



Your Opinion Counts
Health Sector National Staff Survey 2016

Health Sector

National Staff Survey 2016

Main Findings

20TH FEBRUARY 2017

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 **Ipsos MRBI**
GAME CHANGERS

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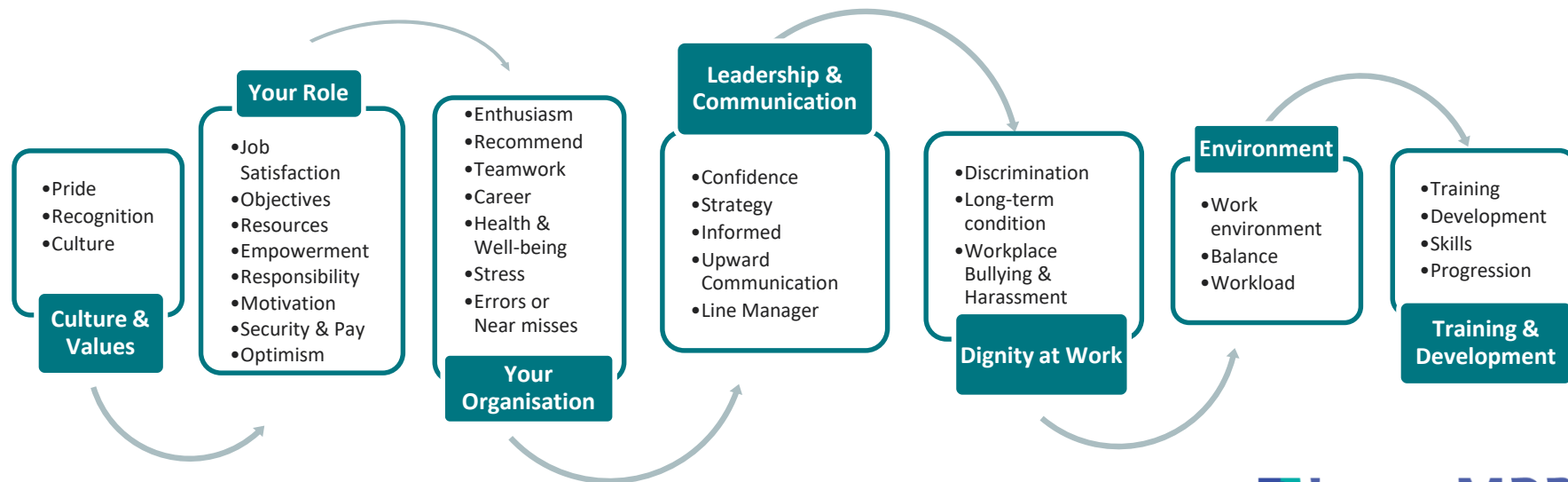




INTRODUCTION

Survey Purpose

To conduct a survey among Health Sector staff to measure employee sentiment and engagement within the publically funded Health Sector. The aim of the survey, as presented to staff, was...
“to access current staff opinions in order to identify opportunities for improvement, which will help build a better health service for all”
Survey themes can be summarised as follows;



Overview of Process

Design Informed By Learnings From 2014 Survey

- Survey design informed by feedback and learnings from 2014 survey, resulting in changes to (i) data collection approach and (ii) wording of survey questions.
- Significant work invested including comprehensive piloting via Survey Champions

Survey Communications

- Comprehensive communications campaign and survey branding have helped deliver an improved response rate.

Sub-Analysis

- Multiple forms of data breakdowns can be provided, e.g. by health sector area, by staff demographic etc. No analysis will be conducted on groups of less than 30.

Benchmarking

- Results are benchmarked where possible against (i) 2014 health sector staff survey and (ii) Ipsos 'RED' normative data.

Methodology & Uptake



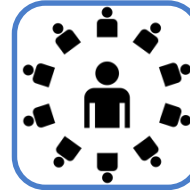
- **Multimodal survey of all Health Sector employees**

There was also a provision of hard-copy questionnaire for those with no internet access.

- PC/Laptop: 83%; Mobile/Tablet: 12%; Paper: 5%
- Robust sample with a low margin of error of +/- 0.65%



