



# Analysis of Existing Stakeholder Views

To inform preparation of  
Health Service Executive Corporate Plan  
2020 - 2022

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## Introduction

This paper is to support the Health Service Executive's (HSE) Board deliberations in the development of the Corporate Plan 2020-2022.

## Aim

To present a summary analysis of relevant Key Stakeholder views of the Health Service, including their unmet wants and needs, and to draw key insights and observations to inform the 2020-2022 HSE Corporate Plan. This analysis will focus on people who use our service, Citizens and Health Sector Staff.

## Methodology

The team identified large surveys, with nationally-agreed methodologies, that reported the attitudes, beliefs and views of key stakeholders of the Irish Health Service and that met the following criteria:

1. Relevant reports/surveys that captured the views of people who use our services, Citizens and Health Sector Staff
2. Represented the whole population and/or included sections of documents that represented the voice of marginal groups
3. Described quality improvements in service, equity of service provision and identified shortcomings etc
4. Relevant for the next 3-5 years.

Following this short-listing process, a rapid review and analysis of the papers was conducted. Key themes emerging from each Stakeholder group were summarised and presented in this paper.

### The following documents were used to inform this paper:

	Stakeholder Group	Population surveyed	Document/survey
1	People who use our services	All people who use our services	National Patient Experience Survey (2018) <sup>1</sup>
2	People who use our services	All people who use our services	Health Information and Quality Authority (HIQA) National Poll on Health and Social Care Services, (2017) <sup>2</sup>
3	Citizens	9-year old children & their families	Growing up in Ireland. The lives of 9-year olds (2009) <sup>3</sup>
4	Citizens	Citizens 50 years and over	Fifty Plus in Ireland (2011). First results from the Irish Longitudinal Study on Ageing (TILDA) <sup>4</sup>
5	Citizens	Citizens 50 years and over	Positive Ageing in Age Friendly Cities and Counties, Local Indicators for Ireland – Findings from the Health and Positive Ageing Initiative (HaPAI) survey <sup>5</sup>
6	Citizens	Citizens 16 years and over	Behaviours & Attitudes. Healthcare Information: A national barometer survey. (2015) <sup>6</sup>
7	Health Sector Staff	Health Sector Staff	Health Sector National Staff Survey (2018) <sup>7</sup>
8	Health Sector Staff	HSE Staff	HSE Internal Communications Survey- Key Findings (2019) <sup>8</sup>
9	Health Sector Staff	Hospital Doctors	National Study of Wellbeing of Hospital Doctors in Ireland <sup>9</sup>

## Caveats/limitations

This analysis is restricted in the first instance to people who use our services more generally and does not include reports or surveys of particular user groups (e.g. hard-to-reach groups or those with specific medical conditions). All of the studies analysed are dated within the last 10 years; nevertheless, they may not reflect the current situation, in some instances. This is a rapid review, conducted over a very short period of time, and is not exhaustive or subject to peer review. It has been conducted with the single purpose of informing the development of the Corporate Plan 2020 by determining views of the key stakeholders.

## Linking to Corporate Plan Principles

We have considered the key principles which will guide the corporate plan and highlighted below which principle this research paper will support.

Corporate Plan Principles	
Focused on the People Who Use Our Services	✓
Evidence Based	✓
Outcomes Based	✓
Written in Simple, Plain English	✓
Real and Achievable	
Implementation Ready	

## Summary outline of this paper

This paper outlines an analysis and summary of each Stakeholder group and is presented in the following format:

1. People who use our service
2. Citizens
3. Health Sector Staff

Several high-level themes emerged from the Stakeholders' views and each section is sub-divided accordingly.

## People who use our service

**Overall, feedback from patients and people who use our services regarding their experience of health services is generally positive.**

- Most patients who responded have positive experiences of acute healthcare with 54% indicating that they had a very good experience with 30% saying they had a good experience<sup>1</sup>
- 16% of people said they had a fair to poor experience<sup>1</sup>
- There were differences in patient experience depending on age: <sup>1</sup>
  - *patients 50 years or younger consistently reported more negative experiences of care than older age groups*
  - *patients aged 81 or older who rated their care at below the national average for every stage of care, with the exception of admissions*
  - *patients aged 51-65 and 66-80 years generally reported more positive experiences of care.*

- Ireland's patient experience survey 2017 results compared favourably with international counterparts regarding dignity and respect shown to patients in hospital as well as the amount of patient involvement in decision making occurred<sup>1</sup>
- Other countries scored higher than Ireland on questions regarding the level of understanding patients had about their medicines at discharge and regarding the amount of emotional support available to patients while they were on the ward<sup>1</sup>.

