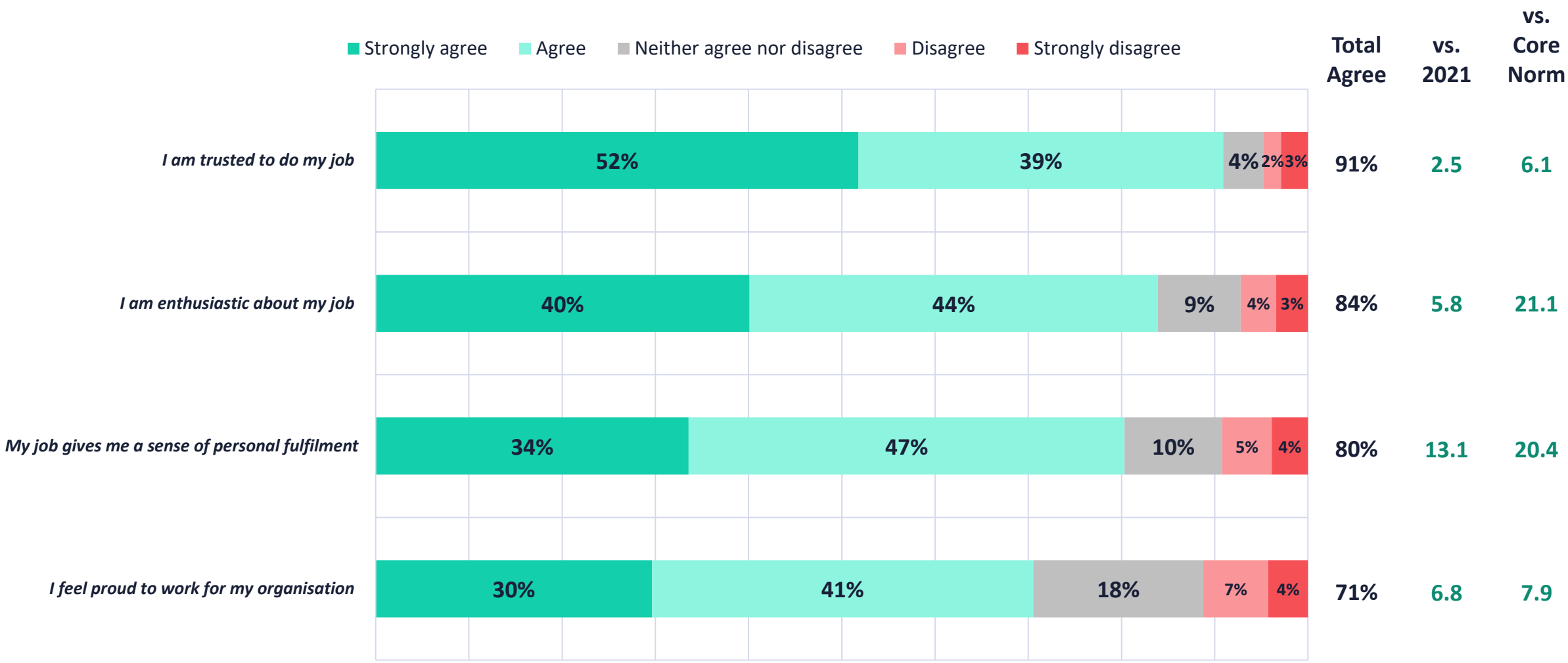
Comparisons vs. 2021 is based on % Total Satisfied and Total Optimistic

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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 satisfied	**26%**	26%	23%	23%	30%	28%	29%	14%	42%	23%	22%
Fairly satisfied	**48%**	47%	48%	48%	46%	55%	49%	42%	41%	46%	52%
Neither	**12%**	13%	14%	14%	11%	6%	11%	16%	10%	14%	12%
Fairly dissatisfied	**10%**	11%	12%	11%	9%	8%	7%	20%	5%	13%	10%
Very dissatisfied	**3%**	4%	4%	4%	3%	2%	3%	9%	2%	4%	4%
How optimistic are you about your own future within your organisation?											
Very optimistic	**23%**	23%	22%	22%	24%	24%	25%	14%	40%	21%	19%
Rather optimistic	**38%**	37%	37%	37%	36%	46%	37%	29%	33%	36%	40%
Neither	**24%**	25%	25%	25%	25%	17%	26%	22%	17%	23%	27%
Rather pessimistic	**11%**	12%	12%	12%	11%	9%	8%	25%	8%	15%	11%
Very pessimistic	**4%**	4%	4%	4%	3%	3%	3%	10%	2%	5%	4%

All figures are the 'satisfied' or 'optimistic' scores given by each category

Your Job and Your Role – 9 in 10 feel trusted to do their job. 7 in 10 feel proud to work in their organisation.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

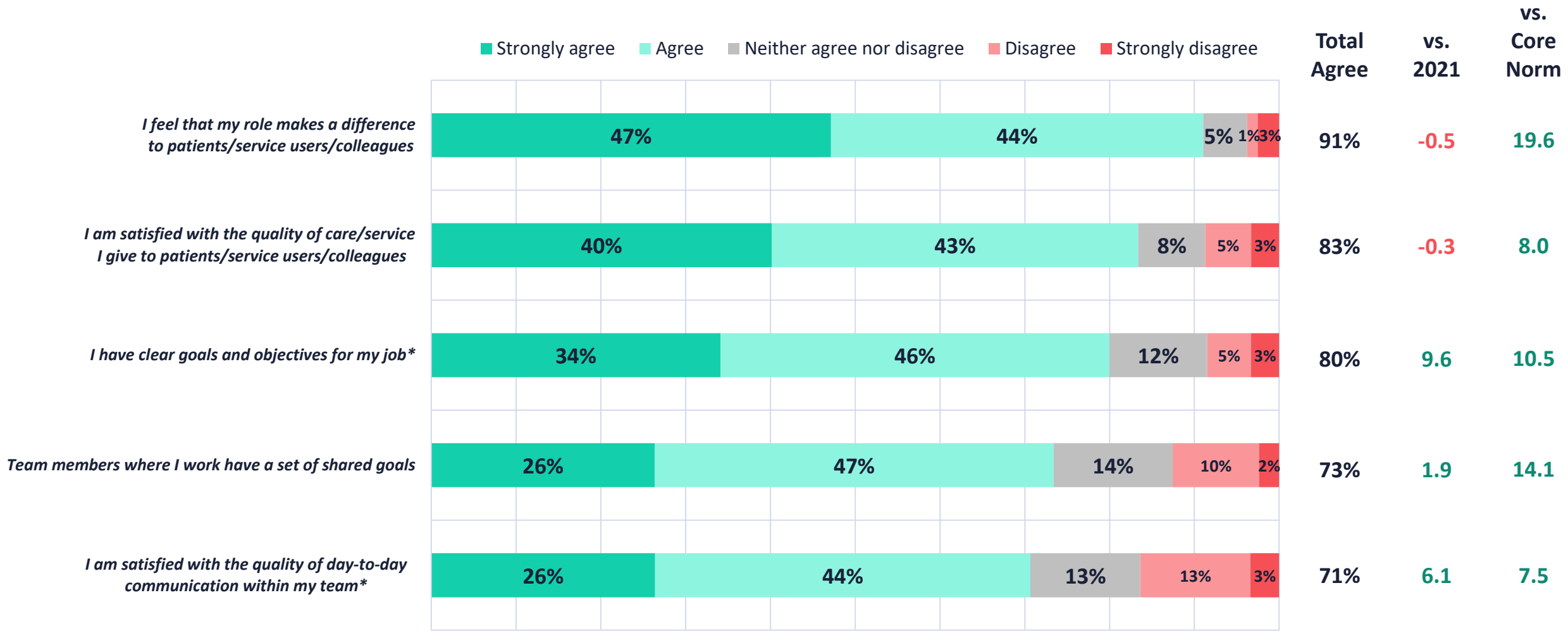
Comparisons vs. Core Norms and 2021 is based on % Total Agree

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**91%**	93%	94%	93%	92%	80%	91%	83%	83%	92%	93%
I am enthusiastic about my job	**84%**	86%	85%	84%	87%	75%	82%	79%	80%	83%	86%
My job gives me a sense of personal fulfilment	**80%**	81%	80%	80%	84%	74%	76%	80%	76%	80%	82%
I feel proud to work for my organisation	**71%**	72%	71%	73%	73%	54%	77%	71%	74%	71%	69%

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. 7 in 10 are satisfied with the quality of day-to-day communication within their team.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

**Wording change vs. 2021*

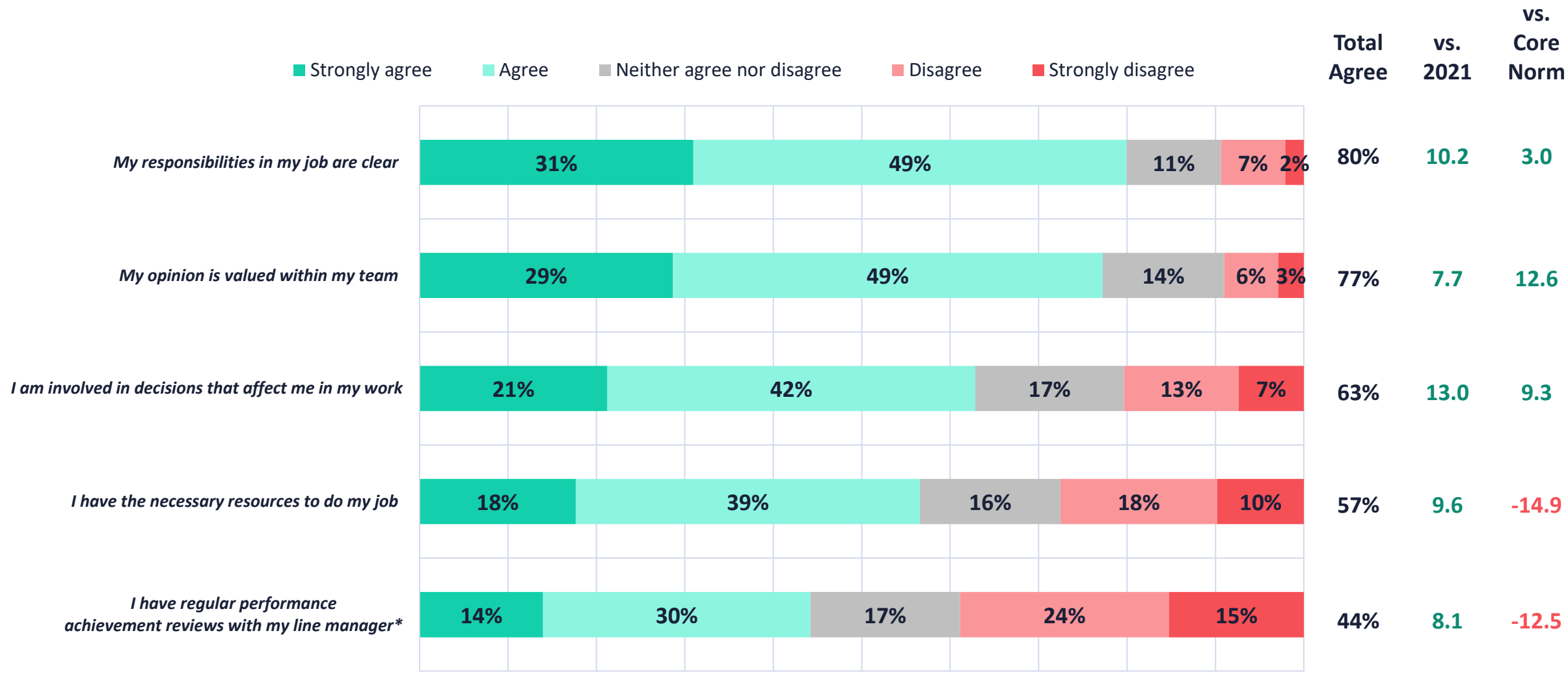
Comparisons vs. Core Norms and 2021 is based on % Total Agree

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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/colleagues	**91%**	92%	92%	93%	94%	81%	86%	88%	82%	92%	93%
I am satisfied with the quality of care/service I give to patients/service users/colleagues	**83%**	87%	85%	85%	89%	62%	91%	82%	80%	85%	84%
*I have clear goals and objectives for my job**	**80%**	83%	83%	83%	84%	60%	81%	72%	76%	81%	81%
Team members where I work have a set of shared goals	**73%**	74%	72%	73%	75%	70%	79%	56%	71%	70%	76%
I am satisfied with the quality of day to-day communication within my team	**71%**	72%	70%	70%	73%	68%	78%	49%	69%	67%	73%

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

Your Job and Your Role – 8 in 10 feel their responsibilities in their job are clear. Less than half have regular performance achievement reviews with their line manager.



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Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**80%**	79%	79%	79%	79%	87%	81%	70%	83%	76%	81%
My opinion is valued within my team	**77%**	75%	74%	74%	77%	90%	80%	50%	81%	73%	78%
I am involved in decisions that affect me in my work	**63%**	63%	63%	62%	65%	63%	68%	39%	71%	60%	62%
I have the necessary resources to do my job	**57%**	59%	55%	56%	62%	42%	75%	42%	74%	58%	50%
I have regular performance achievement reviews with my line manager	**44%**	43%	37%	38%	49%	54%	62%	19%	61%	43%	39%

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

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Areas of Positive Performance

- Levels of job satisfaction (+19.1 pts) and optimism about the future within the organisation (+16.7 pts) have both increased compared to 2021.
- Staff feel trusted and enthusiastic about their job and their ability to make a difference to patients/services users. 9 in 10 feel trusted to do their job (+2.5 pts from 2021). 9 in 10 feel that their role makes a difference to patients / service users / colleagues (-0.5 pts vs 2021).
- Enthusiasm about ones' job (+5.8 pts) has increased, while satisfaction with the quality of care / service they give to patients / service users / colleagues (-0.3 pts) has remained steady compared to 2021.

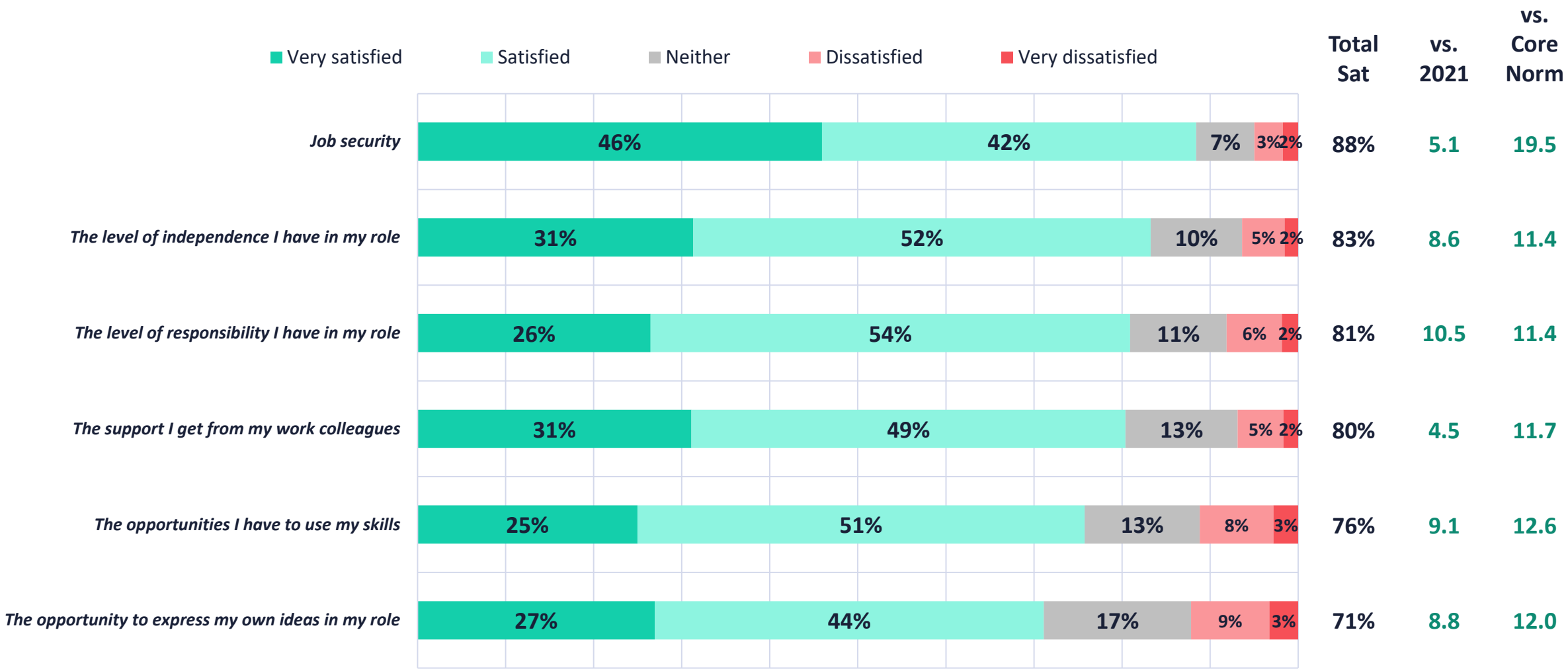
Areas for Consideration

- Less than half have regular performance achievement reviews with their line manager, but this has increased compared to 2021 (+8.1 pts).
- Other areas which scored lower than average in this section include; having the necessary resources to do your job (+9.6) and being involved in decisions that affect staff in work (+13 pts). Despite scoring lower than average, these areas have also seen a significant increases compared to 2021.

