



Oifig anStiúrthóir
An tSeirbhís Náisiúnta,

Foirgneamh Aibhneacha, Crosbhóthar
Thamhlachta, Tamhlacht,
Baile Átha Cliath D24 XNP2

Office of the Director
National Ambulance Service

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Ref: NN/PQ26784.25

11th June 2025

Deputy Richard Boyd Barrett TD
Dáil Éireann
Leinster House
Dublin 2

PQ26784/25

To ask the Minister for Health her views on reports that ineffective leadership and governance presents risks to the governance of service delivery to patients, the management of staff wellbeing and the potential for psychosocial harm in the National Ambulance Service; and if she will make a statement on the matter. -Richard Boyd Barrett

Dear Deputy Boyd Barrett

The Health Service Executive (HSE) National Ambulance Service (NAS) has been requested to reply directly to you in the context of the above parliamentary question which you submitted to the Minister for response.

Rather than being from a report, the reference to ‘ineffective leadership and governance presents risks to the governance of service delivery to patients, the management of staff wellbeing and the potential for psychosocial harm in the National Ambulance Service’ is derived from the NAS Risk Register and is a standing self-identified item to ensure that the organisation is putting in place and maintaining several initiatives.

This was done in response to an internal organisation risk assessment in 2021 that saw the HSE Executive Team approving the creation and implementation of the NAS Organisational Redesign plan. This was designed to develop governance and leadership structures within the NAS as the service continues the transformation from a service that has traditionally transported all patients to hospital for treatment, to a service that is clinically-led and treating more patients over the telephone, at the scene, or in their own home. The NAS Organisational Redesign plan remains in place as the roadmap for the future of the organisation.

To further support staff wellbeing and retention, the NAS developed the HR People Plan 2022 – 2025. The overarching purpose of this plan is to enhance employee experience, optimise the NAS working environment and meet expectations of health policy in Ireland.

It was developed in strategic alignment with key reform strategies, plans and initiatives. The NAS HR People Plan is an enabling plan which describes how, as an organisation, the NAS plan to respond to areas of concern relating to staff, and outlines the actions the NAS will take to address these concerns. The plan comprises of nine primary priorities with each





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priority supported by an action plan that will deliver a host of important benefits for the NAS workforce and set out a clear vision for the NAS HR team.

Through these actions, the NAS aim to:

- Ensure that the NAS are supporting our people by nurturing the skills and capabilities of all individuals;
- Promote and encourage career development so that our people experience professional satisfaction in an engaging and rewarding work environment; and
- Showcase our commitment to support, engage and develop our people.

Other existing control measures identified by senior management through the NAS Risk Register for this risk include the Development of a Quality and Safety Committee, the introduction of a new Executive Team model and a focus on Organisational Health Intervention.

I trust this information is of assistance.

Yours sincerely

Director
National Ambulance Service