Data Collection:
28th September
– 28th October 2016



**Total Sample
Invited To
Participate: 128,080**



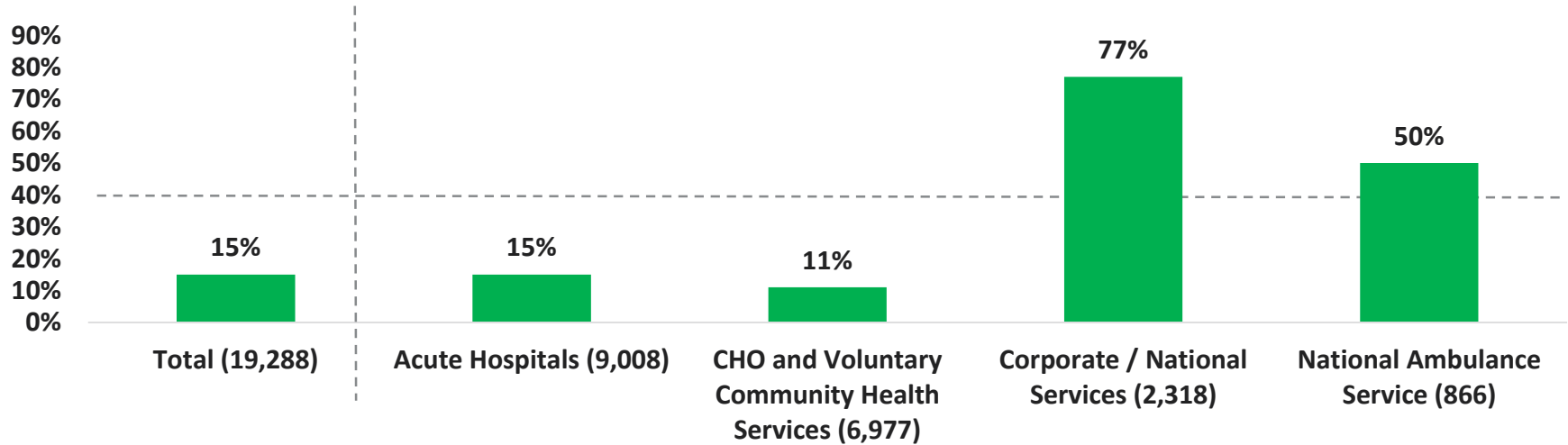
Survey Respondents:
19,288



Response Rate:
15%
vs. 7% in 2014

Response Rate By Health Sector Area

Health Sector Area




Data Weighting

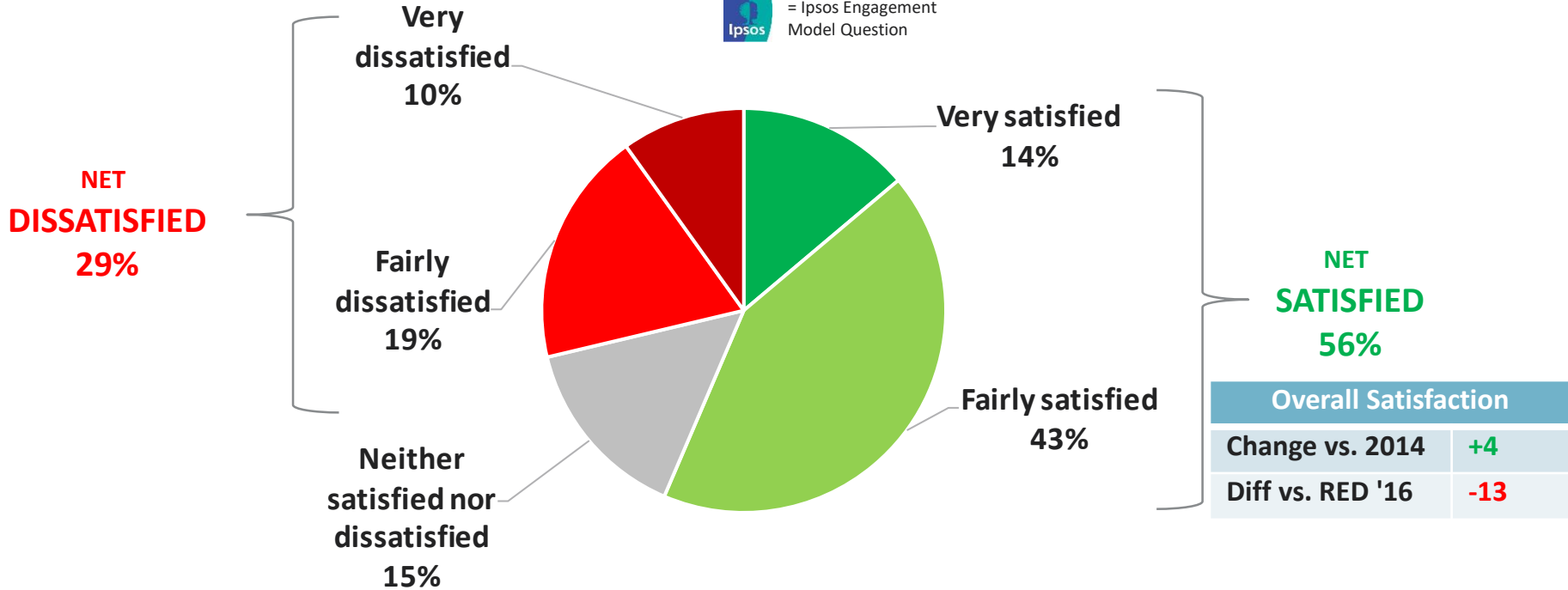
- To ensure the data is representative and not skewed by any response bias, the data will be weighted by (i) Health Sector Area (above), (ii) HSE/Voluntary and (iii) Staff Category.
- Where results do not add to 100%, this may be due to non-applicable answers from paper copies, computer rounding or multiple responses.



OVERVIEW OF MAIN FINDINGS

Improvement in job satisfaction since 2014

 = Ipsos Engagement Model Question



Q. Overall, how satisfied are you with your job at the present time?
Base: All Respondents: 19,288

Levels of enthusiasm and happiness have improved

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree



I am proud to work for my organisation



I am happy in my job



■ Always
 ■ Often
 ■ Sometimes
 ■ Rarely
 ■ Never

I look forward to going to work



I am enthusiastic about my job



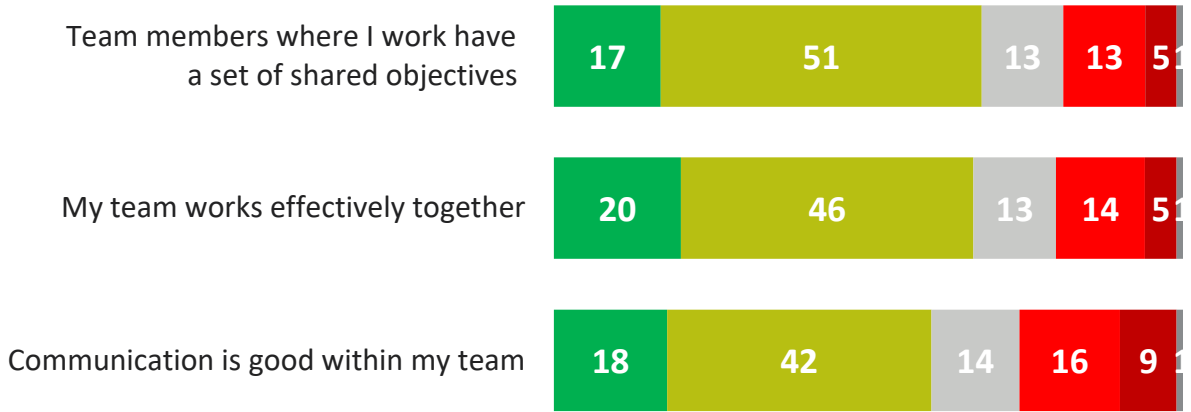
| Net Positive 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|-------------------|-----------------|-------------------------|
| % | +/- | +/- |
| 61 | N/A | -2 |
| 59 | +4 | -9 |
| 54 | +4 | N/A |
| 70 | +2 | N/A |

Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

Teams share objectives and work effectively together

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree
 ■ N/A



| Net Agree 2016 | Diff vs. Ipsos RED 2016 |
|----------------|-------------------------|
| % | +/- |
| 68 | N/A |
| 67 | N/A |
| 60 | -4 |

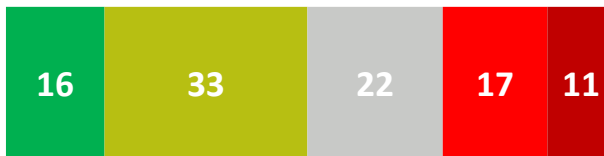
Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

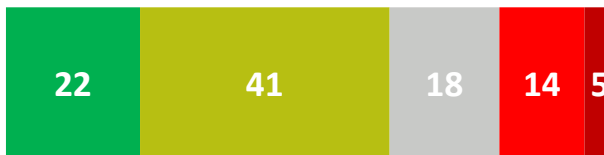
Almost two-thirds happy with standard of care/service provided

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree

I would recommend my organisation as an employer to a friend or family member



If a friend or relative needed treatment/ service I would be happy with the standard of care/service provided in my organisation



| Net Agree 2016 | Diff vs. Ipsos RED 2016 |
|----------------|-------------------------|
| % | +/- |
| 49 | -8 |
| 63 | N/A |

Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

Perceptions of One's Role

Individual objectives are clear & realistic

- 72% have clear, planned goals & objectives for their job
- 69% believe these objectives are realistic

Most feel trusted and can make suggestions

- 87% say they are trusted to do their job
- 68% say they can make suggestions to improve the work of their team/dept.