Comparison against Core Norms

- Over 8 in 10 feel enthusiastic about their job, which is +21.1 pts versus the Core Norm.
- 8 in 10 feel their job gives them a sense of personal fulfilment (+20.3) versus the Core Norm.
- Health Service staff feel trusted to do their jobs (+6.1 pts higher than the Core Norm) and feel their role makes a difference (+19.6 pts).
- Health Service staff are more likely to feel that team members where they work have a shared set of goals (+14.1 pts), have clear goals and objectives (+10.5) and feel their opinion is valued (+12.6 pts).
- Health Service staff are less likely to agree that they have the necessary resources to do their job (-14.9 pts compared to the Core Norm) and less likely to have regular performance achievement reviews with their manager (-12.5pts) compared to other large organisations.

Your Job and Your Role – 9 in 10 feel secure in their jobs. 7 in 10 feel they have an opportunity to express their own ideas in their role.



Q. How satisfied are you with each of the following aspects of your job?
Base: All respondents: 23,170

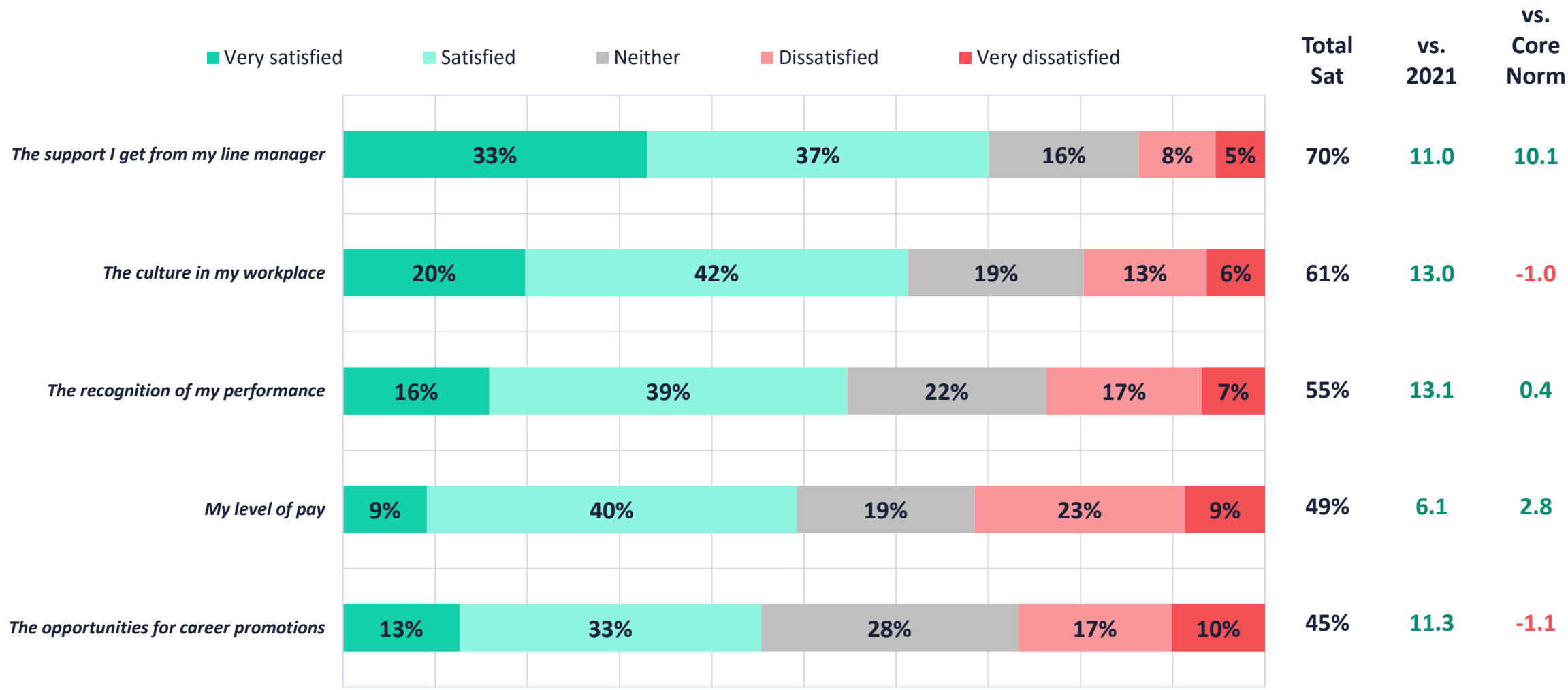
Comparisons vs. Core Norms and 2021 data is based on % Total Satisfied

Your Job & Your Role
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**88%**	88%	89%	88%	88%	92%	88%	85%	81%	84%	93%
The level of independence I have in my role	**83%**	82%	80%	81%	85%	92%	83%	71%	87%	80%	84%
The level of responsibility I have in my role	**81%**	80%	78%	79%	81%	90%	80%	73%	85%	76%	82%
The support I get from my work colleagues	**80%**	80%	78%	78%	82%	86%	86%	68%	88%	76%	80%
The opportunities I have to use my skills	**76%**	74%	73%	73%	76%	86%	75%	67%	79%	70%	78%
The opportunity to express my own ideas in my role	**71%**	69%	68%	68%	72%	84%	76%	39%	77%	66%	72%

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

Your Job and Your Role - 7 in 10 are satisfied with the support they get from their line manager. Under 3 in 10 are dissatisfied with the opportunities for career promotion.



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The support I get from my line manager	**70%**	72%	68%	68%	75%	64%	81%	52%	83%	69%	66%
The culture in my workplace	**61%**	60%	56%	57%	65%	73%	66%	32%	76%	55%	59%
The recognition of my performance	**55%**	55%	51%	52%	58%	59%	68%	29%	70%	51%	51%
My level of pay	**49%**	49%	47%	46%	51%	58%	59%	28%	51%	42%	52%
The opportunities for career promotions	**45%**	47%	48%	48%	45%	33%	55%	30%	57%	44%	42%

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

Your Job and Your Role - Section Summary II

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Areas of Positive Performance

- Staff are satisfied with the level of security in their jobs which is up +5.1 pts compared to 2021 and they also feel satisfied with the level of responsibility in their role (+10.5 pts since 2021).
- They also feel they have independence in their role (+8.6 pts since 2021).
- There has been a positive increase of +4.5 pts since 2021 in numbers of staff feeling they get support from colleagues and a +9.1 pts increase in staff who feel they have opportunities to use their skills.
- Six in ten say they are satisfied with the culture in the workplace, a positive shift of +13.0 pts since 2021.

Areas for Consideration

- Just over 1 in 2 are satisfied with the recognition of their performance (although, this score has received an increase of +13 pts since 2021).
- 3 in 10 are dissatisfied with their level of pay (however, overall satisfaction with the level of pay has increased +6.1 pts since 2021.

Comparison against Core Norms

- The Health Service scores above Core Norms across several areas in this section, particularly for job security (+19.5 pts) and the opportunities available to use skills (+12.6 pts).
- Other areas where there is a positive performance against Core Norms include; the level of independence (+11.4 pts) and responsibility offered (+11.4 pts), the opportunity to contribute ideas (+12 pts) and line manager support (+10.1 pts).
- Areas where the Health Service scores below Core Norms include workplace culture (-1 pts), career promotions (-1.1pts).

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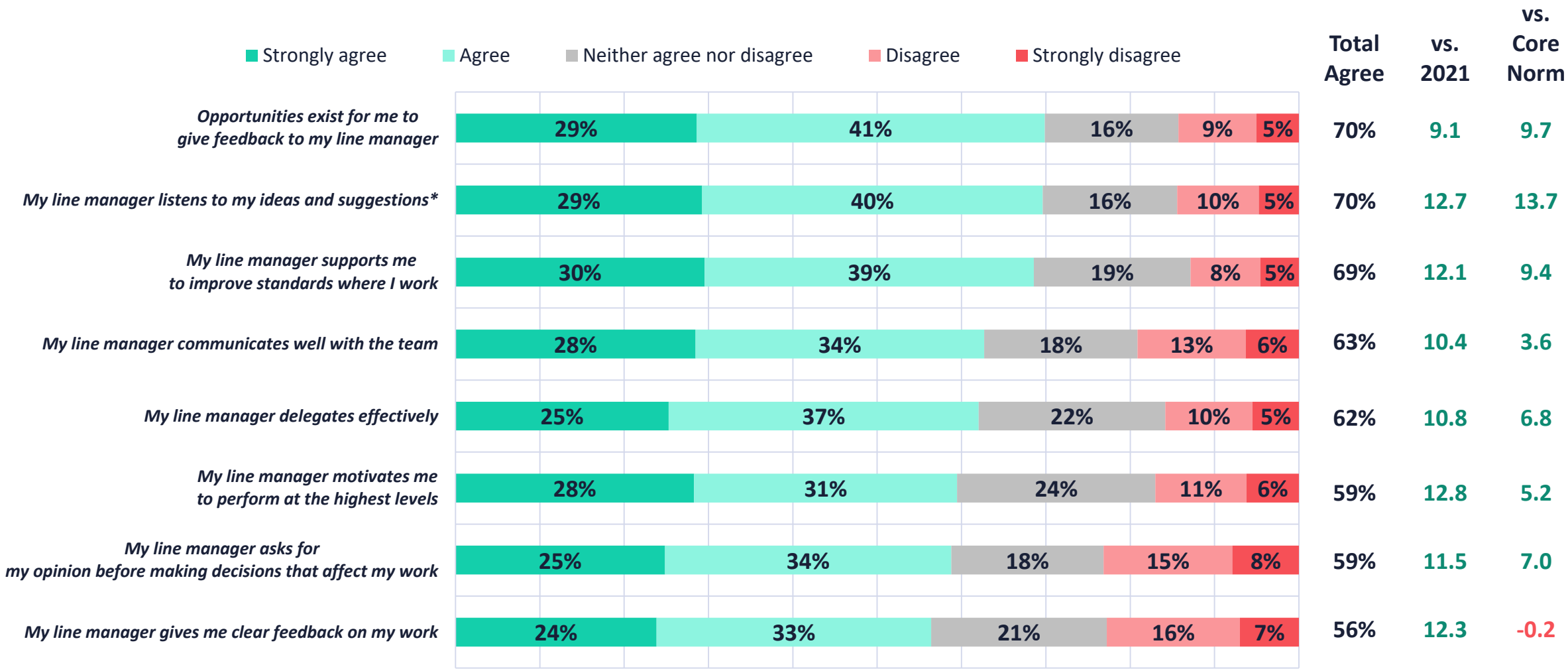
Line Management

Line Management - 7 in 10 say opportunities exist to give feedback to their line manager. Over half say their line manager gives them clear feedback.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

**Wording change vs. 2021*

Comparisons vs. Core Norms and 2021 is based on % Total Agree

Line Management
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**70%**	71%	68%	67%	75%	69%	80%	51%	79%	67%	68%
*My line manager listens to my ideas and suggestions**	**70%**	70%	68%	67%	73%	70%	80%	49%	79%	68%	67%
My line manager supports me to improve standards where I work	**69%**	69%	67%	67%	72%	67%	79%	46%	80%	68%	65%
My line manager communicates well with the team	**63%**	66%	62%	62%	70%	48%	75%	46%	68%	65%	60%
My line manager delegates effectively	**62%**	63%	60%	60%	66%	61%	72%	42%	76%	61%	58%
My line manager motivates me to perform at the highest level	**59%**	60%	57%	57%	63%	60%	72%	39%	74%	59%	55%
My line manager asks my opinion before making decisions that affect my work	**59%**	59%	56%	56%	61%	65%	70%	35%	70%	56%	56%
My line manager gives me clear feedback on my work	**56%**	57%	53%	52%	60%	60%	72%	33%	72%	55%	52%

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

**Wording change vs. 2021*

Line Management - Section Summary

Areas of Positive Performance

- There have been significant increases across most of the line management-related statements compared to 2021.
- 7 in 10 feel that opportunities exist to give feedback to their line manager which has increased 9.1 pts compared to 2021. Similar numbers feel that their line manager listens to their ideas and suggestions (+12.1 pts on 2021).
- There has been a strong increase in staff feeling their line manager is supportive of improving standards. This score has increased +12.1 pts since 2021.

Areas for Consideration

- Staff report being less satisfied (compared with other areas within the line management section) with the feedback they receive from their line manager, line management seeking staff opinion before making decisions that affect them and line managers motivating staff to perform at the highest level. Despite this, all the above measures have seen strong increases since 2021.

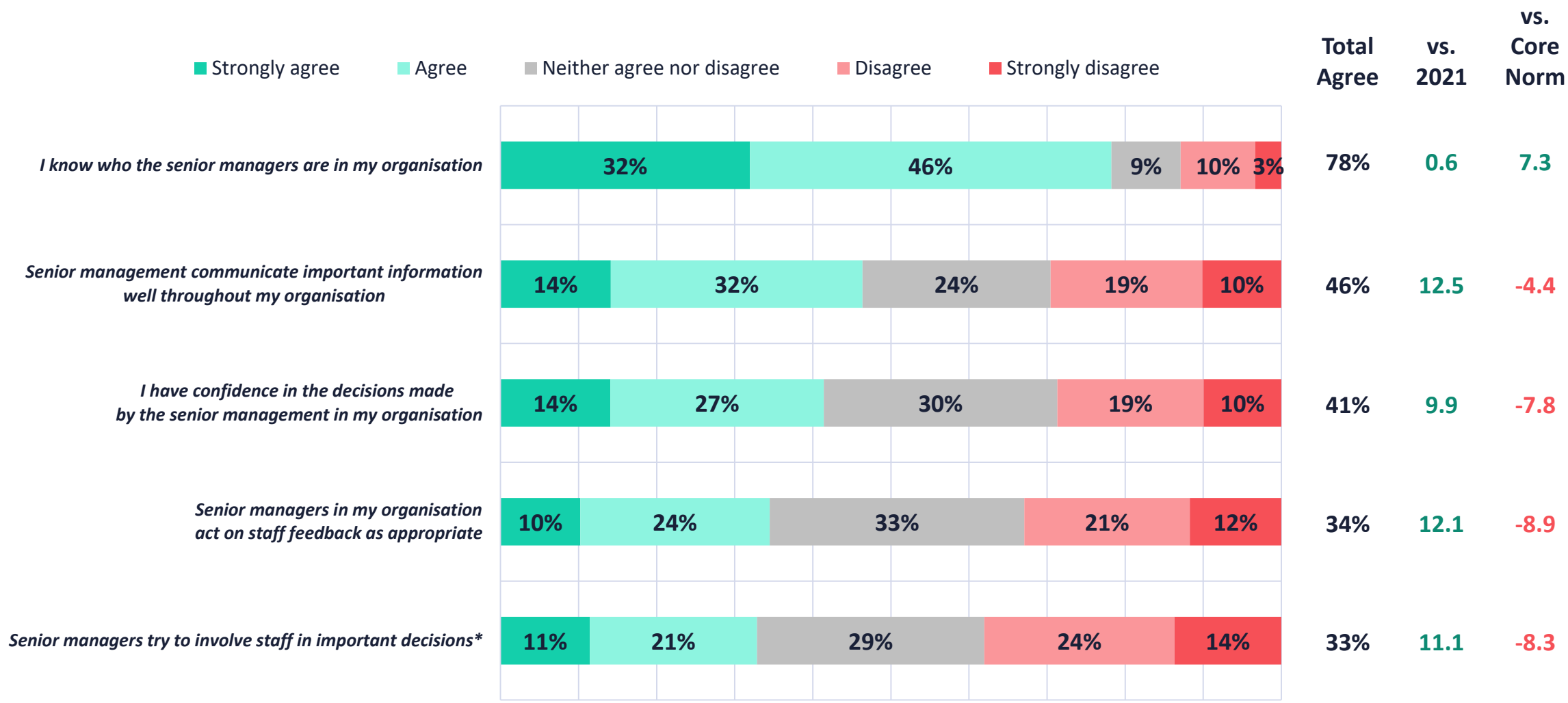
Comparison against Core Norms

- The Health Service performs significantly higher of the Core Norms across most statements in this section.
- Line managers listening to staff ideas and suggestions (+13.7 pts), giving opportunities for staff to give feedback (+9.7 pts) and line management support for improvements of standards in the Health Service (+9.4 pts) are areas where the Health Service performs significantly above the Core Norms.
- The one area where The Health Service remains in line with the Core Norms refers to the provision of clear feedback on work from line management (-0.2 pts).