Through these surveys and reports people who use our services highlighted a number of areas where the feedback was positive or where there were challenges and that required improvement. These are set out under themes:

Theme	Comments
Communication	<ul style="list-style-type: none"> <li>• The need for good communication, particularly prior to discharge or transfer from hospital, was a recurring theme among respondents<sup>1</sup></li> <li>• 46% people said that they were not given any written/printed info/ medication advice/ side effects/care advice at discharge<sup>1</sup>.</li> </ul>
Access to Care	<ul style="list-style-type: none"> <li>• The difficulty in accessing services was highlighted, with 70% of services users in one study reporting waiting in excess of 6 hours in the Emergency Department before being admitted to a ward<sup>1</sup></li> <li>• Up to 40% of patients and families did not always have enough time to discuss their care and treatment with a doctor<sup>1</sup></li> <li>• 21% of those aged 55 years and older had difficulty accessing local health services with 7% reporting these services as not being available<sup>5</sup></li> <li>• The 'discharge or transfer' stage of care was the lowest-rated stage, with only 60% saying they had a very good or good experience<sup>1</sup>.</li> </ul>
Compassion, Listening, Empathy and Kindness	<ul style="list-style-type: none"> <li>• 83% of people said that they were treated with respect and dignity while they were in hospital<sup>1</sup></li> <li>• 85% of people (11,325) said that they were always given enough privacy<sup>1</sup></li> <li>• 54% reported that they did not feel they received the emotional support they needed while being cared for in our hospitals<sup>1</sup></li> <li>• 49% of people said that they could not always find a member of hospital staff to talk to about their worries and fears<sup>1</sup>.</li> </ul>
Care provision	<ul style="list-style-type: none"> <li>• Patients reported positive experiences of physical comfort, particularly in relation to the cleanliness on the ward and pain management<sup>1</sup></li> <li>• People who required an emergency admission were more likely to report a negative overall experience, compared with people whose stay was planned in advance<sup>1</sup></li> <li>• People who stayed in hospital for 11 days or more were most likely to report a negative experience overall.<sup>1</sup></li> </ul>
Patient-centred care and informed decision-making	<ul style="list-style-type: none"> <li>• 83% of respondents to this survey expressed high levels of confidence and trust in the hospital staff treating them<sup>1</sup></li> <li>• 36 % of patients did not feel involved in the decisions about their care and treatment<sup>1</sup>.</li> </ul>

## Citizens

Through surveys and studies such as The Irish Longitudinal Study on Ageing (TILDA) and the national Behaviours & Attitudes study in 2015 a number of areas were highlighted where the feedback was positive or where there were challenges that required improvement. These are set out under themes:

Theme	Comments
<b>Access to healthcare services</b>	<ul style="list-style-type: none"> <li>• In 2011, the most utilised community health or social services were: Optician services (12.3% of total); Dental services (10.7%); Public Health or Community nurses (6.6%); and Physiotherapy services (5.2%)</li> <li>• A high number of individuals reported being “satisfied with the service” observed across all services, ranging from 86% (Hearing services) to 97% (Day centre services) <sup>6</sup></li> <li>• 81% of those not accessing any services declared that they had no need of any services<sup>6</sup></li> <li>• 26% of those applying for a medical card within the last year experienced difficulty in accessing the service<sup>4</sup></li> <li>• 48% of those needing information prior to applying for a medical card found it difficult to access the information<sup>4</sup></li> <li>• 2% of mothers reported that their child had not received medical treatment when required in the previous 12 months. The main reasons given for this were that the child was on a waiting list (51%), or that the necessary care was not available (43%)<sup>3</sup></li> <li>• An inability to afford the cost was given as the reason by 6% of those not receiving the required medical treatment<sup>3</sup></li> <li>• 28% of those attending A&amp;E within the previous year experienced difficulty accessing the A&amp;E service<sup>6</sup>.</li> </ul>
<b>Communication and information</b>	<ul style="list-style-type: none"> <li>• 15% of all adults surveyed in 2015 stated that the HSE does not provide relevant, valuable and useful information regarding health and wellbeing (predominantly individuals in the lower socioeconomic demographic, without private health insurance)<sup>6</sup></li> <li>• Only 23% of all adults could recall one or more health and wellbeing campaigns, however, when recalled, the public generally liked the campaigns<sup>6</sup></li> <li>• While there is generally a high level of trust and belief in the HSE’s information (81% scoring 3/5 or above), 21-24% scored the ease of understanding the information at 2/5 or below<sup>6</sup></li> <li>• Difficulty was demonstrated with regards to understanding how the healthcare system works (52%), how local health facilities are organised (49%) and entitlements to healthcare (55%); this is particularly the case among older adults<sup>6</sup></li> <li>• 41% of all adults surveyed did not feel well-informed regarding the Health services available and 46% of adults would consult the internet for information about their health and wellbeing<sup>6</sup>.</li> </ul>
<b>Support, empathy and care</b>	<ul style="list-style-type: none"> <li>• 95% of those attending their GP, and 91% of those attending their Local Health Centre within the last year rated their experience as “Excellent” or “Good”<sup>6</sup></li> <li>• 97% of those undergoing a procedure in hospital rated their experience as “Excellent” or “Good”<sup>6</sup></li> </ul>