Many are happy with level of responsibility

- 69% are happy with the level of responsibility in their job
- 57% are satisfied with the level of autonomy they have in their job

But not all feel they can input

- 51% are satisfied with opportunity they have to express their ideas in their job
- 33% agree they are involved in decisions that affect them in their work

YOUR ROLE – RECOGNITION

Performance recognition up but some staff don't feel valued

■ Very satisfied
 ■ Satisfied
 ■ Neither satisfied nor dissatisfied
 ■ Dissatisfied
 ■ Very dissatisfied

The recognition of my performance



The extent to which my organisation values my work



■ Strongly Agree
 ■ Agree
 ■ Neither agree nor disagree
 ■ Disagree
 ■ Strongly Disagree

I feel valued and recognised by my organisation



| Net Positive 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|-------------------|-----------------|-------------------------|
| % | +/- | +/- |
| 41 | +6 | -13 |
| 29 | N/A | N/A |

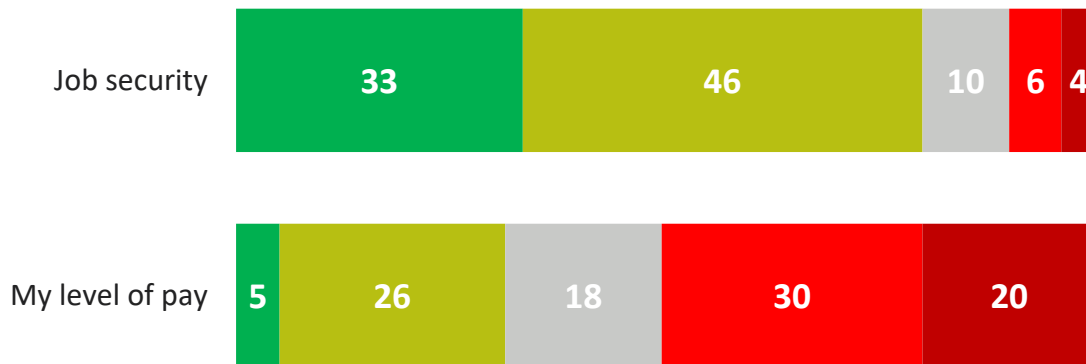
| | | |
|----|-----|-----|
| 30 | N/A | -20 |
|----|-----|-----|

Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 19,288

Majority satisfied with job security, but less with pay

■ Very satisfied
 ■ Satisfied
 ■ Neither satisfied nor dissatisfied
 ■ Dissatisfied
 ■ Very dissatisfied



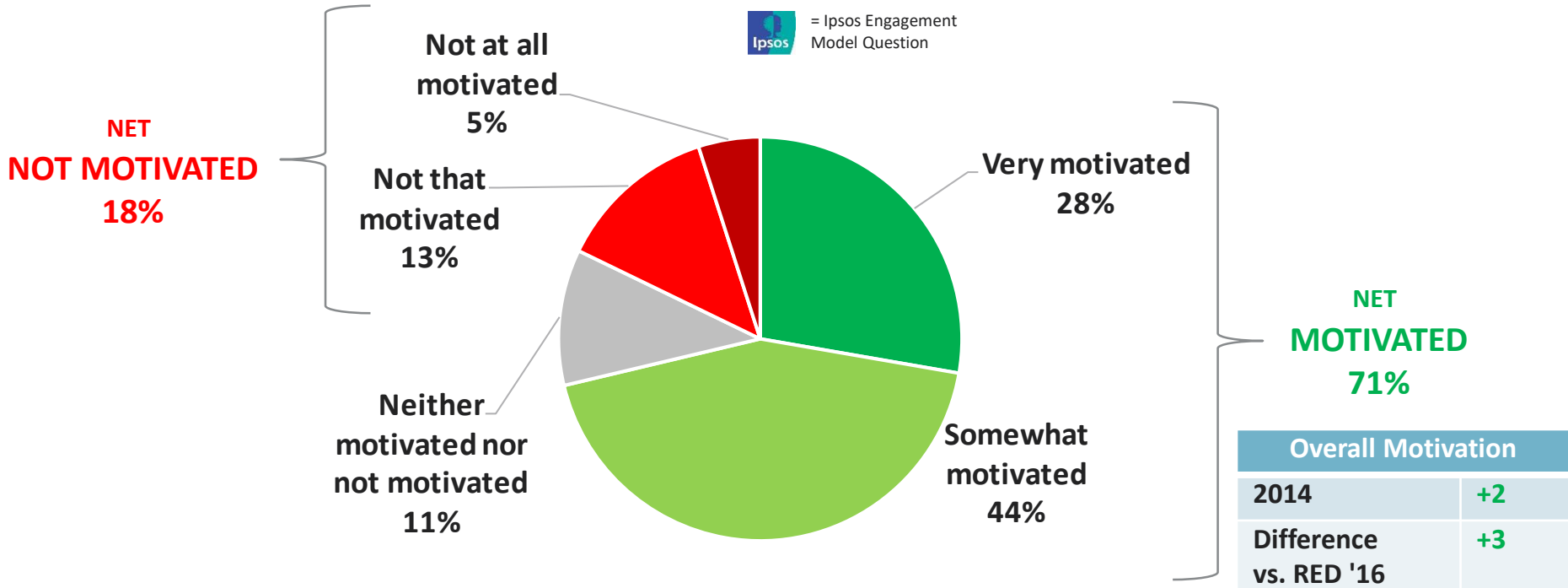
| Net Satisfied 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|--------------------|-----------------|-------------------------|
| % | +/- | +/- |
| 79 | -2 | +10 |
| 32 | +3 | -12 |

Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 19,288

MOTIVATION IN CURRENT JOB

Although most are motivated, almost 1 in 5 are not



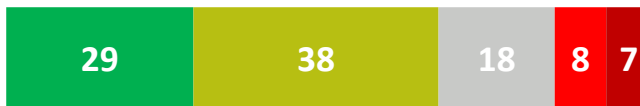
Q. How motivated do you feel in your current job?
Base: All Respondents: 19,288

Two-thirds are fulfilled and intend to stay with org.