HSE core™ Research

Senior Management & The Organisation

Senior Management – 8 in 10 know who the senior managers are in the Health Service. 1 in 3 feel that senior managers try to involve staff in important decisions.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

**Wording change vs. 2021*

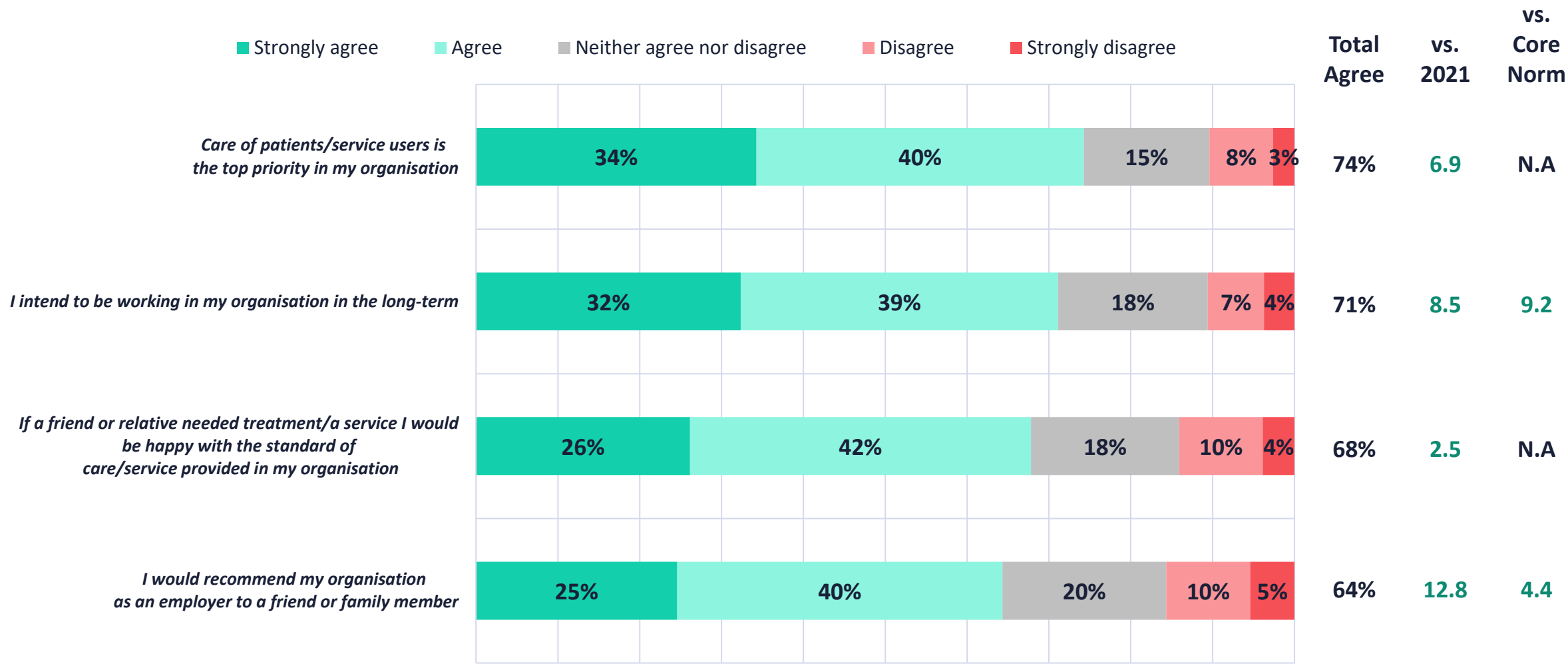
Comparisons vs. Core Norms and 2021 is based on % Total Agree

Senior Management
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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%**	79%	80%	79%	77%	76%	88%	56%	77%	75%	80%
Senior management communicate important information well throughout my organisation	**46%**	45%	43%	44%	47%	51%	56%	23%	65%	42%	42%
I have confidence in the decisions made by the senior management in my organisation	**41%**	42%	41%	42%	43%	35%	56%	22%	64%	40%	35%
Senior managers in my organisation act on staff feedback as appropriate	**34%**	35%	33%	34%	37%	30%	46%	16%	57%	32%	28%
Senior managers try to involve staff in important decisions	**33%**	33%	32%	33%	33%	30%	44%	17%	53%	31%	27%

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

The Organisation – 3 in 4 say that care of patients/ service users is the top priority in their organisation. 2 in 3 would recommend their organisation as an employer.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

Comparisons vs. Core Norms and 2021 is based on % Total Agree

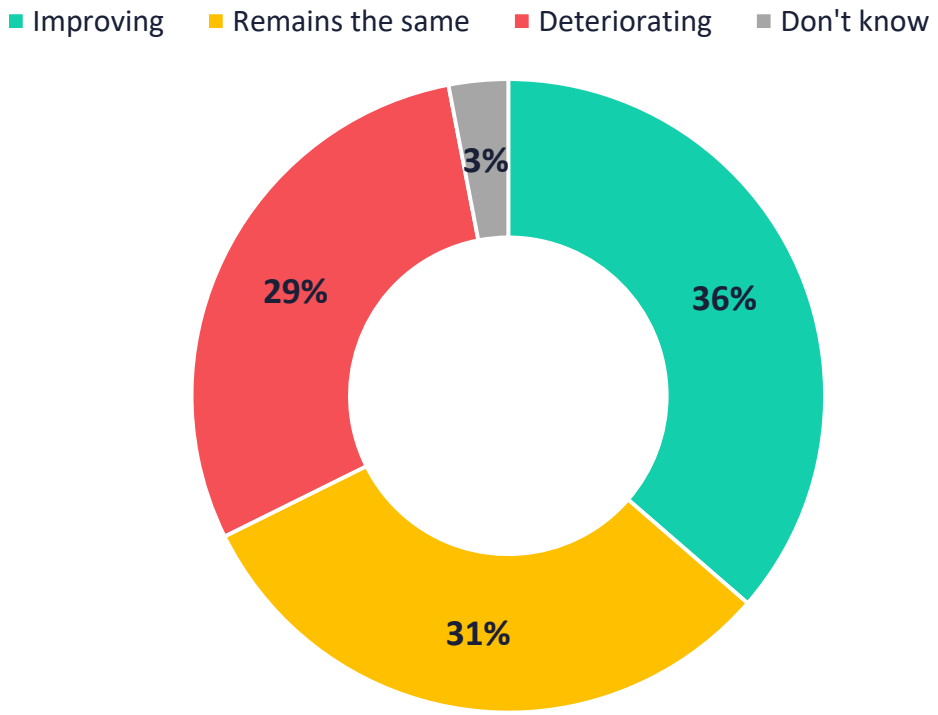
The Organisation
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**74%**	74%	72%	74%	77%	71%	76%	62%	86%	74%	70%
I intend to be working in my organisation in the long-term	**71%**	73%	71%	71%	74%	66%	76%	62%	76%	67%	72%
If a friend or relative needed treatment/a service, I would be happy with the standard of care/service provided in my organisation	**68%**	66%	62%	66%	71%	70%	66%	63%	77%	65%	66%
I would recommend my organisation as an employer to a friend or family member	**64%**	64%	60%	62%	69%	64%	73%	38%	79%	63%	60%

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

The Organisation – More than 1 in 3 feel the overall service provision in their organisation is improving; an increase since 2021.

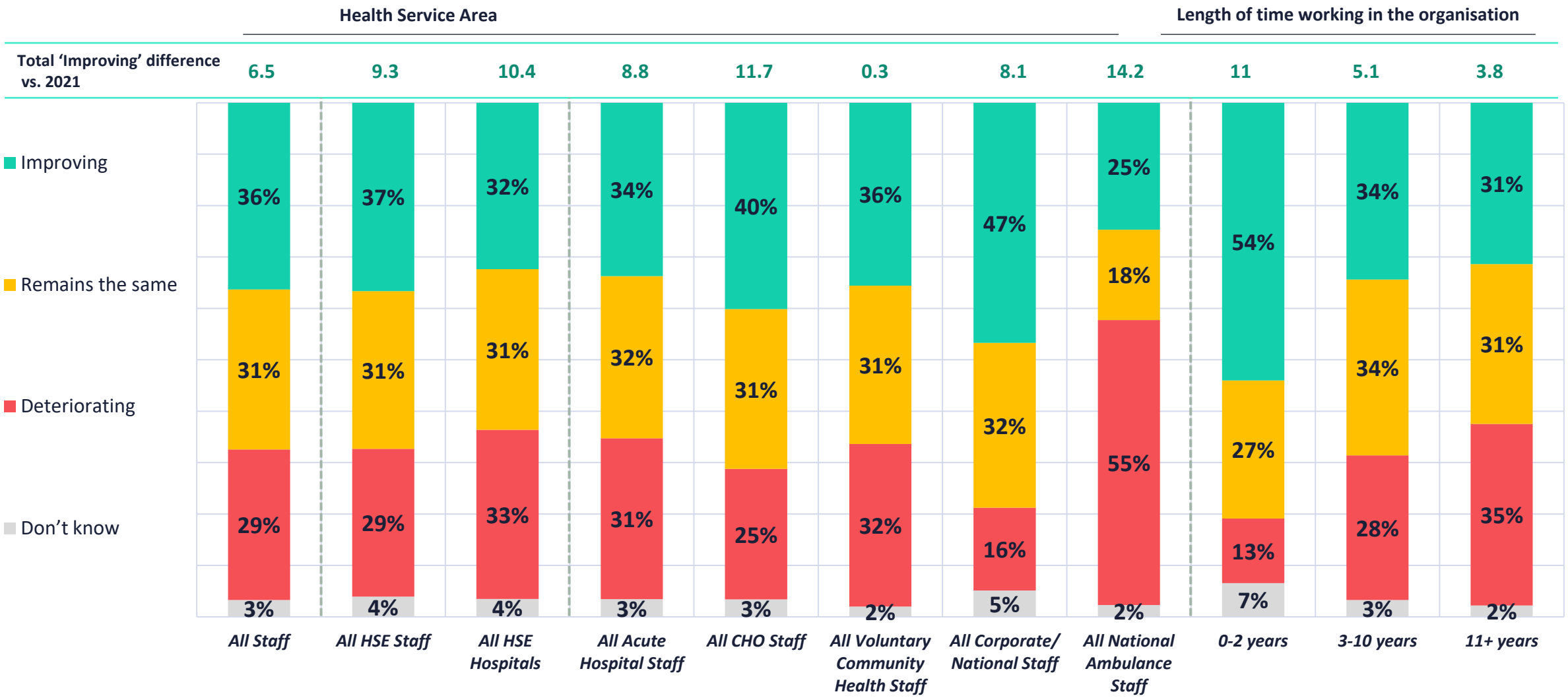
Perceptions of service provision



	2023	2021	Diff:
Improving	36%	30%	6.5

Q. Do you feel that the overall service provision in your organisation is improving, remains the same or is deteriorating?
Base: All respondents: 23,170

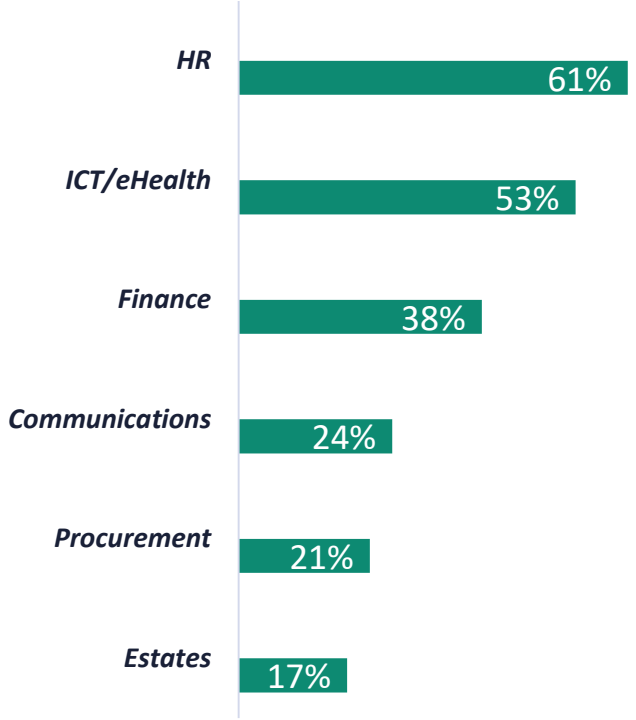
The Organisation – Service Provision
Sub Analysis by Staff Demographics



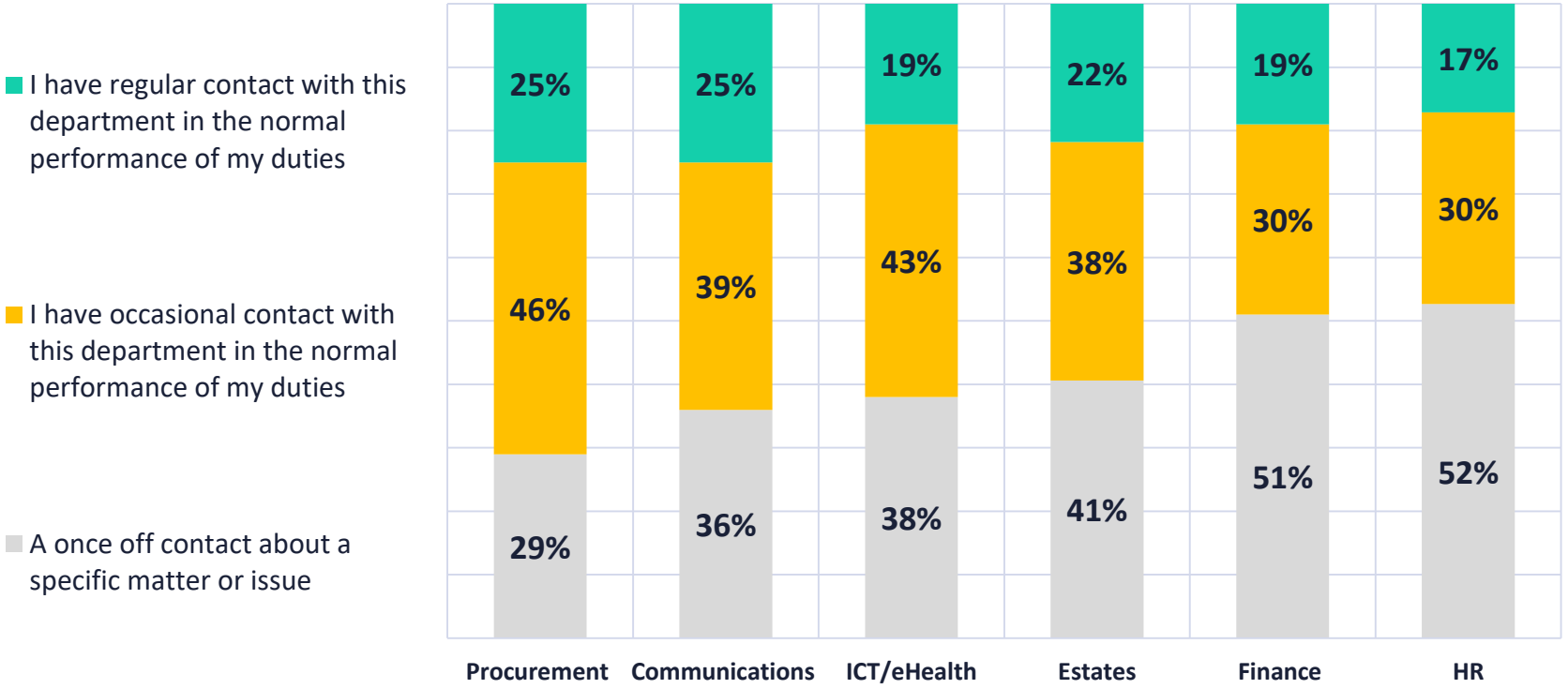
Q. Do you feel that the overall service provision in your organisation is improving, remains the same or is deteriorating?
Base: All respondents: 23,170

The Organisation – 6 in 10 have contacted HR in the past 12 months. 1 in 4 have regular contact with the Procurement and Communications departments.