	<ul style="list-style-type: none"> <li>• Of those attending A&amp;E, 14% rated their experience as “Fairly poor” and 23% as “Very poor”</li> <li>• While 84% of adults had a positive opinion of doctors and nurses working in hospitals and clinics, 37% had a negative opinion of healthcare managers<sup>6</sup>.</li> </ul>
Capacity and services available	<ul style="list-style-type: none"> <li>• 65% had a positive opinion of the HSE’s initiatives and community programmes to promote health and wellbeing<sup>6</sup></li> <li>• 31% had a poor opinion of the HSE’s funding of voluntary organisations supporting health and social care in the community<sup>6</sup>.</li> </ul>

## Health Sector Staff

The Health Sector National Staff Survey (2018) showed that most of the key indicators, including job satisfaction show improvements since 2016. Staff feel trusted, feel secure, proud and would recommend where they work.

Through staff surveys and reports a number of areas were highlighted where the feedback was positive or where there were challenges that required improvement. These are set out under themes:

Theme	Comments
Communication and Engagement	<ul style="list-style-type: none"> <li>• <b>Internal Communication with staff within their workplace (Internal Communications)</b> Almost two-thirds of staff felt informed about what was going on at their place of work and over half of respondents felt informed about what was going on in the wider HSE organisation<sup>8</sup></li> <li>• <b>Internal Communications with Management and Leadership</b> Staff get information about their work and the work across the organisation from work colleagues (48%), from line manager (44%) or from the staff broadcast email (39%) with social media platforms (Twitter, Yammer or LinkedIn) being the least-preferred way of accessing news and information<sup>8</sup>  59% of respondents said they feel that their line manager communicates well with the team. 47% said their line manager gives clear feedback on their work. 57% said their line manager actively listens to ideas and suggestions and 49% said their line manager asks for their opinion<sup>7</sup></li> <li>• <b>External Communication e.g. with people who use our services and the wider public</b> An area highlighted by staff was the need for timely communication to staff on any HSE matters in advance of publication or in the media - staff website was the preferred way of accessing such news and information<sup>8</sup>.</li> </ul>