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree



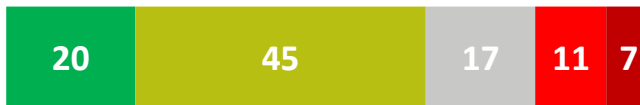
I intend to be working in my organisation in two years' time



My organisation gets the best out of me



My job gives me a sense of personal fulfilment



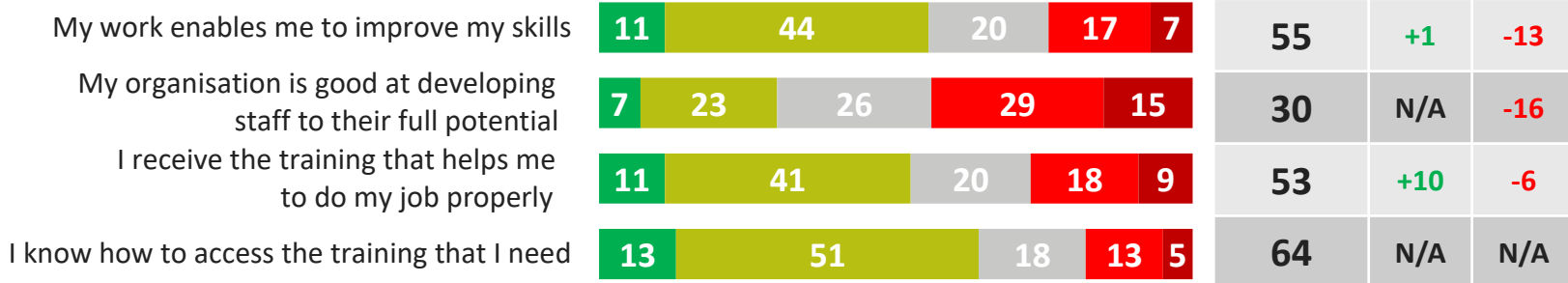
| Net Positive 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|-------------------|-----------------|-------------------------|
| % | +/- | +/- |
| 67 | N/A | +4 |
| 59 | N/A | -2 |
| 65 | +1 | = |

Q. To what extent do you agree or disagree with the following statements...

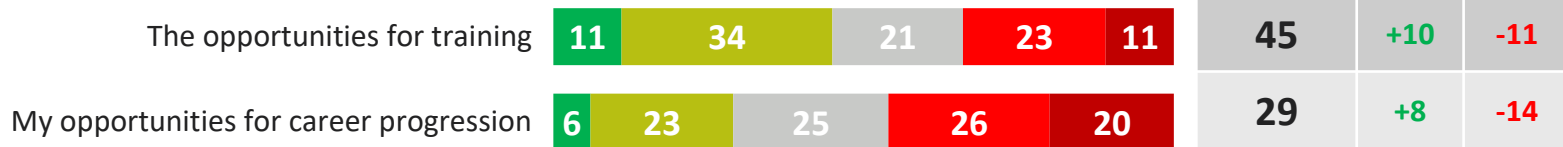
Base: All Respondents: 19,288

Some progress in training/career development

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree



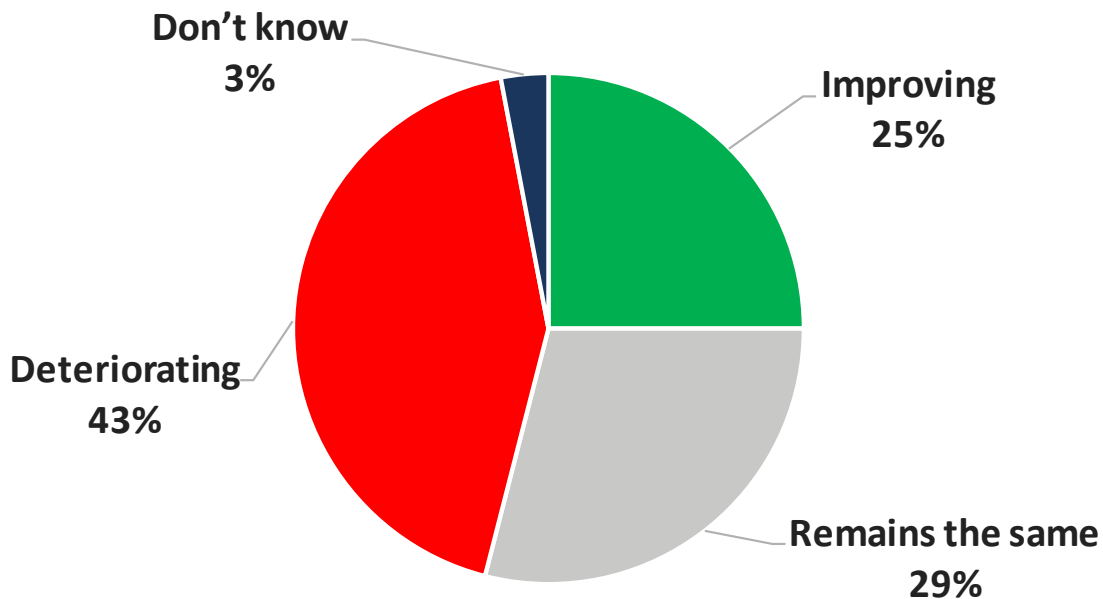
■ Very satisfied
 ■ Satisfied
 ■ Neither satisfied nor dissatisfied
 ■ Dissatisfied
 ■ Very dissatisfied



Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

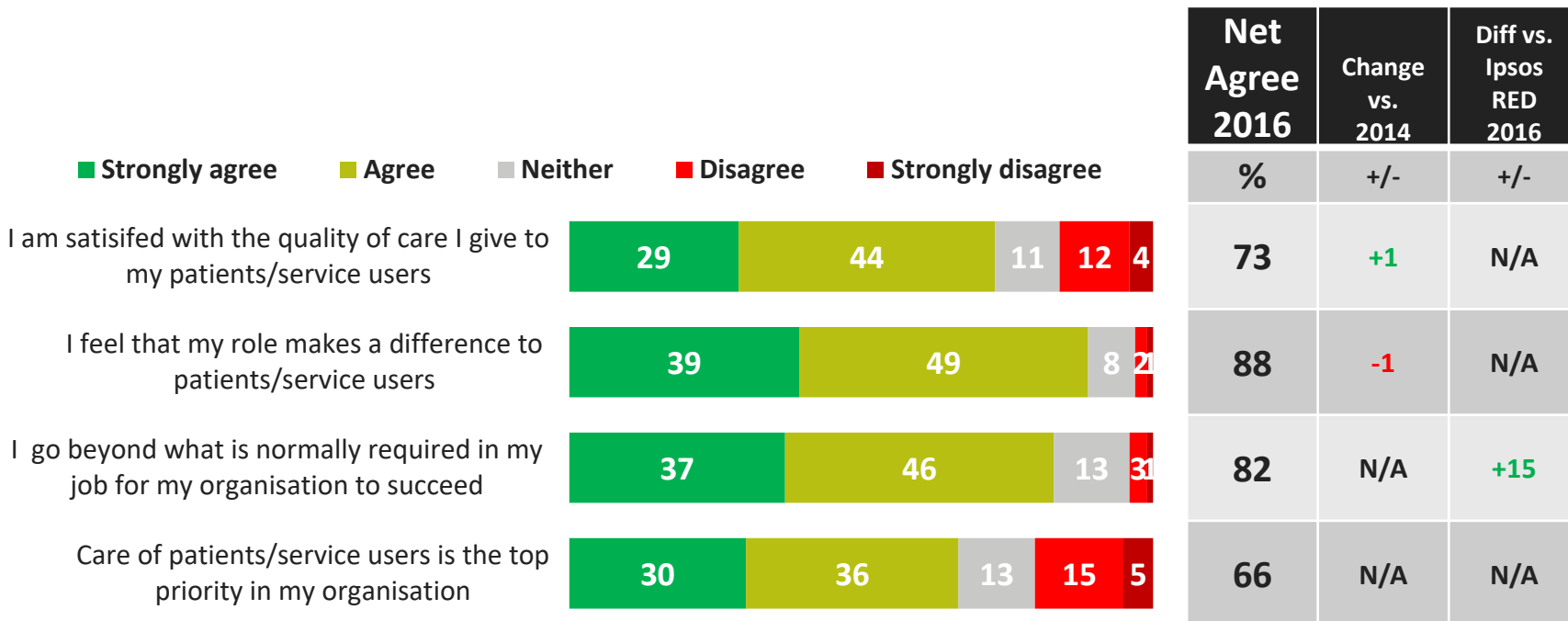
1-4 believe service level is improving



Q. Do you feel that the overall service level in your organisation is improving, remains the same or is deteriorating?

Base: All Respondents: 19,288

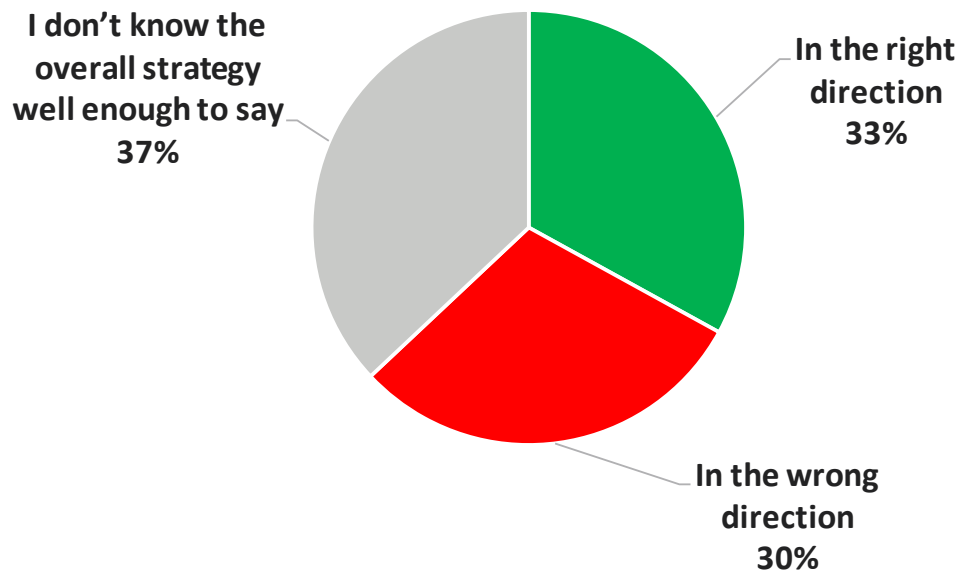
Staff show high level of commitment to patients/users



Q. To what extent do you agree or disagree with the following statements...
 Base: All Respondents: 19,288

81% agree that staff are encouraged to report errors, near misses or incidents

Uncertainty is evident regarding overall strategy



| Strategy and Direction - Ipsos RED Norms 2016 | |
|--|-----|
| In the right direction | 47% |
| In the wrong direction | 22% |
| I don't know the overall strategy well enough to say | 31% |

Q. And do you believe that the overall strategy of your organisation is heading.....?

Base: All Respondents: 19,288

Perceptions of Senior Mgt require improvement

■ Strongly agree
 ■ Agree
 ■ Neither
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know



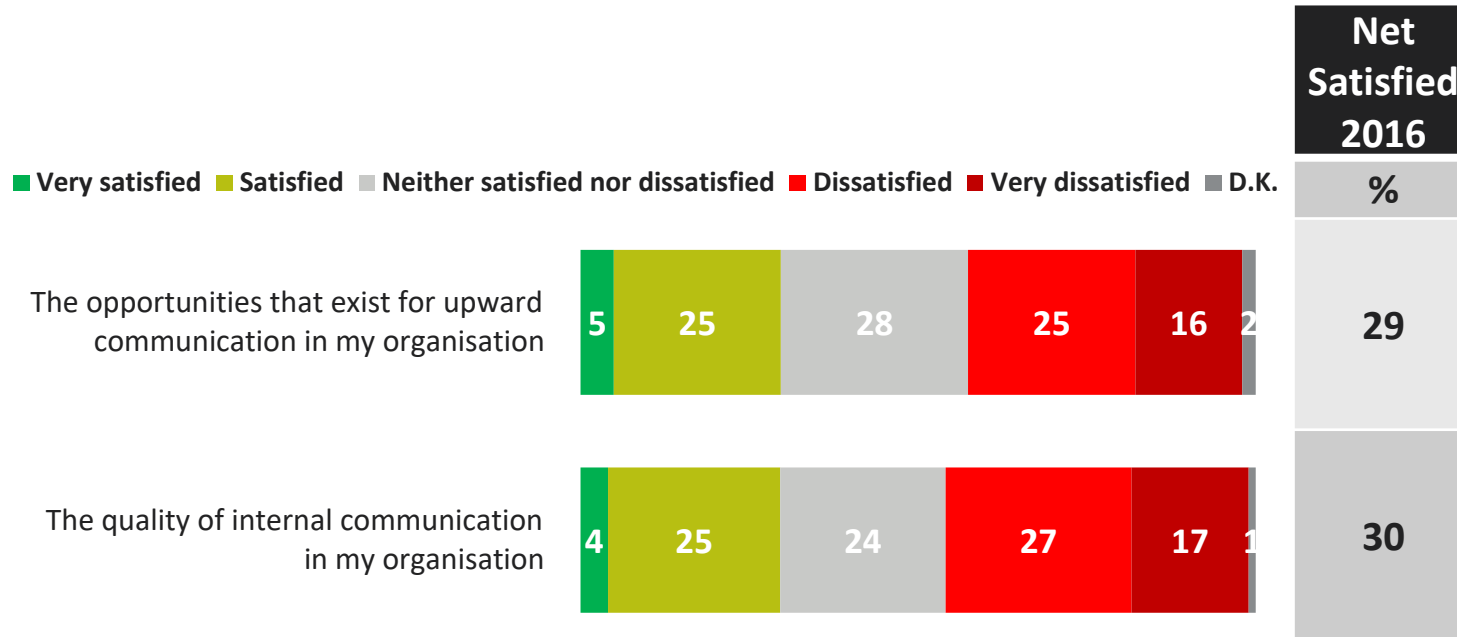
| Net Agree 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|----------------|-----------------|-------------------------|
| % | +/- | +/- |
| 25 | N/A | -23 |
| 26 | = | N/A |
| 23 | +3 | N/A |

Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

*Based on Ipsos RED Norms 2011

One in three satisfied with internal communications



Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 19,288

Variable Perceptions of Line Managers

Marginal improvements since 2014

- Most perceptions of line managers are either static or up by 3-4 points vs. 2014.

But remain behind normative data

- Ratings of line managers are generally below Ipsos norms by 7-14 points.

At least half agree their line manager.....

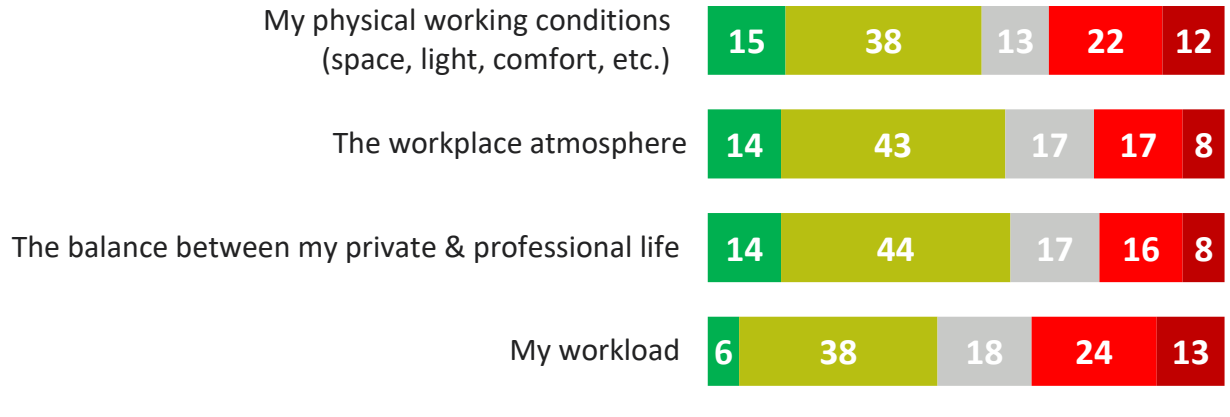
- Is fair and equitable (61%); Actively listens to ideas (55%); Supports quality improvement (55%); Communicates well (53%); Delegates effectively (51%).

Less than half agree their line manager.....

- Asks for opinions before making decisions (46%); Has one-to-one meetings to discuss development (45%); Motivates me (45%); Gives clear feedback (44%)

Drop in satisfaction with physical working conditions

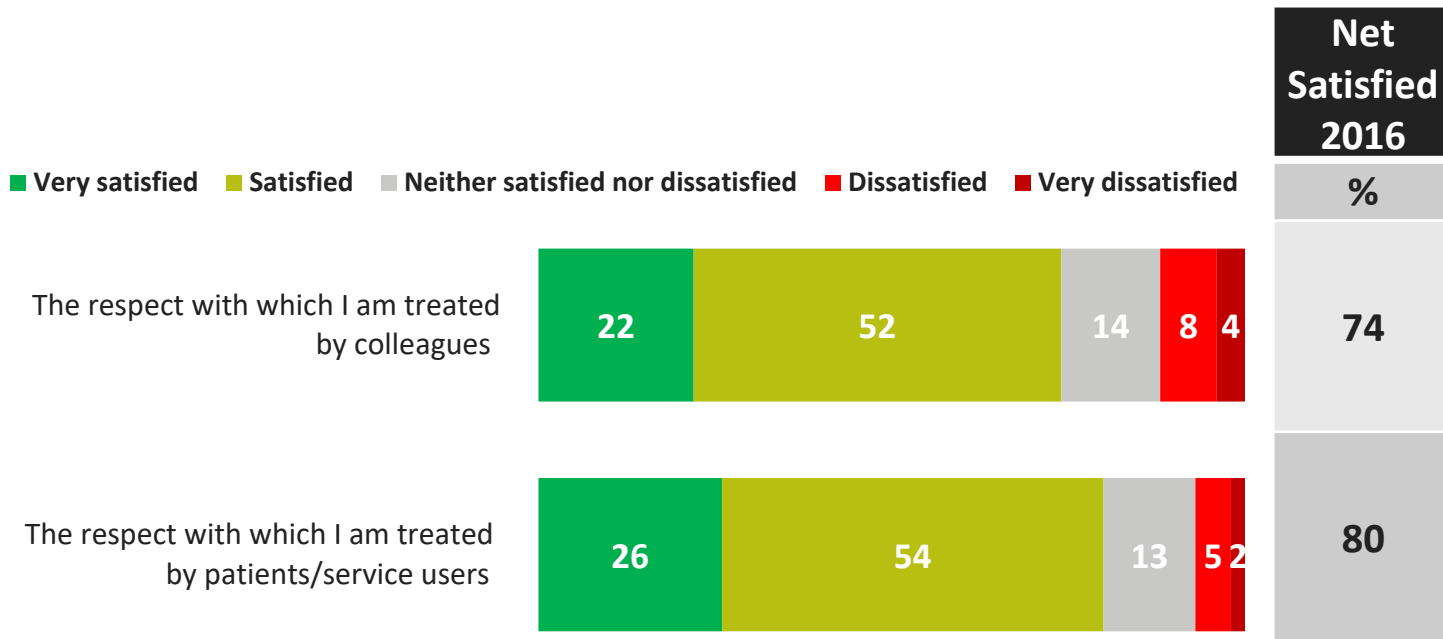
■ Very satisfied
 ■ Satisfied
 ■ Neither satisfied nor dissatisfied
 ■ Dissatisfied
 ■ Very dissatisfied



| Net Satisfied 2016 | Change vs. 2014 | Diff vs. Ipsos RED 2016 |
|--------------------|-----------------|-------------------------|
| % | +/- | +/- |
| 53 | -5 | -9 |
| 58 | +1 | -6 |
| 58 | = | -5 |
| 44 | = | -11 |