Made contact in last 12 months with support or enabling departments



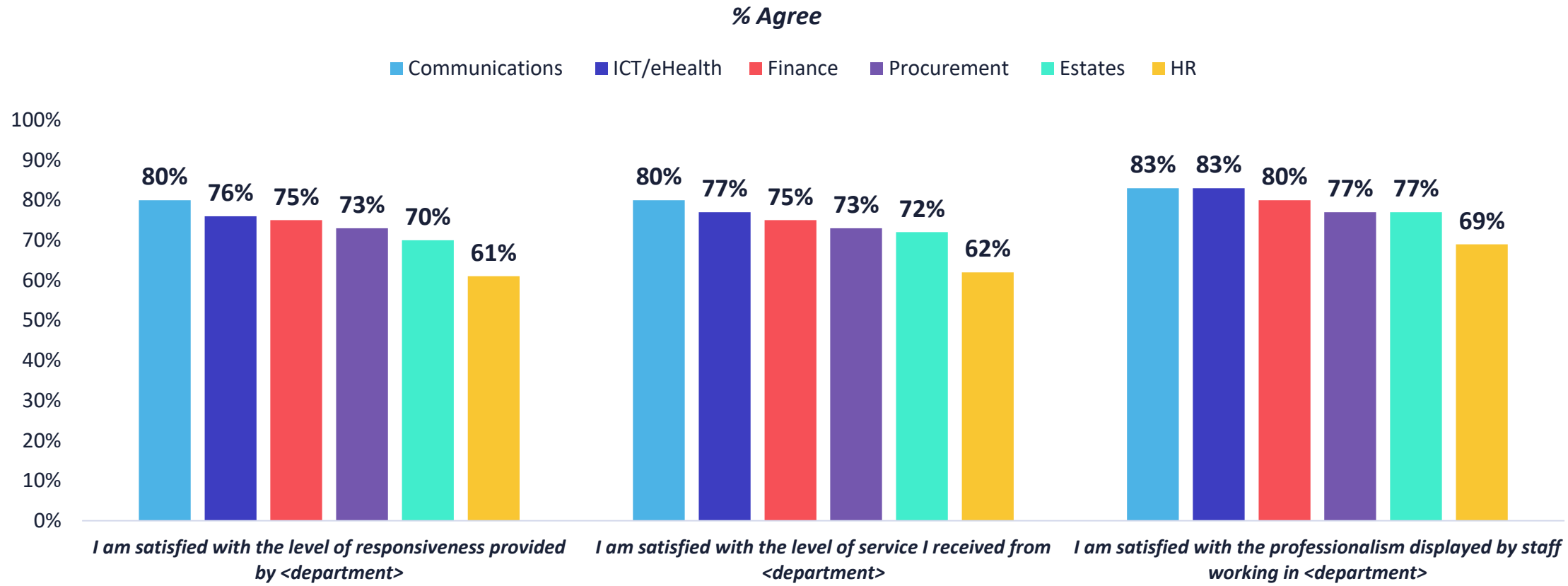
Nature of the contact with support or enabling departments



Q. Have you made contact with any of the following support or enabling departments during the last 12 months? Base: All respondents: 23,170
Q. Please indicate the nature of your contact with the department(s). Base: Those who had previous contact with the departments during the last 12 months

New question introduced in 2023.
No Core Norm or 2021 data available.

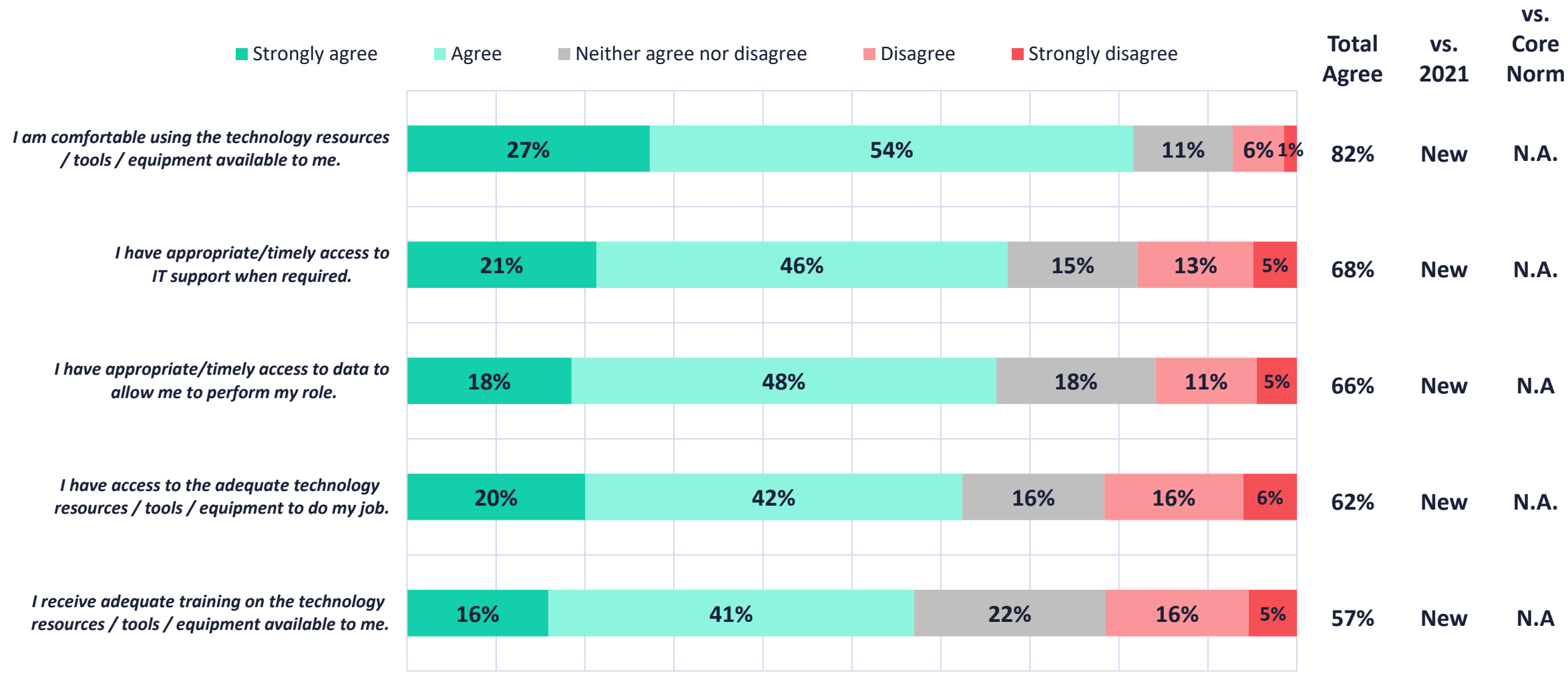
The Organisation – The highest level of satisfaction is for the Communications department in terms of responsiveness and level of service.



Q. To what extent do you agree or disagree with the following statements
Base: All respondents who have contacted support or enabling departments

New question introduced in 2023. No Core Norm or 2021 data available.

The Organisation – 8 in 10 feel comfortable using the technology resources/ tools/equipment available to them. 6 in 10 have received adequate training on the same.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

New question introduced in 2023. No Core Norm or 2021 data available.

The Organisation – Access to technology resources / tools / equipment
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	**All HSE Hospitals**	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 comfortable using the technology resources / tools / equipment available to me.	**82%**	80%	79%	80%	79%	89%	90%	78%	90%	84%	78%
I have appropriate/timely access to IT support when required.	**68%**	65%	60%	62%	70%	82%	76%	49%	77%	65%	66%
I have appropriate/timely access to data to allow me to perform my role.	**66%**	66%	64%	65%	68%	66%	78%	42%	78%	66%	63%
I have access to the adequate technology resources / tools / equipment to do my job.	**62%**	65%	62%	62%	67%	49%	78%	54%	76%	63%	58%
I receive adequate training on the technology resources / tools / equipment available to me.	**57%**	56%	54%	56%	57%	55%	69%	50%	70%	58%	52%

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

Senior Management & The Organisation - Section Summary

HSE core™ Research

Areas of Positive Performance

- There have been increases in scores across most of the statements relating to Senior Management since 2021. How well information is communicated throughout the organisation (+12.5 pts) and feedback being acted upon by senior managers (+12.1 pts) were the statements that received the most significant increases.
- Scores have also increased across several areas relating to the 'Organisation'. 2 in 3 would recommend their organisation as an employer (+12.8 pts from 2021) and 7 in 10 intend to be working in the organisation long-term (+8.5 pts from 2021).
- 1 in 3 feel the overall service provision in their organisation has improved (+6.5 pts since 2021).

Areas for Consideration

- Whilst recording an increase in performance compared to 2021, the involvement of staff in important decisions by senior management and senior managers acting following staff feedback remain areas that require consideration.
- 1 in 5 do not feel they have received adequate training on or access to the necessary technology / resources / tools / equipment available to do their job.

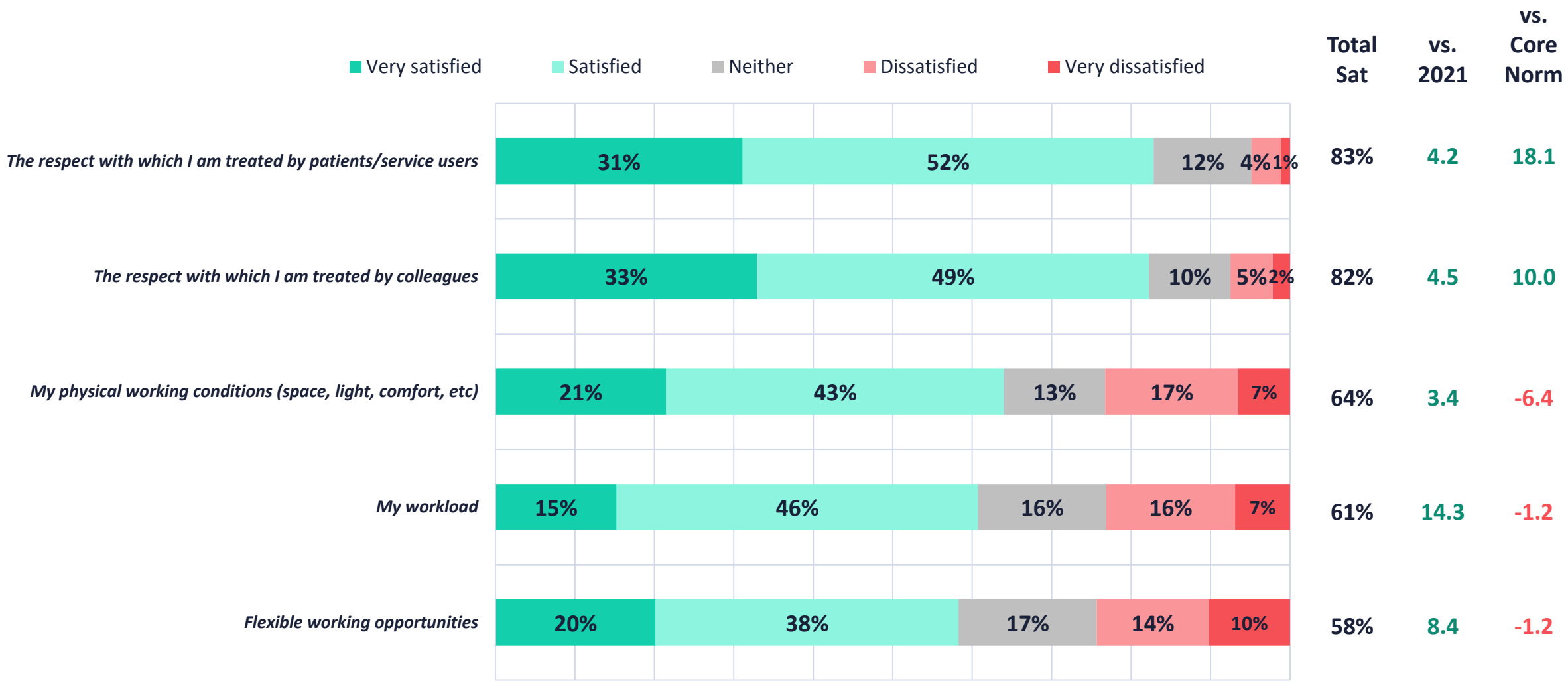
Comparison against Core Norms

- 8 in 10 know who the senior managers are in their organisation which is +7.3 pts compared to the Core Norm.
- Senior managers acting on staff feedback (-8.9 pts), involving staff in important decisions (-8.3 pts) and having confidence in the decisions made by senior management (-7.8 pts) are all areas where the Health Service scores lower than the Core Norms for large organisations.

HSE core™ Research

Wellbeing & The Workplace

Wellbeing & The Workplace – 8 in 10 are satisfied with the respect shown by patients/service users. 6 in 10 are satisfied with flexible working opportunities.



