

Your Opinion Counts

Thank you to everyone who took the time to complete the Your Opinion Counts – 2023 Staff Survey. Since the launch of the first Staff Survey in 2014, there has been immense change in our health service, particularly in recent years, during which we as an organisation navigated the COVID-19 pandemic, the cyber-attack and now as we transition into the new health regions structure.

Our workforce is our most valuable asset. Opportunities for improvement that will enable us to build a better

health service for all were identified through review of the 2023 Staff Survey results. Significant action has been taken across the HSE in response to the 2023 Staff Survey results. A number of these actions and developments are highlighted in the infographic below.

We look forward to receiving your feedback and hearing your opinion following the launch of the 2025 Staff Survey in March. The survey will be open from 20 March to 17 April.

1 Your Job and Role

- A new Mentoring Programme was launched in 2024 to support staff to develop in their roles.
- A new Career Hub was launched to support staff in their career progression.
- A new Digital Skills Starter Pack suite of online programmes to support and educate health and social care staff in digital skills was launched.
- The Health Service Excellence Awards continue to be developed to include additional categories.
- Increased individual coaching engagements to support staff in developing to their full potential.
- HSE Employee Handbook and Induction Guidelines updated.

2 Line and Senior Managers

- Continuous communications and updates provided on the transition to the new health regions. Regular video, webinar and town hall-style staff updates provided by new Senior Management teams.
- Continued focus on the Performance Achievement process, with updated online resources available.
- A number of new management and staff development programmes were launched in 2023 and 2024.
- Developing Organisation Culture – A Guide for the Health Service is available to enable people to understand the factors contributing to organisational culture, and build a greater awareness of how to develop a positive workplace culture.

3 Training and Development

- Increased team coaching engagements to support staff to navigate changing structures, improve team effectiveness and support service development.
- New training programmes were launched in 2023 and 2024, including Facilitation Skills, and Mid-Career Planning.
- New staff educational scholarships were provided for HR and Health Economics diplomas and degrees.
- Additional Learning Talks podcasts were launched to support staff in their personal development.
- Opportunities provided to individuals through the Health Service Leadership Academy to support enhanced management and leadership capabilities.
- New HSE Leadership Development Framework launched in 2023 to support the continued development of key leadership capabilities.

4 Health and Wellbeing

- HSE Health and Wellbeing launched an online and classroom-based 'Minding Your Wellbeing' programme.
- HSE Talking Health and Wellbeing podcast launched in 2023.
- 'Taking Action to support staff health and wellbeing, a guide to assist managers' was launched, signposting staff to available resources.
- Staff health and wellbeing committees established.
- Remote, flexible, and blended approaches to work continue to be accommodated via the HSE Blended Working Policy.
- Employee Assistance Programme and Occupational Health information promoted via internal communications channels.
- 'Preventing and Managing Work Related Stress' online programme launched in 2024.

5 Diversity, Equality, Inclusion

- HSE Diversity, Equality and Inclusion team continues to provide advice and supports to managers and staff.
- A new Leading Multi-Cultural Teams programme was launched in 2024.
- Diversity, Equality and Inclusion concepts continue to be added as a key feature in HSE management development programmes which supports an inclusive workplace culture.
- The HSE's three employee diversity networks continue to grow and support staff who are LGBTQIA+, who have disabilities or are from diverse cultural backgrounds, and their allies.

6 Dignity at Work

A range of new training programmes were launched in 2023 and 2024, promoting a continued focus on creating a culture of dignity and respect for all:

- Dignity at Work for Line Managers.
- Train the Dignity at Work Trainer.
- Continuous Professional Development Workshops for staff in Nominated Person/Support Contact Person roles.
- Civility and Dignity at Work for Teams programme.

An increased number of bespoke team development supports were delivered, customised to service's unique context and requirements.