<p><b>Recognition, Performance and Feeling Valued</b></p>	<ul style="list-style-type: none"> <li>• 64% of respondents said they were satisfied with their job; 1 in 5 remain dissatisfied with their job<sup>7</sup></li> <li>• 68% said that their job gave them personal fulfilment<sup>7</sup></li> <li>• 77% were motivated in their current job<sup>7</sup></li> <li>• 51% reported being optimistic about their future within the organisation<sup>7</sup></li> <li>• 70% said they intend on working in the HSE in 2 years' time<sup>7</sup></li> <li>• 57% would recommend the HSE as an employer to a friend or family member<sup>7</sup></li> <li>• 89% reflected that they feel trusted to their job<sup>7</sup></li> <li>• 40% feel involved in decisions that affect them at work<sup>7</sup></li> <li>• 72% of respondents felt a level of responsibility in their job<sup>7</sup></li> <li>• 62% said they felt a level of autonomy in their job and 56% felt they had opportunities to express their own ideas about their job<sup>7</sup></li> <li>• Only 38% of respondents said they felt valued and recognised by the organisation<sup>7</sup></li> <li>• Four out of five doctors reported significant work stress; the majority had a tendency to commit highly or even over commit to their work<sup>9</sup>.</li> </ul>
<p><b>Training, Development and Opportunities</b></p>	<ul style="list-style-type: none"> <li>• 53% of respondents said they had the opportunity for training<sup>7</sup></li> <li>• 37% said they had opportunities for career progression<sup>7</sup></li> <li>• 38% said that the HSE was good for developing staff to their full potential<sup>7</sup></li> <li>• 69% said that they did have access to the training they needed<sup>7</sup>.</li> </ul>
<p><b>Health and Wellbeing</b></p>	<ul style="list-style-type: none"> <li>• 84% of respondents rated their overall health as good or very good<sup>7</sup></li> <li>• 42% said that the HSE clearly demonstrates its interest in staff health and wellbeing<sup>7</sup></li> <li>• 43% said the HSE continuously tried to support a healthy lifestyle among its staff<sup>7</sup></li> <li>• 43% also said that their line manager takes a positive interest in their staff's health and wellbeing<sup>7</sup></li> <li>• 62% of respondents said they experienced balance between their private and professional life<sup>7</sup></li> <li>• 76% were satisfied with the respect with which they are treated by colleagues<sup>7</sup></li> <li>• 80% were satisfied with the respect they were treated by service users<sup>7</sup></li> <li>• 54% of respondents admitted that they feel that their levels of stress sometimes affect their work, with 52% saying the source of their stress was their work<sup>7</sup></li> <li>• Eight out of ten hospital doctors rated their general health and quality of life as "good" or "better than good"<sup>9</sup></li> <li>• Eight out of ten, however, had suboptimal levels of physical activity, one in ten drank excessively or binge-drank, and one in ten smoked<sup>9</sup></li> <li>• One in three doctors suffered burnout<sup>9</sup></li> <li>• In general, personal wellbeing levels were lower, and work stress level higher, in trainees than in consultants<sup>9</sup></li> </ul>



<b>Working Conditions/ Staff Welfare</b>	<ul style="list-style-type: none"> <li>• 87% of respondents said they were aware of the Dignity at Work Policy for Health Service 2009 and 59% had completed associated training<sup>7</sup></li> <li>• 13% of respondents said they had experienced discrimination at work in the last 12 months from both patients/ service users and from managers/team leaders<sup>7</sup></li> <li>• 24% of respondents said they had experienced bullying and/or harassment at work in the last 12 months from patients/service users, and 29% had experienced the same from managers/team leaders<sup>7</sup></li> <li>• 30% have been subject to assault, verbal or physical in the HSE in the past 2 years<sup>7</sup></li> <li>• 6% of staff has a disability status but 33% said that reasonable accommodation had not been provided<sup>7</sup></li> <li>• The average working week was 57 hours and only one in five reported having enough time for family or personal life due to work commitments<sup>9</sup></li> </ul>
<b>Knowledge of the HSE</b>	<ul style="list-style-type: none"> <li>• While 41 % of staff believe the overall strategy of the organisation is heading in right direction, 37% do not know the strategy well enough to judge it<sup>7</sup></li> <li>• 47% said they endorsed the organisation's (i.e. HSE's) overall strategy and direction, while 37% said they felt confident in the decisions made by the senior management team in the HSE<sup>7</sup></li> <li>• 67% of respondents said they were proud to work for the HSE<sup>7</sup></li> <li>• 48% said they valued the culture of the HSE<sup>7</sup></li> <li>• Almost a third of respondents believe that service levels are deteriorating<sup>7</sup></li> <li>• 71% said that care of patients/service users are the top priority of the HSE<sup>7</sup></li> <li>• 75% are satisfied with the quality of care they give to patients/ service users<sup>7</sup>.</li> </ul>

## HSE and National Health Service Comparisons

The section below presents an outline and comparison of views from People who use our Service and Staff between the HSE and the National Health Service (NHS).