Q. How satisfied are you with each of the following aspects of your job?
Base: All respondents: 23,170

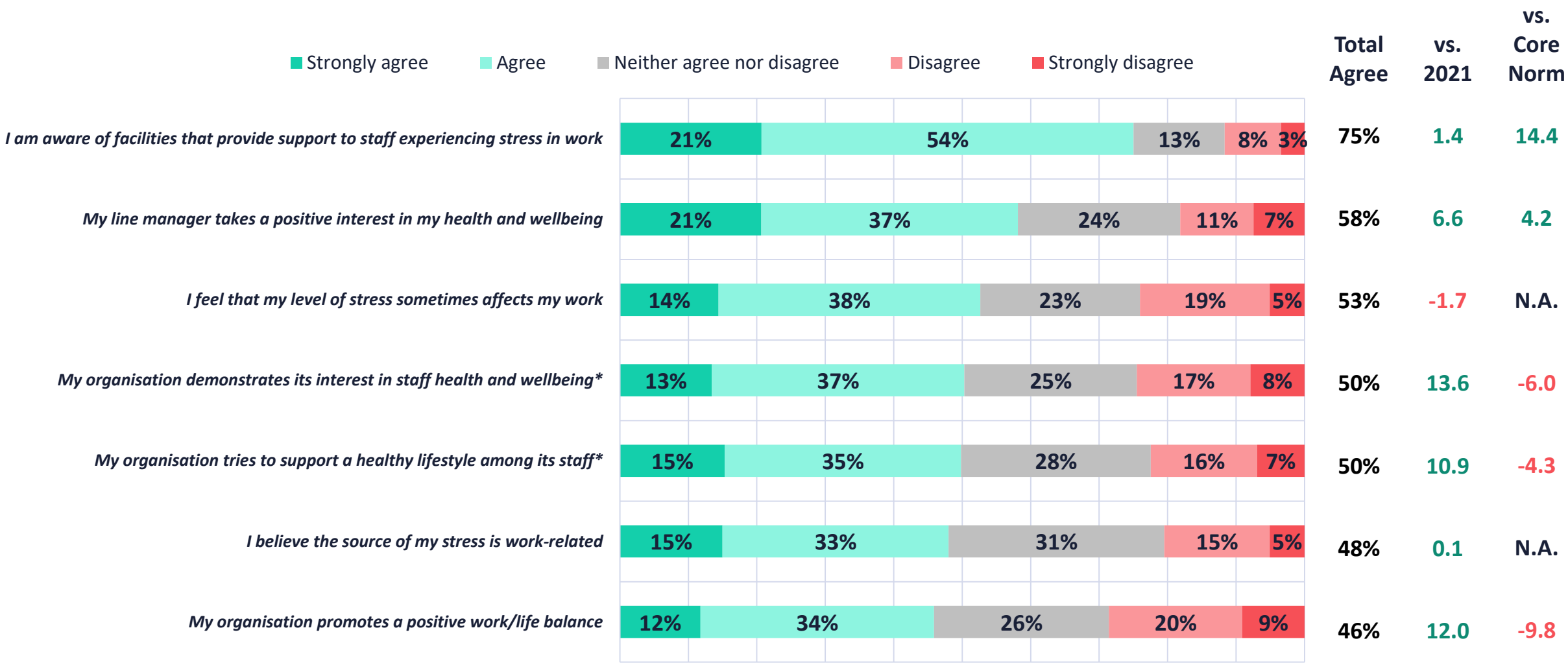
Comparisons vs. Core Norms and 2021 is based on % Total Satisfied

Wellbeing & The Workplace
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	**All HSE Hospitals**	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	**83%**	82%	80%	80%	85%	93%	81%	71%	87%	78%	84%
The respect with which I am treated by colleagues	**82%**	81%	78%	79%	84%	91%	88%	72%	89%	78%	82%
My physical working conditions (space, light, comfort, etc)	**64%**	65%	57%	57%	72%	67%	84%	51%	74%	61%	62%
My workload	**61%**	59%	54%	55%	64%	75%	70%	40%	74%	55%	59%
Flexible working opportunities	**58%**	59%	53%	54%	63%	60%	79%	34%	70%	51%	58%

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

Wellbeing & The Workplace – Over 7 in 10 are aware of facilities that provide support to staff experiencing stress. Half agree that their organisation promotes a positive work/life balance



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

**Wording change vs. 2021*

Comparisons vs. Core Norms and 2021 is based on % Total Agree

Wellbeing & The Workplace
Sub Analysis by Staff Demographics

HSE core™ Research

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	**All HSE Hospitals**	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	**75%**	74%	72%	71%	77%	86%	76%	73%	70%	66%	81%
My line manager takes a positive interest in my health and wellbeing	**58%**	59%	53%	54%	64%	62%	70%	39%	72%	57%	54%
I feel that my level of stress sometimes affects my work	**53%**	51%	53%	53%	48%	62%	45%	59%	51%	54%	52%
*My organisation demonstrates its interest in staff health and wellbeing**	**50%**	52%	47%	49%	56%	40%	64%	23%	69%	48%	45%
My organisation tries to support a healthy lifestyle among its staff	**50%**	51%	48%	50%	55%	37%	62%	22%	68%	48%	45%
I believe the source of my stress is work-related	**48%**	46%	50%	50%	42%	55%	35%	64%	45%	51%	48%
My organisation promotes a positive work/life balance	**46%**	44%	38%	40%	50%	55%	64%	21%	68%	42%	40%

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

**Wording change vs. 2021*

Wellbeing & The Workplace - Section Summary

HSE core™ Research

Areas of Positive Performance

- The scores relating to Wellbeing and The Workplace have increased across most statements in 2023.
- 8 in 10 staff feel respected, either by colleagues or patients/services users.
- The largest increase within this section since 2021 relates to staff satisfaction with workload (+14.3 pts).
- Other significant increases on 2021 results were recorded for the level of interest the organisation demonstrates towards staff health and wellbeing (+13.6 pts) and the promotion of a healthy work/life balance for staff by the organisation (+12 pts).

Areas for Consideration

- Whilst recording a higher score in 2023 compared to 2021, just 1 in 2 Health Service staff believe that their organisation demonstrates its interest in staff health and wellbeing and just under 1 in 2 staff agree that their organisation promotes a healthy work/life balance.

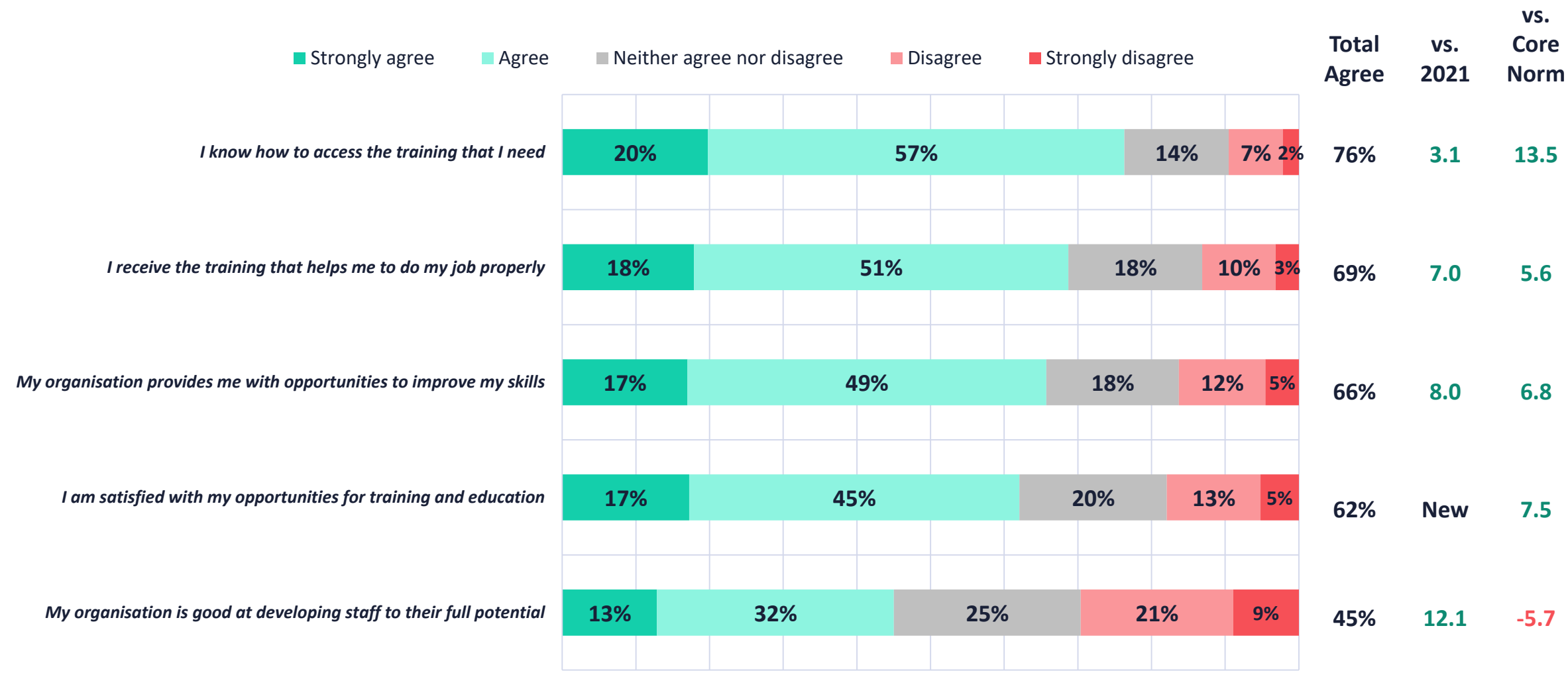
Comparison against Core Norms

- Health Service staff are significantly more likely than staff in other large organisations to report feeling respected by patients/service users (+18.1 pts) and colleagues (+10 pts). Health Service staff are also more likely to be aware of supports for staff experiencing stress in work (+14.4 pts).
- The scores that are lower than the Core Norms within this section are the promotion of a positive work/life balance (-9.8 pts), satisfaction with physical working conditions (-6.4 pts) and the demonstration of interest in staff health and wellbeing by the organisation (-6 pts).

HSE core™ Research

Training & Development

Training & Development – 2 in 3 say their organisation provides them with opportunities to improve skills. Over 2 in 5 say their organisation develops staff to their full potential.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

Comparisons vs. Core Norms and 2021 is based on % Total Agree

Training & Development
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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	**76%**	75%	73%	74%	77%	86%	78%	55%	76%	72%	78%
I receive the training that helps me to do my job properly	**69%**	67%	63%	65%	71%	81%	70%	59%	76%	66%	68%
My organisation provides me with opportunities to improve my skills	**66%**	64%	61%	62%	67%	79%	70%	42%	74%	62%	65%
I am satisfied with my opportunities for training and education	**62%**	62%	60%	61%	64%	62%	67%	41%	71%	59%	60%
My organisation is good at developing staff to their full potential	**45%**	43%	40%	42%	48%	51%	51%	22%	63%	42%	41%

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

Training & Development - Section Summary

HSE core™ Research

Areas of Positive Performance

- Generally, scores relating to training in the Health Service perform well. There have been significant increases across all statements in this area.
- There has been a significant increase since 2021 in those saying their organisation provides them with opportunities to improve their skills (+8 pts compared to 2021).
- Three in four know how to access the training they need (+3.1 pts compared to 2021).

Areas for Consideration

- There are increased levels of agreement that the organisation is good at developing staff to their full potential (+12.1 pts compared to 2021). However, this is the lowest score within the training and development section.

Comparison against Core Norms

- Health Service staff are more likely than staff in other large organisations to know how to access training (+13.5 pts).
- In addition, satisfaction with opportunities for training and education (+7.5 pts) and opportunities provided to improve skills (+6.8 pts) are also above the Core Norms.
- The only score that was lower than the Core Norms within this section, relate to the organisation's development of staff to their full potential (-5.7 pts vs. Core Norm).

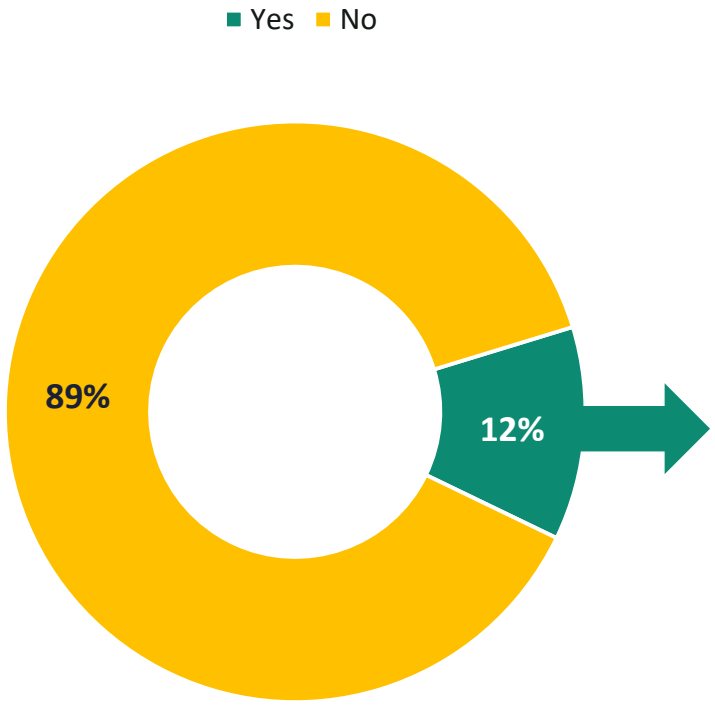
HSE core™ Research

Discrimination in the Workplace

HSE

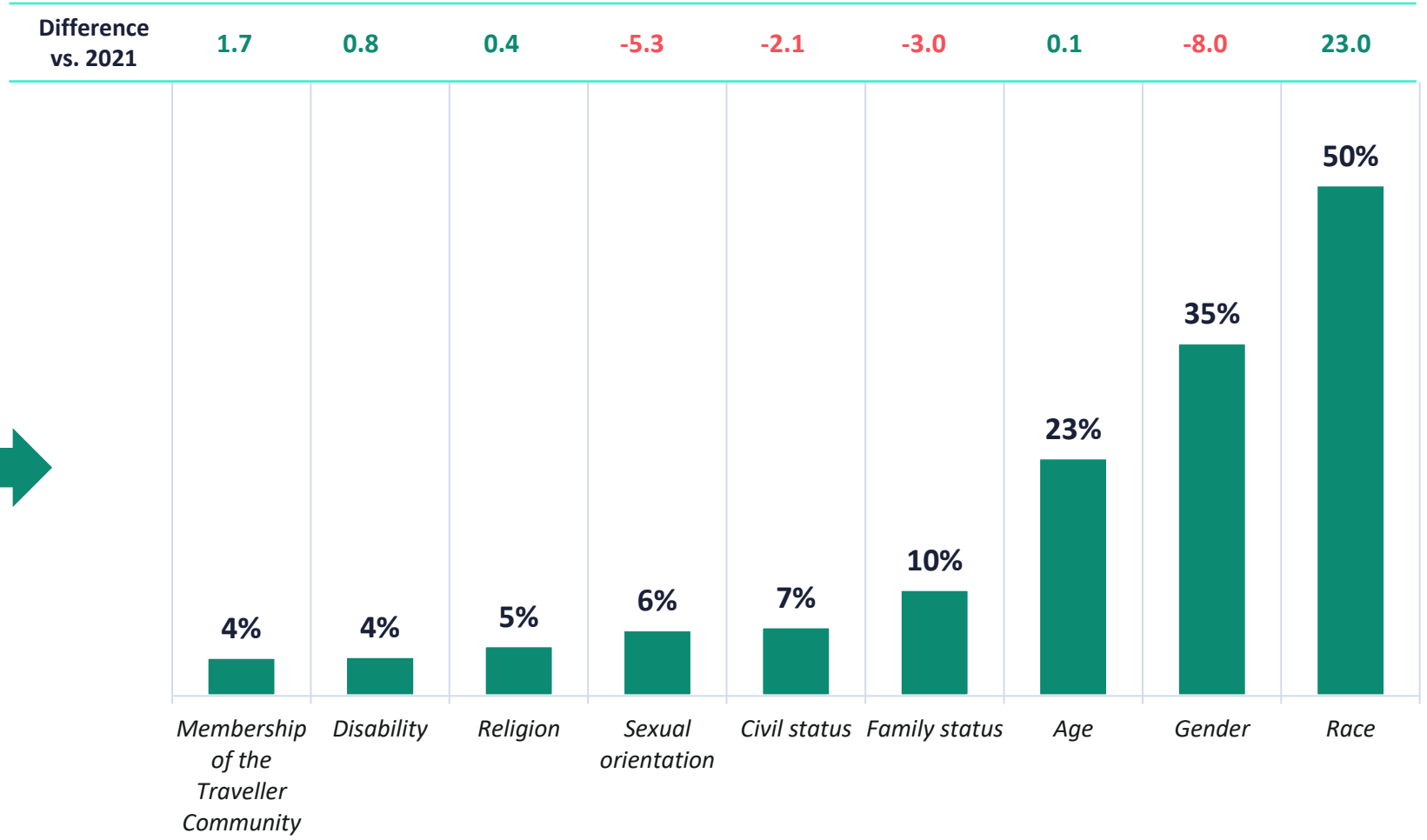
Discrimination in the Workplace – 1 in 10 have personally experienced discrimination from the public.

