



Seirbhís Náisiúnta Otharcharranna  
Teach Dara, Ascaill an Crann Teile  
Páirc na Mílaoise  
Nás na Rí, Co. Chill Dara W91 KDC2

National Ambulance Service  
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7<sup>th</sup> March 2019

Mr Niall Collins TD  
Dáil Éireann  
Leinster House  
Dublin 2

**Re: PQ 9366/19:** “To ask the Minister for Health his views on the fact that only 4% of staff have confidence in senior management within the National Ambulance Service; and if he will make a statement on the matter.”

Dear Deputy Collins,

The Health Service Executive has been requested to reply directly to you in the context of the above Parliamentary Question, which you submitted to the Minister for Health for response.

The National Ambulance Service can confirm that a number of ongoing programmes and initiatives were developed and supported by the National Ambulance Service across the country following the HSE Staff Survey in 2016

A number of NAS managers across the country have undertaken Leadership Development Programmes including Continuous Quality Improvement courses using the Lean Sigma process.

A core strand of the People Strategy and the Framework for Improving Quality in our Health Service is to improve staff engagement across all levels of the health service. Positive staff engagement results in improvements in clinical care and helps to reduce absenteeism rates, improve staff retention and staff wellbeing. The NAS has established a National Staff Engagement Forum as well as local Engagement Networks. The role of the Forum is to create a space for conversations about what matters to staff in terms of engagement and gather suggestions on how to improve it by building on existing approaches and continually looking for new ways to engaging staff.

Introduction of a Health & Wellbeing agenda which includes CISM support, After Action Review support, Schwartz rounds, Lean Sigma training, HSE Leadership and Management development, Manager Forums every three months, annual NAS Conference, Retired NAS Personnel Association, introduction of Health & Wellbeing champions

The NAS has also strengthened representative bodies and increased the number of NAS staff representation in order to provide further regular and scheduled discussion around



areas such as improvement in internal and upward communication, raising awareness around dignity at work issues, and health and wellbeing initiatives.

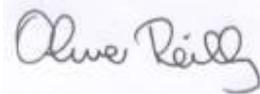
Staff Health & Wellbeing initiatives and programmes are ongoing in the NAS as part of Healthy Ireland including significant focus on staff health initiatives such as mental wellbeing, physical activity, health checks and improving the workplace environment.

Following the publication of the Capacity Review in 2016, the NAS continues to recruit approximately 100 new staff annually in order to meet the targets set out by HIQA. The NAS will through the service planning process, continue this recruitment process in the coming years.

During the course of 2019, the NAS will be introducing a detailed Health & Wellbeing Strategy which will encompass all aspects of staff Health & Wellbeing including; mental health, physical health and emotional health from recruitment to retirement, under the mantra of *'Start well, train well, work well, live well, leave well.'*

I trust this information is of assistance to you and should you require additional information please do not hesitate to contact me.

Yours sincerely,

A handwritten signature in blue ink that reads "Oliver Reilly". The signature is written in a cursive style and is enclosed in a light blue rectangular box.

Oliver Reilly  
Asst Chief Ambulance Officer