### People Who Use Our Service:

HSE	NHS
<a href="https://yourexperience.ie/wp-content/uploads/2019/07/NPES-National-Report-2017-WEB.pdf">https://yourexperience.ie/wp-content/uploads/2019/07/NPES-National-Report-2017-WEB.pdf</a>	<a href="https://www.cqc.org.uk/sites/default/files/20190620_ip18_statisticalrelease.pdf">https://www.cqc.org.uk/sites/default/files/20190620_ip18_statisticalrelease.pdf</a>
Discharged in May 2017	Discharged in July 2018
Inpatient $\geq$ 18 years	Inpatient $\geq$ 16 years
40 hospitals	144 acute specialist trusts
13,706/ 26,635 (51% response rate)	76,668/ 170,373 (45% response rate)
6,740 males (49%)	36,801 males (48%)
77% > 51 years	87% > 51 years
12,191 (91.3%) were White, Irish	72,068 (94%) were White

<b>84%</b> had a <b>very good/ good</b> experience during as inpatients	48% of patients scored their experience very positively (giving it a score of 9 or 10 out of 10). 92% were very satisfied or satisfied
<b>83%</b> had <b>confidence</b> and <b>trust</b> in hospital staff	<b>69%</b> had <b>confidence</b> and <b>trust</b> in hospital staff. Trust in doctors and nurses over 90%
<b>Lack of communication</b> - <b>46%</b> said that they were not given information & <b>36%</b> didn't feel involved in <b>decision making</b>	<b>23%</b> said that they were not given the 'right' information. <b>46%</b> didn't feel involved in <b>decision making</b>
<b>Access issues</b> - <b>70%</b> waited >6 hours in ED before being admitted but once admitted <b>83%</b> said that they were treated with <b>respect</b> and <b>dignity</b>	<b>89.3%</b> waited < 4 hours in ED. <b>80%</b> said that they were treated with <b>respect</b> and <b>dignity</b>

#### Staff:

HSE	NHS
<a href="https://www.hse.ie/eng/staff/staffsurvey/">https://www.hse.ie/eng/staff/staffsurvey/</a>	<a href="http://www.nhsstaffsurveyresults.com/wp-content/uploads/2019/05/NHS_staff_survey_2018_RT_Q_full.pdf">http://www.nhsstaffsurveyresults.com/wp-content/uploads/2019/05/NHS_staff_survey_2018_RT_Q_full.pdf</a>
2018	2018
19,606/ 134,043 (15% response rate)	497,000/ 1,080,435 (46% response rate)
15% responded from acute hospitals	No comparator available
18% male	no comparator available
64% are satisfied with their job	84% are very satisfied / satisfied with their job
38% feel valued	33.8% felt their work is valued by the organisation
37% don't know the HSE strategy well enough to judge it	no comparator available
84% rate their health as very good/ good	96% rate their health and wellbeing as 5.9/10
52% said source of stress was their work. 1 in 3 suffer burnout	43% of staff felt unwell as a result of work-related stress
24% had been bullied	31.7% were bullied
30% were subject to assault	20.2% were subject to assault
33% of staff who have disability status (6%) said reasonable accommodation hadn't been provided	76.5% felt employer had made adequate adjustment to enable staff carry out their work
no comparator available	there was a new focus on morale and culture of safety questions in 2018 survey

## Summary and insight for Corporate Planning

Feedback from patients and people who use our services regarding their experience of health services is generally positive. For example, 54% and 30% of patients indicated that they had a "very good" or "good" experience of acute healthcare, respectively.<sup>1</sup> Areas that achieved the highest scores were: Dignity and respect; privacy; staff competence and care:

- 83% of people said that they always had confidence and trust in the people treating them
- Patients aged between 51 and 80 generally reported more positive experiences of care than other age groups
- 16% of patients said they had a fair to poor experience

- Patient experience survey scores pertaining to the level of understanding patients had about their medicines at discharge and to the amount of emotional support available while they were on the ward were low
- Results compared favourably with international counterparts with regard to the dignity and respect shown to patients in hospital, as well as the amount of patient involvement in the planning and delivery of care
- While levels of trust in healthcare staff remain high, the need to better-inform people who use our services and their carers, so that they may be empowered to take an active role in shared decision-making regarding their care, indicates that improvements in communication are required
- It is evident that many working in the HSE are doing so under highly-stressful conditions and that measures need to be put in place in order to support these individuals, for the sake of their own health, as well as for the health of people who use our services under their care. Results from the Health Sector National Staff Survey (2018), however, reveal that most of the key indicators, including job satisfaction show improvements since 2016
- A large majority (71%) of staff have clear, planned work goals and objectives and 56% said that they understood the relationship between their individual objectives and the HSE's objectives<sup>7</sup>
- Staff feel trusted, feel secure, proud and would recommend where they work. Nevertheless, scope for improvement remains and, if addressed, could further improve the working lives of staff, leading to better services for healthcare users and better care for patients.

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