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



	2023	2021	Diff:
Total Yes	12%	7%	4.2

Grounds Of Discrimination

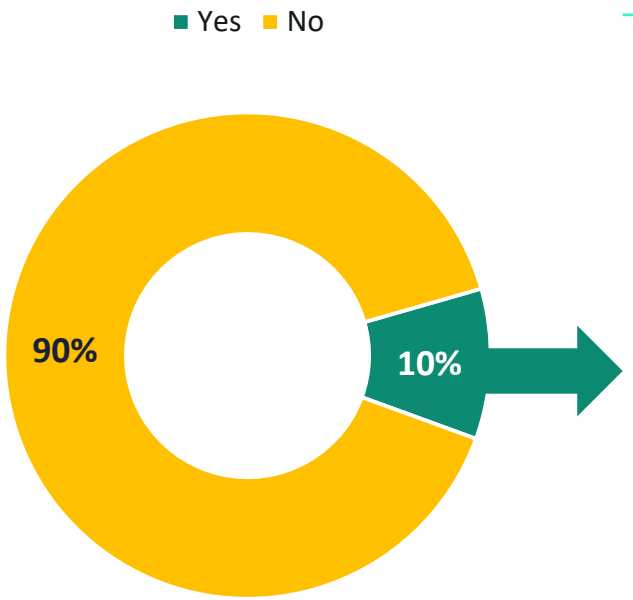


Q. In the last 12 months have you personally experienced discrimination at work from patients/service users, their relatives or other members of the public? Base: All respondents: 23,170

Q. On what grounds have you experienced discrimination in the workplace from patients/service users, their relatives, or other members of the public? Base: All who have experienced discrimination

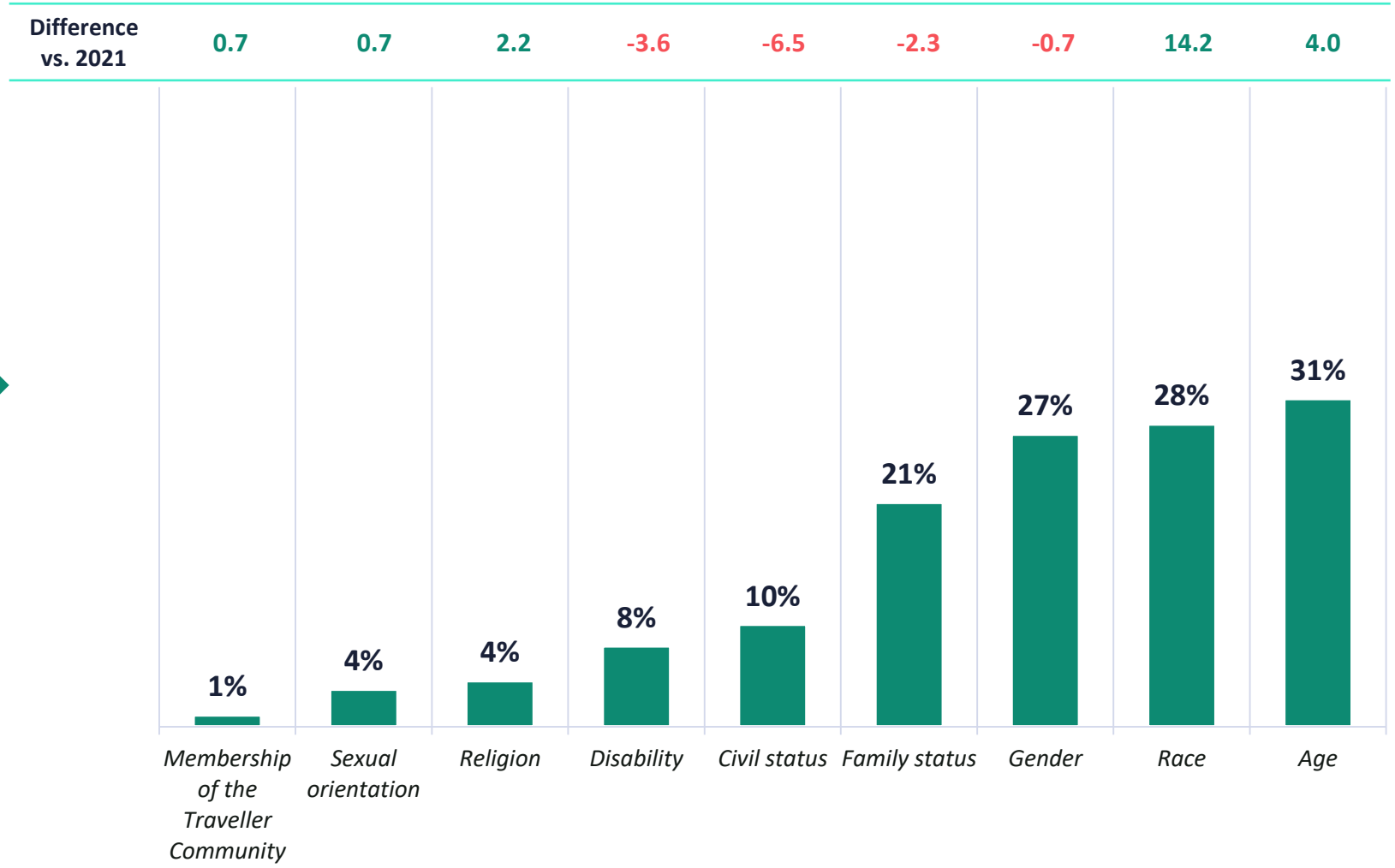
Discrimination in the Workplace – 1 in 10 have personally experienced discrimination from a colleague.

Manager/Team leader or other colleagues



	2023	2021	Diff:
Total Yes	10%	12%	-2.2

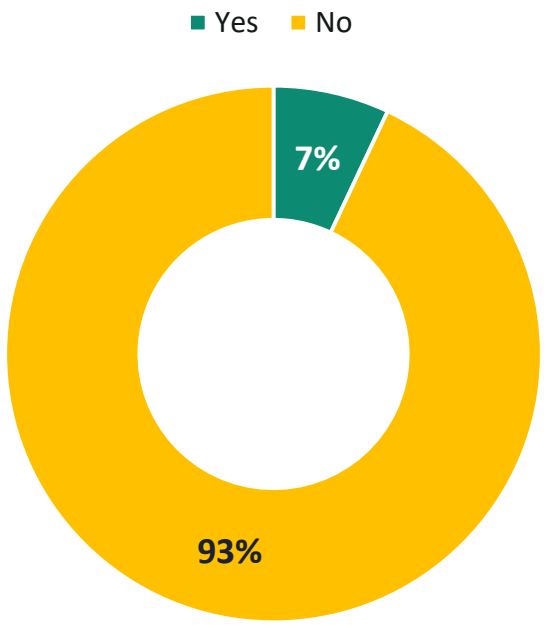
Grounds of Discrimination



Q. In the last 12 months have you personally experienced discrimination at work from your manager/team leader or other colleagues? Base: All respondents: 23,170
Q. On what grounds have you experienced discrimination in the workplace from your manager/team leader or other colleagues? Base: All who have experienced discrimination

Discouraged from taking part in union activity – Under 1 in 10 say they have been discouraged from taking part in union activity by their line manager or colleagues.

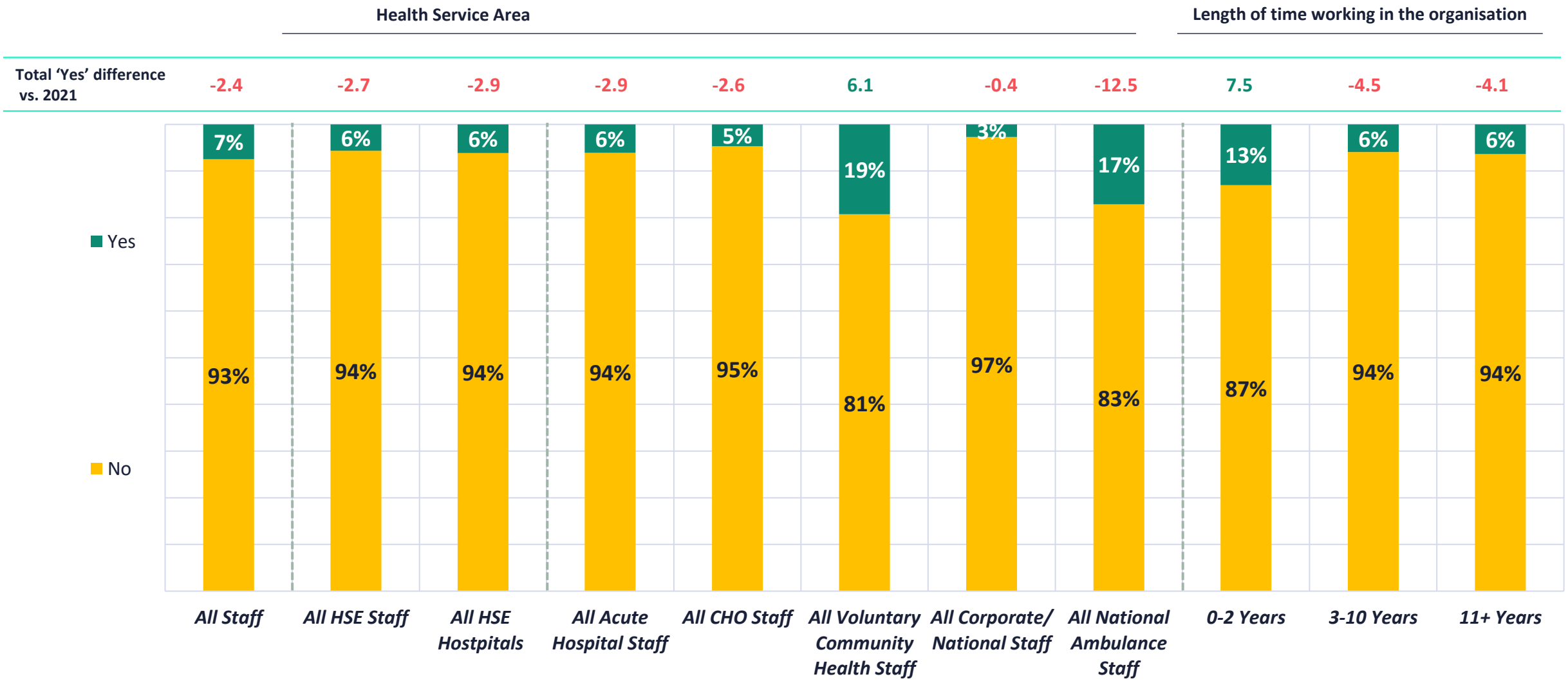
Discouraged from taking part in union activity



	2023	2021	Diff:
Total Yes	7%	10%	-2.4

Q. Have you ever been discouraged from taking part in union activity by your line manager/colleagues?
Base: All respondents: 23,170

Discouraged from taking part in union activity – The highest level of union discouragement is among those in Voluntary Community Health.



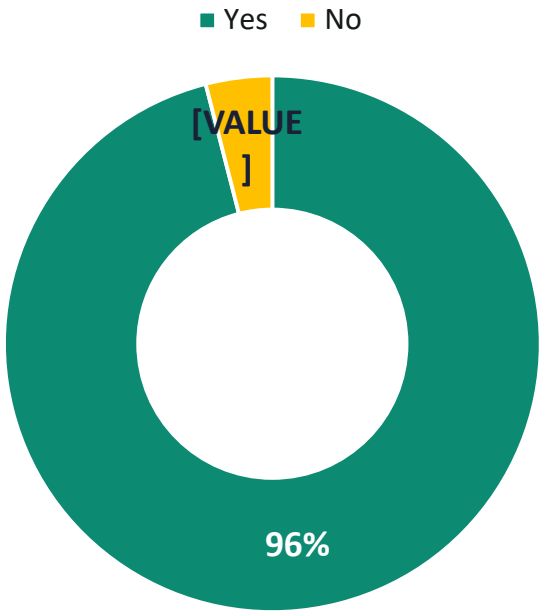
Q. Have you ever been discouraged from taking part in union activity by your line manager/colleagues?
Base: All respondents: 23,170

HSE core™ Research

Dignity at Work

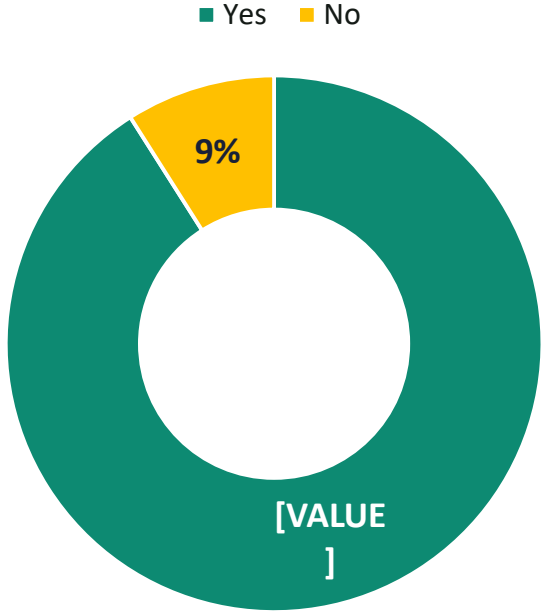
Dignity at Work – Over 9 in 10 are aware of the Dignity at Work Policy for the Health Service. Just over 1 in 10 have not yet undertaken the mandatory training.

Aware of the Dignity at Work Policy for the Health Service



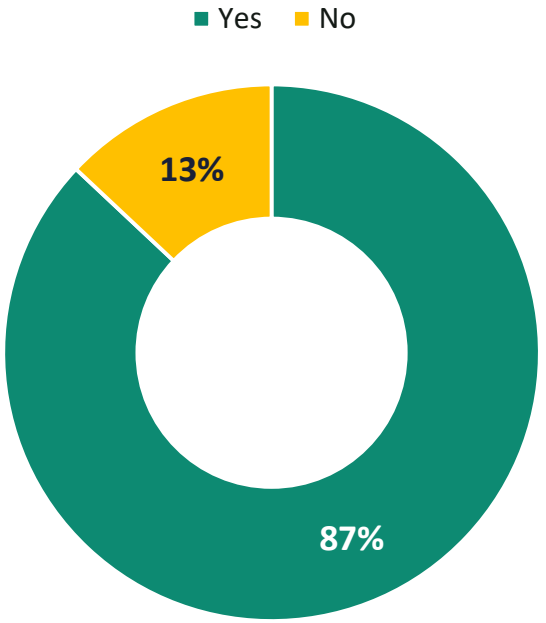
	2023	2021	Diff:
Total Yes	96%	92%	4.3

Aware of where to access the Dignity at Work Policy



	2023	2021	Diff:
Total Yes	91%	81%	9.3

Taken mandatory Dignity at Work training*



**New question introduced in 2023. No Core Norm or 2021 data available.*

Q. Are you aware of the Dignity at Work Policy for the Health Service?
Q. Are you aware of where to access the Dignity at Work Policy?
Q. Have you undertaken the mandatory Dignity at Work training on HSeLanD?
Base: All respondents: 23,170

No Core Norm data available

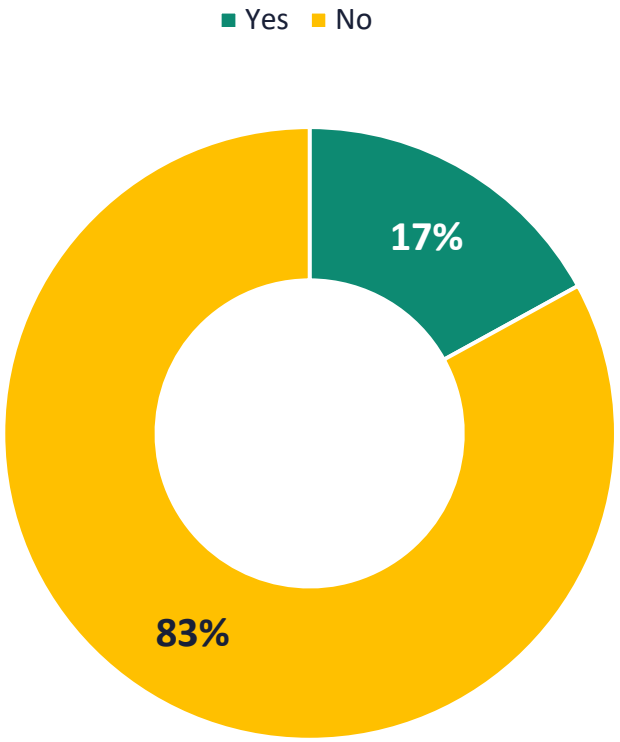
Dignity at Work
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
% Yes	All Staff	All HSE Staff	All HSE Hospitals	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	**96%**	97%	96%	95%	98%	98%	98%	97%	94%	94%	98%
Aware of where to access the Dignity at Work Policy and advice?	**91%**	92%	89%	87%	95%	95%	95%	89%	87%	87%	93%
Taken the mandatory Dignity at Work training on HSeLanD	**87%**	90%	87%	83%	92%	89%	93%	89%	89%	86%	87%

All figures are the 'yes' scores given by each category

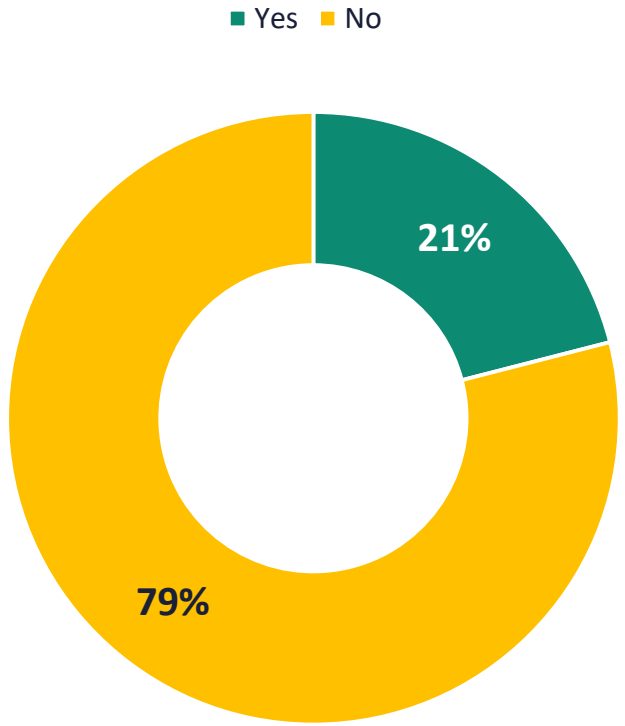
Dignity at Work - 2 in 10 have experienced bullying/harassment at work from a manager/team leader or other colleagues.