Q. How satisfied are you with each of the following aspects of your job?
 Base: All Respondents: 19,288

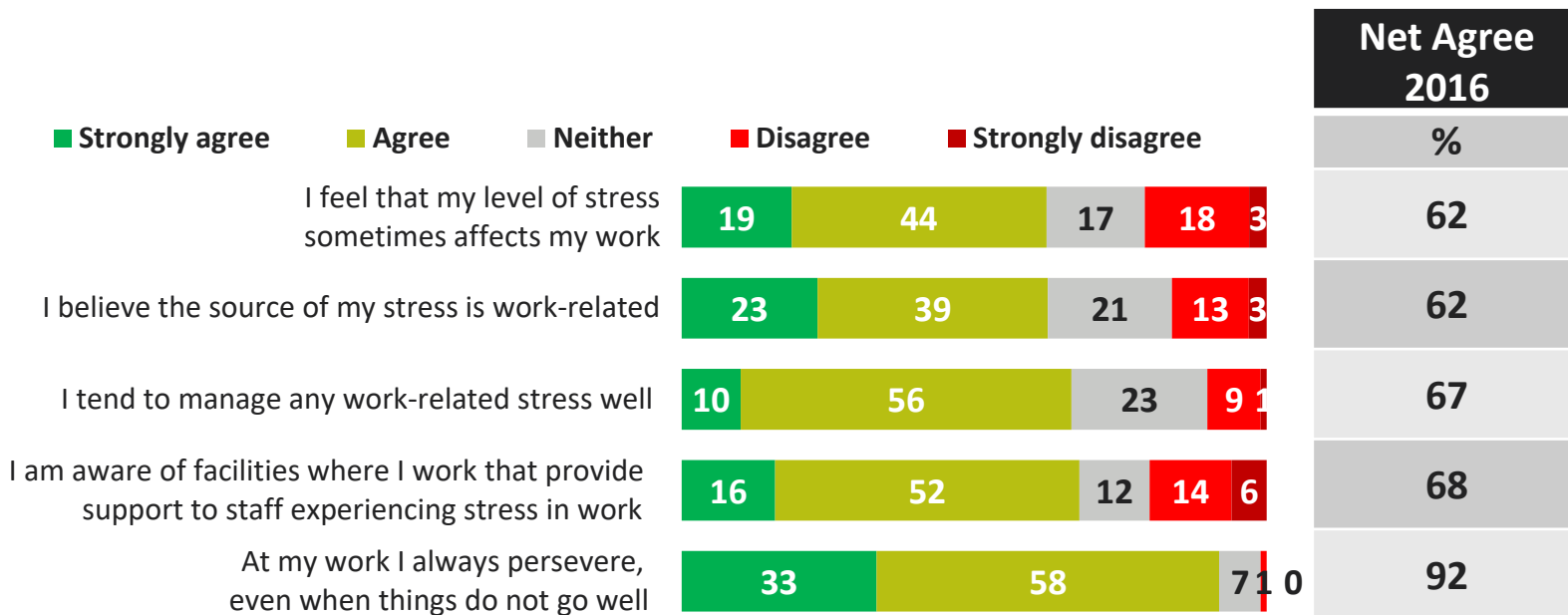
Most feel respected by Colleagues/Patients/Service Users



Q. How satisfied are you with each of the following aspects of your job?

Base: All Respondents: 19,288

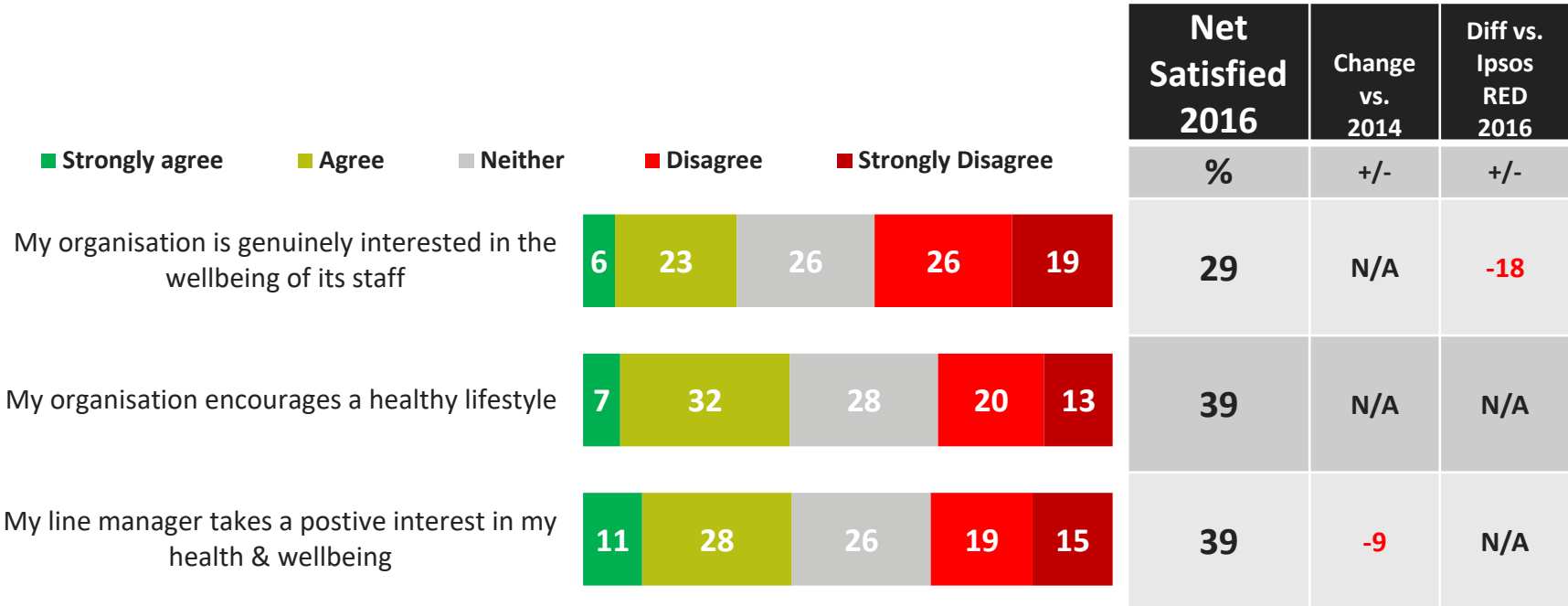
There is evidence of stress, though it is managed