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



	2023	2021	Diff:
Total Yes	17%	17%	0.1

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



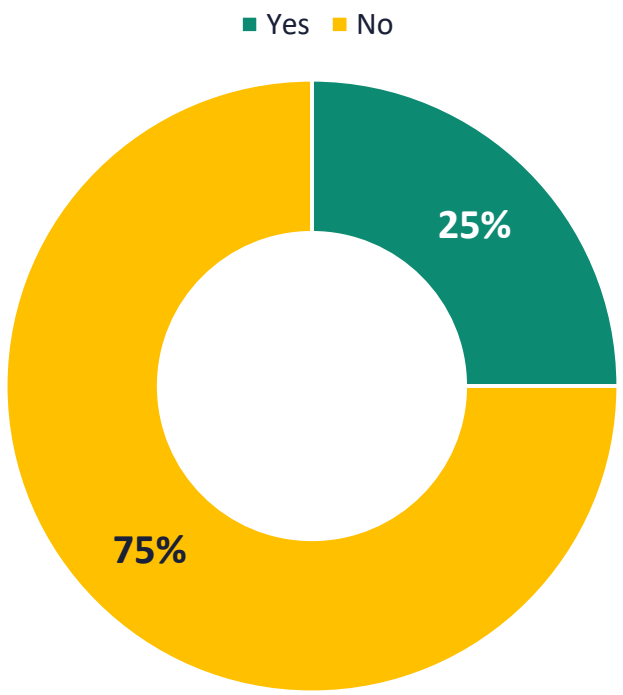
	2023	2021	Diff:
Total Yes	21%	27%	-6.3

Q. In the last 2 years have you personally experienced bullying/harassment at work from any of the following?
Base: All respondents: 23,170

No Core Norm data available

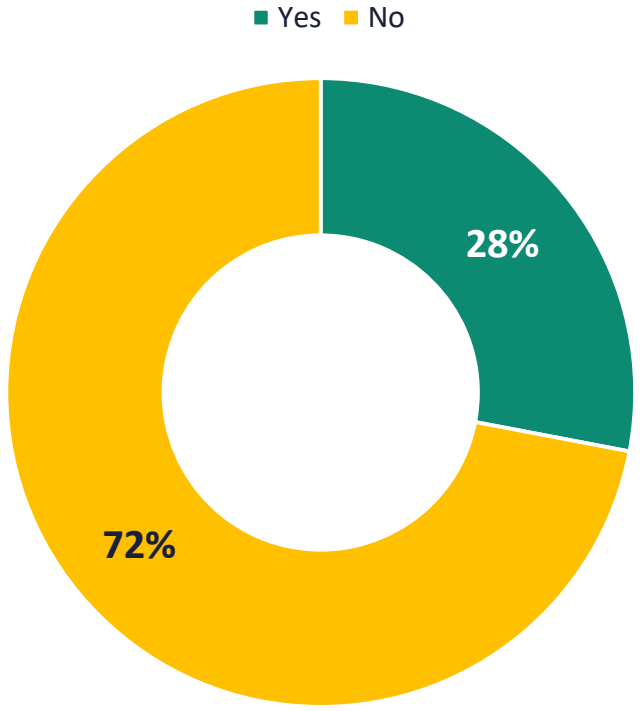
Dignity at Work – 3 in 10 have witnessed bullying/harassment from a colleague.

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



	2023	2021	Diff:
Total Yes	25%	25%	-0.1

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



	2023	2021	Diff:
Total Yes	28%	34%	-5.8

Q: In the last 2 years have you personally witnessed bullying/harassment of others at work from any of the following?
Base: All respondents: 23,170

No Core Norm data available

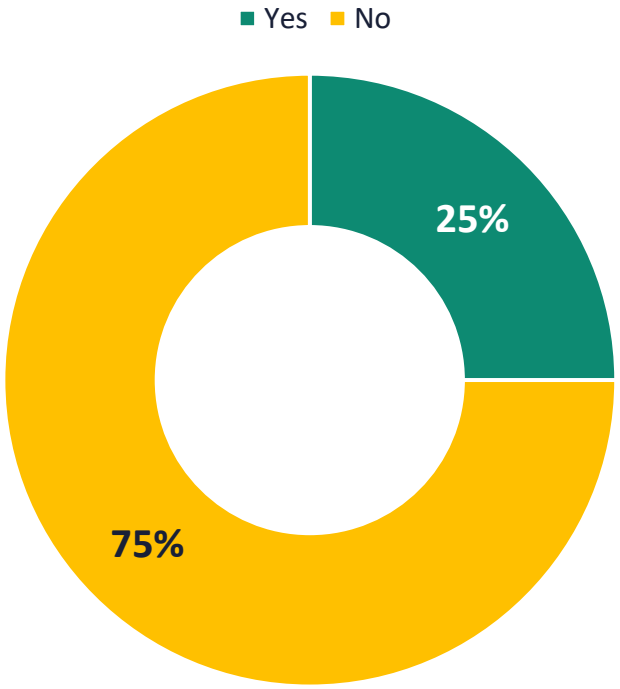
Dignity at Work
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
% Yes	All Staff	All HSE Staff	All HSE Hospitals	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											
Experienced bullying/ harassment from patients/ service users, their relatives or other members of the public	**17%**	16%	18%	18%	14%	24%	5%	29%	21%	19%	16%
Experienced bullying/ harassment from manager/ team leader or other colleagues	**21%**	22%	24%	24%	20%	13%	15%	41%	12%	25%	22%
Witnessed bullying/harassment											
Witnessed bullying/harassment from patients/service users, their relatives or other members of the public	**25%**	22%	27%	28%	19%	28%	7%	37%	24%	26%	24%
Witnessed bullying/ harassment from manager/ team leader or other colleagues	**28%**	29%	34%	34%	24%	16%	20%	50%	17%	33%	30%

All figures are the 'yes' scores given by each category

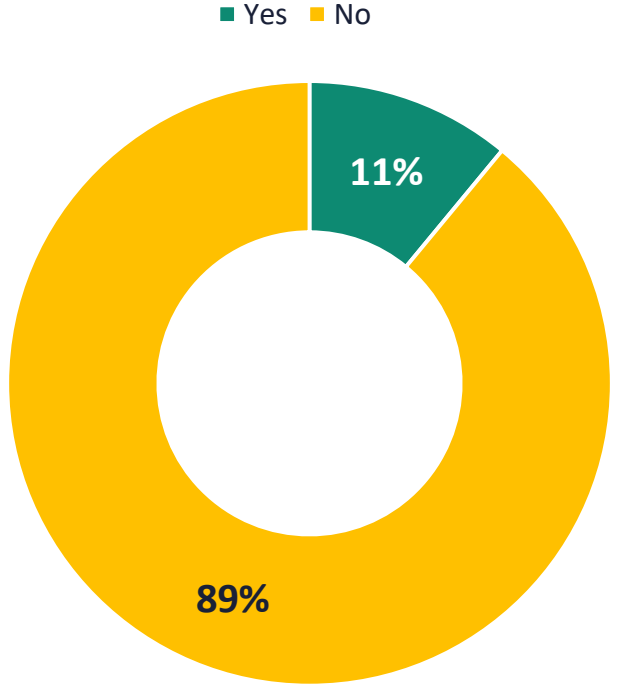
Dignity at Work – 1 in 4 have been subject to assault from patients or service users, relatives or other members of the public.

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



	2023	2021	Diff:
Total Yes	25%	28%	-3.0

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



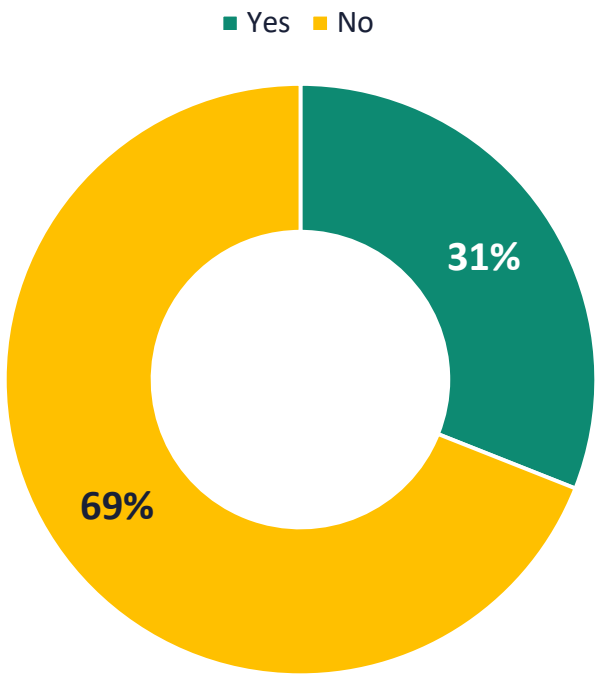
	2023	2021	Diff:
Total Yes	11%	12%	-1.1

Q. 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: 23,170

No Core Norm data available

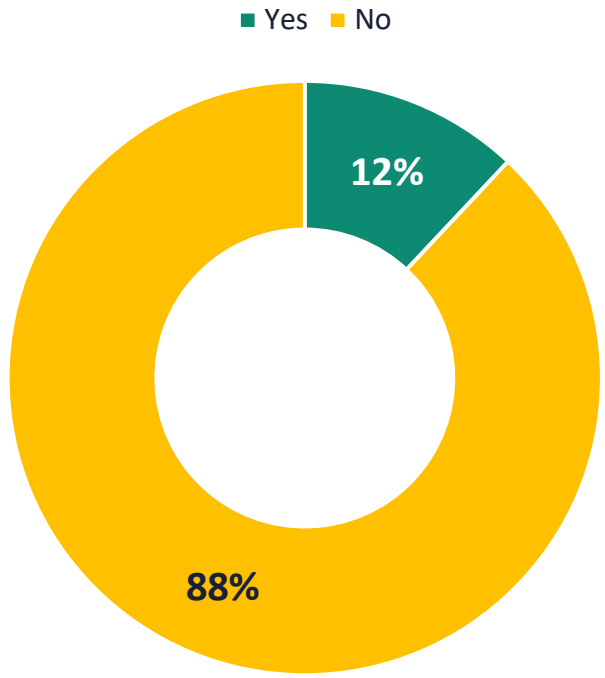
Dignity at Work – 3 in 10 report having witnessed an assault from patients or service user, their relatives or other members of the public.

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



	2023	2021	Diff:
Total Yes	31%	31%	-0.3

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



	2023	2021	Diff:
Total Yes	12%	15%	-3.4

Q. In the last 2 years have you personally witnessed assault, verbal or physical, at work from any of the following?
Base: All respondents: 23,170

No Core Norm data available

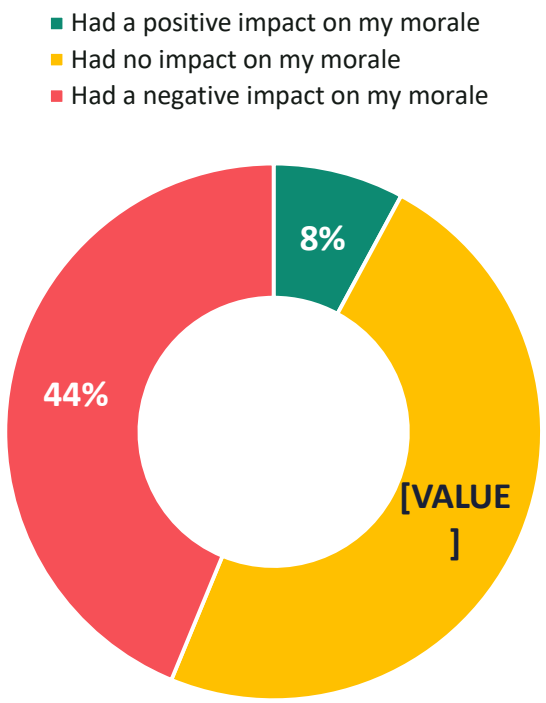
Dignity at Work
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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
Subject to assault - Yes											
Subject to assault by Patients/service users, their relatives or other members of the public	**25%**	23%	24%	26%	24%	26%	5%	48%	24%	29%	23%
Subject to assault by Manager/Team leader or other colleagues	**11%**	10%	11%	11%	9%	19%	5%	19%	17%	10%	10%
Witnessed assault - Yes											
Witnessed assault at work, verbal or physical from patients/service users, their relatives or other members of the public	**31%**	26%	30%	32%	24%	45%	6%	51%	25%	33%	31%
Witnessed assault at work, verbal or physical from manager/team leader or other colleagues	**12%**	13%	16%	15%	10%	4%	7%	22%	6%	14%	13%

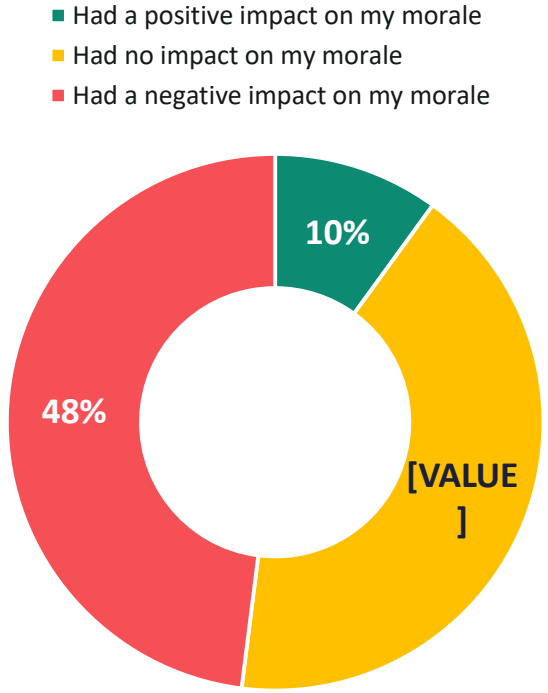
All figures are the 'yes' scores given by each category

Dignity at Work – 2 in 5 say external conversations by news media about HSE services has had no impact on their morale.

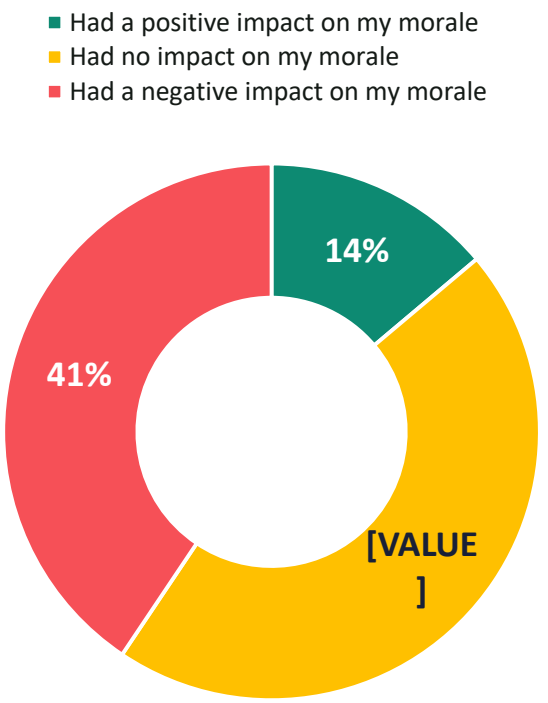
External conversations on social media about HSE services have...



External conversations by news media about HSE services have..



External conversations by friends and family about HSE services have...



Q. Thinking of external conversations about HSE services from each of the sources below, please indicate what impact (if any) they have had on your morale
Base: All respondents: 23,170

**New questions introduced in 2023. No Core Norm or 2021 data available.*

Dignity at Work
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
% Negative Impact	All Staff	All HSE Staff	All HSE Hospitals	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
External conversations on social media about HSE services have...	**44%**	42%	46%	44%	38%	56%	36%	47%	35%	41%	48%
External conversations by news media about HSE services have...	**48%**	49%	53%	50%	46%	47%	45%	58%	29%	49%	55%
External conversations by friends and family about HSE services have...	**41%**	41%	45%	42%	37%	41%	36%	45%	35%	40%	43%

All figures are the 'negative' scores given by each category

HSE core™ Research

Disability in the Workplace

Disability in the Workplace

The HSE is an equal opportunities employer and welcomes employees from 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.

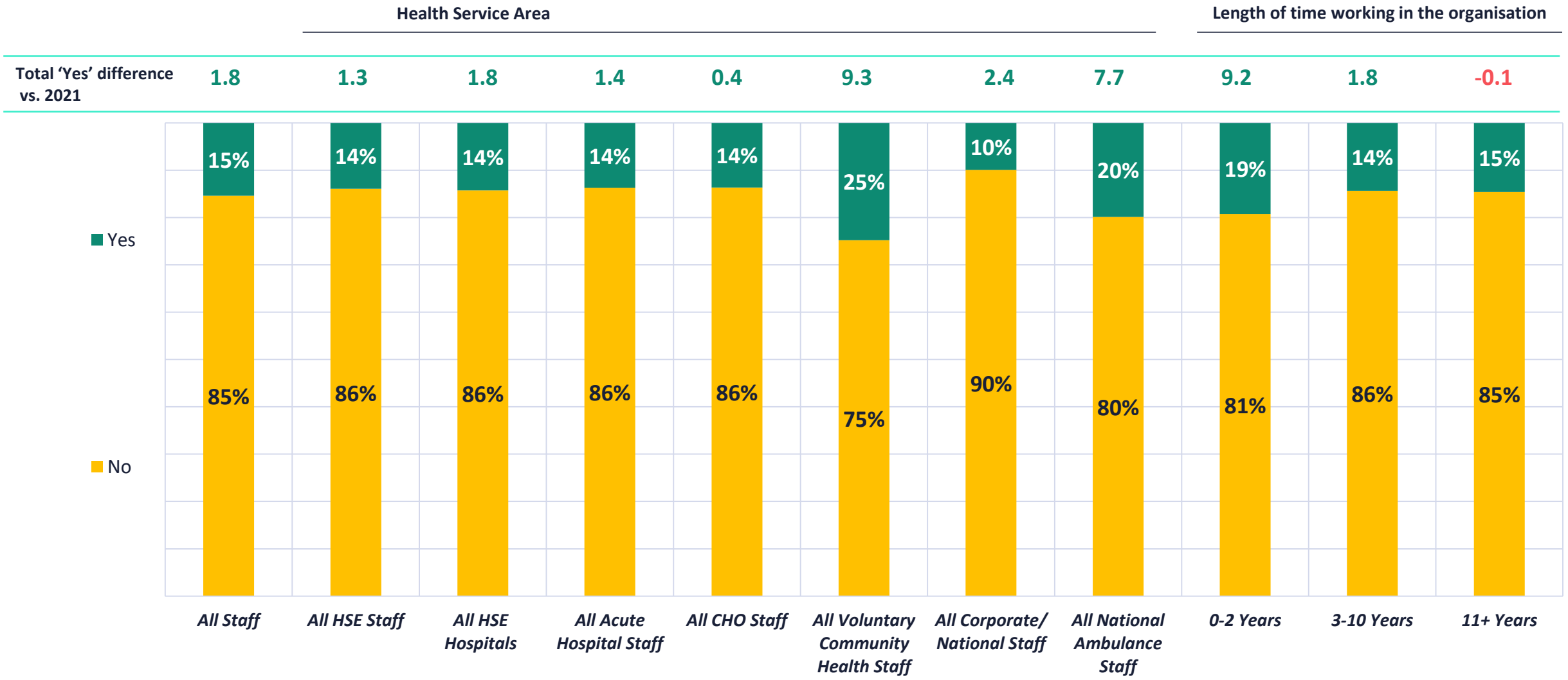
The Disability Act, 2005 defines disability as:

“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 socialising.

Disability in the Workplace – 15% have a long-term (including episodic) condition.

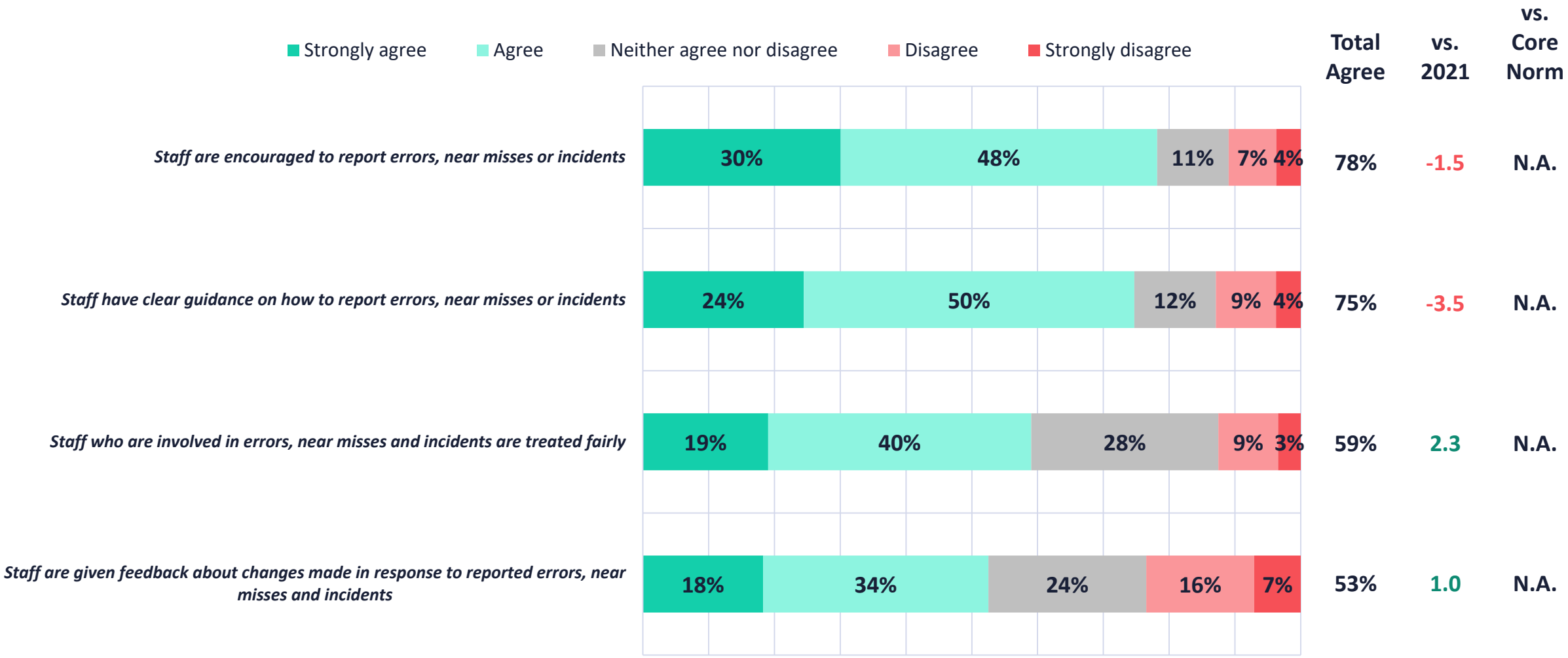


Q. As of 31 December 2022, did you have any long-term (including episodic) conditions which caused you substantial difficulties in any area of everyday life, such as work or social life or leisure or cultural activities
Base: All respondents: 23,170

HSE core™ Research

Errors, Near Misses & Incidents

Errors, Near Misses and Incidents – 8 in 10 say that staff are encouraged to report errors, near misses or incidents. 1 in 2 are given feedback about changes in response to same.



Q. To what extent do you agree or disagree with the below statements
Base: All respondents: 23,170

Comparisons vs. Core Norms and 2021 is based on % Total Agree

Errors, Near Misses and Incidents
Sub Analysis by Staff Demographics

		HSE		Health Sector Area					Length of time working in the organisation		
	All Staff	All HSE Staff	All HSE Hospitals	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
Staff are encouraged to report errors, near misses or incidents	**78%**	78%	77%	77%	82%	78%	69%	69%	70%	76%	82%
Staff have clear guidance on how to report errors, near misses or incidents	**75%**	75%	73%	73%	79%	75%	63%	64%	64%	72%	79%
Staff who are involved in errors, near misses and incidents are treated fairly	**59%**	60%	58%	59%	63%	52%	52%	42%	57%	60%	59%
Staff are given feedback about changes made in response to reported errors, near misses and incidents	**53%**	52%	49%	51%	57%	51%	50%	30%	55%	52%	52%

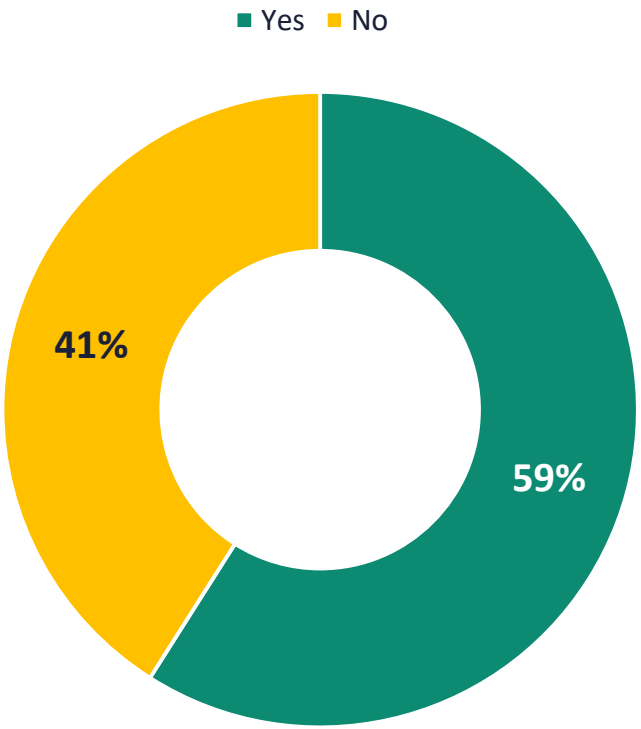
All figures are the combined agree and strongly agree scores given by each category (e.g. total agree)

HSE core™ Research

Climate Action Strategy

Climate Action Strategy – 6 in 10 are interested in being involved in activities to support positive climate action.

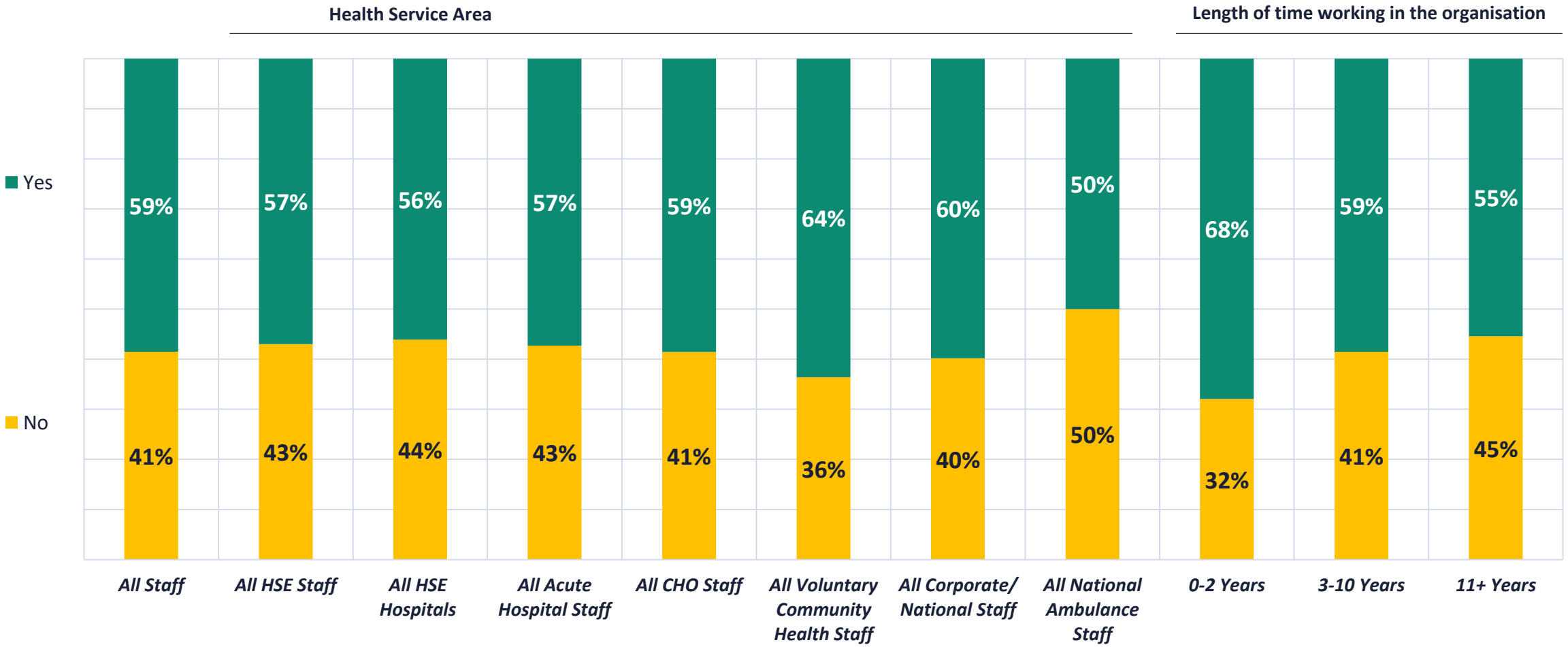
Interested in being involved in activities to support positive actions



Q. The HSE is soon launching a Climate Action Strategy - are you interested in being involved in activities to support positive actions?
Base: All respondents: 23,170

New question introduced in 2023. No Core Norm or 2021 data available.

Climate Action Strategy – Interest is highest among voluntary community health staff and those who are working in the Health Service for less than two years.



Q. The HSE is soon launching a Climate Action Strategy - are you interested in being involved in activities to support positive actions?
Base: All respondents: 23,170

New question introduced in 2023. No Core Norm or 2021 data available.

HSE core™ Research

Looking Forward
Key Highlights and Areas for Consideration

The Top Six Highest Scores in 2023

HSE core™ Research

Your Role

1

Trusted to do my job

91%

Your Role

2

My role makes a difference to patients/service users/colleagues

91%

Your Job

3

Job security

88%

Your Job

4

Enthusiastic about my job

84%

Your Role

5

Satisfied with the quality of care/service I give to patients/service users/colleagues

83%

Wellbeing

6

The respect with which I am treated by patients/service users

83%

Based on % Total Agree or % Total Satisfied

The Six Areas for Consideration in 2023

Senior Management

1

Senior managers try to involve staff in important decisions

33%

Senior Management

2

Senior managers in my organisation act on staff feedback as appropriate

34%

Senior Management

3

I have confidence in the decisions made by the senior management in my organisation

41%

Your Job

4

I have regular performance achievement reviews with my line manager

44%

Your Job

5

The opportunities for career promotions

45%

Training & Development

6

My organisation is good at developing staff to their full potential

45%

Based on % Total Agree or % Total Satisfied

Thank you to all the Health Service staff who have contributed their feedback through responding to the 2023 ‘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.