Q. To what extent do you agree or disagree with the following statements...

Base: All Respondents: 19,288

Improvements required regarding health & well-being



Q. How satisfied are you with each of the following aspects of your job?
 Base: All Respondents: 19,288

Definition of Discrimination

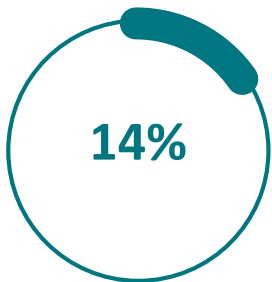
Definition of Discrimination provided in survey as follows:

Discrimination is defined as treating one person in a less favourable way than another person based on any of the following nine grounds: gender, civil status, family status, sexual orientation, religion, age, disability, member of traveller community, ethnic background.
(Employment Equality Acts 1998-2015)

Some evidence of discrimination at work

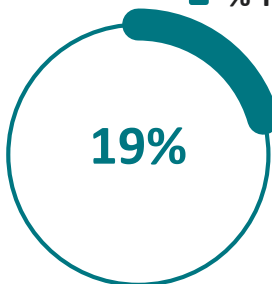
In the last 12 months, have you personally experienced discrimination at work from any of the following?

From:
Patients/Service users, their relatives or other members of the public



■ % Yes

From:
Manager/team leader or other colleagues



| Change vs. 2014 |
|-----------------|
| +/- |
| -1 |

| |
|----|
| -2 |
|----|

Base: All Respondents: 19,288

On what grounds have you experienced discrimination?*



*Mentions equal to or less than 2% not shown

Base: 4,274

Definition of Workplace Bullying & Harassment

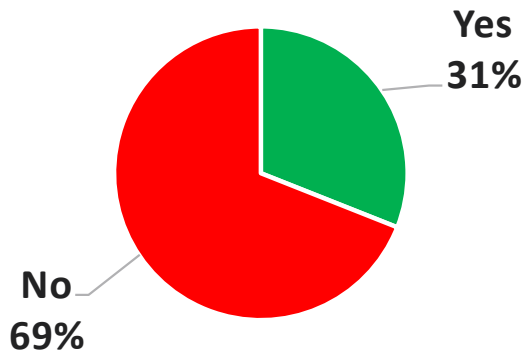
Definitions (from Dignity At Work Policy for Health Service, 2009) provided in survey as follows;

Workplace bullying is repeated inappropriate behaviour, direct or indirect whether verbal, physical or otherwise conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work.

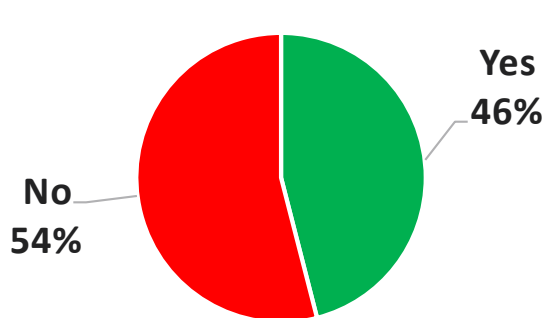
Harassment is defined as any form of unwanted conduct related to any of the discriminatory grounds covered by the Employment Equality Acts 1998-2015.

Focus on bullying/harassment required

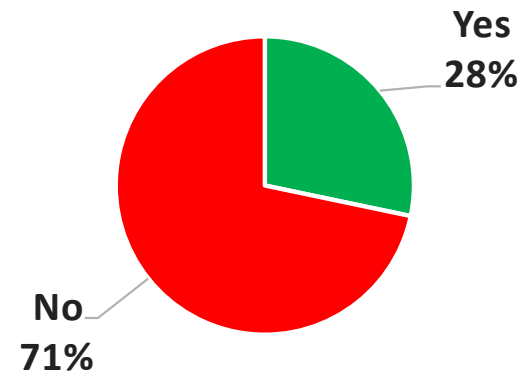
I have experienced bullying and/or harassment in my organisation in the past 2 years



I have witnessed bullying and/or harassment in my organisation in the past 2 years



I have been subject to assault, verbal or physical, in my organisation in the past 2 years



Q. Please answer each of the following questions

Base: All Respondents: 19,288



RESEARCH HIGHLIGHTS & AREAS FOR IMPROVEMENT

Research Highlights – Key Positives

Motivated, Proud & Enthusiastic

- Levels of enthusiasm and contentment have improved since 2014.
- Over seven in ten are **motivated** in their job.
- **Many staff feel a sense of pride to work for their organisation.**

Clear Objectives & Sense of Team

- Individual/team **objectives are generally clear and realistic.**
- There is a **good sense of teams working effectively** together.

Empowered & Respected

- Most feel **trusted and empowered** and are happy with **level of responsibility.**
- Three in four feel **respected** in their organisation.

Secure in Job & Intend to Stay

- Majority are happy with **job security.**
- Two in three **intend to be working in their organisation** in two years' time.

Committed to Service Delivery

- Staff show **high commitment** levels to patients/users.
- 8 in 10 are encouraged to **report errors, near misses or incidents** in their organisation.

Highlights – Key Areas For Improvement

Some are Dissatisfied & Lacking Motivation

- Although satisfaction has improved to 56%, **3 in 10 are dissatisfied** in their job.
- Just under 2 in 10 are **not motivated** at work.
- **Under half would recommend their organisation as an employer.**

Not All Feel Valued & Recognised

- Not all feel **valued and recognised**, or that **organisation gets the best out of them.**
- Many do not receive **feedback from or have meetings with their line manager.**

Internal Comms, Uncertainty Around Overall Strategy

- **Quality of internal communications** needs to improve.
- Over two in five believe **service level in their organisation is deteriorating.**
- There is uncertainty regarding overall strategy, visibility of leadership could improve.

Levels of Pay/ Working Conditions

- Over half are dissatisfied **with level of pay**, while workload concerns are evident.
- Satisfaction with **working conditions** has declined since 2014.
- Evidence of **workplace stress** and some dissatisfaction with **health & well-being.**

Lack of Training/ Career Progression

- Although **access to training has improved**, further work is required.
- Almost half are dissatisfied with **career progression.**

Dignity at Work

- One in five say they have experienced **discrimination** from a manager/team leader or other colleagues in the past 12 months.
- One in three have experienced **bullying or harassment** in their organisation in the past two years.

Recent and Next Steps

Presentations & Feedback Events

- Presentations to service providers and trade unions delivered.

Publication

- Share overall results with staff.

Sub-Analysis Reports

- Individual reports for specific HG's and CHO's within health sector delivered.

Action Planning

- Plans and implementation to address areas for improvement.