



Our People Strategy 2025-2027

Enabling Our People to Deliver

Introduction from Bernard Gloster, Chief Executive Officer



It is a pleasure for me to introduce this HSE People Strategy 2025-2027 at a time of great change for the organisation. The creation of 6 Health Regions and 21 Integrated Health Areas, as envisaged in Sláintecare, now marks an organisational reset, bringing with it a unique opportunity for transformative change. It sets the conditions for a modern, value-based health and social care system, capable of delivering on the vision of Sláintecare where everyone has equitable access to services based on need.

This change brings challenges in ensuring that we can create the conditions to enable people to live healthier for longer and that we are able to deliver the right care, in the right place and at the right time. To achieve this, we will invest in our workforce. We will enable and support a culture where individuals and teams are empowered to innovate and to deliver excellent care.

This People Strategy is underpinned by our Corporate Plan 2025-2027, which sets out our ambition to be a high-performing, sustainable and caring deliverer of services. The Corporate Plan is concentrated on the health and wellbeing of our communities, helping people to stay well for longer, with a particular focus on the most vulnerable in our society. It prioritises delivery of safe and effective services, informed by best evidence and designed to meet the needs and preferences of patients and service users.

We have very ambitious plans for the duration of this strategy. Our aim is to improve access, and deliver initiatives to progress and expand health and social care capacity. This includes major infrastructural developments providing additional community facilities, in-patient beds, surgical and trauma hubs and the National Children's Hospital. Our technology and transformation agenda consists of new technologies and digital enhancement, enabled by human resources. These include virtual care services and an electronic health record, which will transform care for service users and staff, support clinical decision making and facilitate service coordination. We will also enhance our capability to recruit and manage our staff by implementing a talent acquisition system and advance the national integrated staff records and payroll system to Section 38 organisations. These improvements can only be achieved through our people, our most valuable and valued resource.

We employ more than 148,500 whole time equivalent staff (167,500 people) in community, hospital and enabling services, 74% of whom have expressed levels of satisfaction in their roles based on the last staff survey. We recognise the valuable role each one plays in delivering excellence for our service users.

This document sets out our vision for the recruitment, retention, development and deployment of our people at organisation and individual level and establishes our central aim of being an organisation where staff continue to feel that they belong and are contributing to the best of their ability in delivering the services we provide, and the achievement of our goals.

This strategy has been developed with reference to our staff surveys and engagement with our human resource and operations managers nationally. We have summarised the five themes which shape our People Strategy 2025-2027 and aligned these to our core values of Care, Compassion, Trust and Learning and our corporate goals. We want everyone to believe they can shape and influence how we deliver our services and continue to play their part in the ambition described in this People Strategy.

Bernard Gloster
Chief Executive Officer
1 June 2025

Foreword

I am delighted to introduce our People Strategy 2025-2027 'Enabling Our People to Deliver', aligned to and supporting delivery of the strategic priorities set out in the HSE Corporate Plan 2025-2027.



Our shared purpose in the HSE is to make our organisation a place where our staff feel better supported, continually valued and proud of the work that they do. We want to enable everyone to play their part in creating an organisation that is more sustainable, resilient and adaptable to the change required to deliver safer, effective and accessible services. We can only deliver on this shared purpose by bringing extraordinary, committed and dedicated people like you together, guided by our collective values of Care, Compassion, Trust and Learning.

With these foundations in place, now is the time to renew our commitment through this People Strategy, to work together to make the HSE a place where all of us can flourish as individuals and teams, irrespective of grade or job title. The HSE understands the value of an inclusive work environment and strives to develop and promote policies that focus on diversity, equity, inclusion and belonging. Our last staff survey indicated that almost two thirds of our staff felt connected to the HSE and were satisfied with the culture in the organisation. This is a substantially improved rating from the previous staff survey. We want to continue to create a consistent and overwhelmingly positive employee experience. We all want to feel supported to learn and develop our talents, achieve our personal goals and be part of the collective ambition set out in the Corporate Plan.

The last few years have been challenging and complex in many ways, but a great deal has been achieved. Our staff have demonstrated incredible resilience by rising to the significant challenges presented during the COVID-19 pandemic, innovating to deliver services during this difficult time. During this period there has been significant growth in the workforce, technological advances and a programme of restructuring. These have offered our people opportunities to thrive, transform and develop in their roles, pursuing productivity and excellence in service delivery. This pursuit of excellence will continue to test our capability to deliver a health service for the future, one that harnesses technological advances and new, modern ways of working, such as surgical hub services and electronic healthcare records. We need to be ready for this transformation by re-skilling and re-training our staff, embracing this change.

Our strategy is a living document. Our human resources teams regionally and nationally will be central to leading and supporting service managers in the achievement of business priorities, aligned to the new HR operating model. This

operating model will facilitate strong cooperation within and across health regions and the HSE centre. It will also enable collaboration with national services and with stakeholders in Section 38 and Section 39 agencies. Our focus will extend beyond robust integrated governance and best HR policies and practices, recognising the shared responsibilities we all have for healthcare delivery.

Working together with respect, we can build a service where continuous learning is supported and expected, where we all feel recognised, developed and most importantly, enabled to deliver the best for our service users. Working in partnership to bring our strategy to life, will enable us to attract and retain a diverse and talented staff, ensuring we have the right capabilities across the HSE where everyone has the chance of career development and the opportunity to thrive in their role.

As we journey together, we will measure the key areas of progress that are outlined in this strategy. This will be supported by the important feedback you gave in the HSE Your Opinion Counts Staff Survey. As Chief People Officer, I look forward to working with you to enable our people to deliver, putting our service users first in everything we do. Success in delivering integrated healthcare will be driven by you – our people and key asset. We are united in this ambition.

Anne Marie Hoey
Chief People Officer
1 June 2025

HSE vision, mission and values

Our **vision** is for a healthier Ireland with a high-quality health and social care service valued by all.

Our **mission** is to ensure that people in Ireland

- are supported by health and social care services to achieve their full potential
- can access safe, compassionate and quality care when they need it
- can be confident that we will deliver the best health outcomes and value through optimising our resources

Our **values** shape our attitudes and behaviour towards those we serve and our colleagues. Our commitment to these values underpins our culture and will shape our response to opportunities and challenges in an evolving health and social care environment.

Our values are:



Setting the scene

Ireland has made significant gains in life expectancy over the past decade, a testament to the investment made in our health and social care system and to the efforts of our service delivery teams. With an increasing and ageing population comes greater demands, different expectations for health and social care and a rise in frailty and chronic disease. Services remain under pressure, with many people still facing long delays in accessing care. This is particularly challenging for children, older adults, and those requiring disability and mental health services. Looking ahead with positivity, we are determined to make the most of our resources to enhance care for all who need it, with a particular focus on implementing the Sláintecare programme and supporting those who will require additional support to achieve an equitable health outcome.

Providing physical and digital infrastructure when and where it is needed is a priority. This will help address the challenges that prevent patients, service users and staff from accessing vital health services and information.

The HSE Capital Plan is supporting the construction of Government priority projects. These are the New Children's Hospital, the National Maternity Hospital and other key initiatives consistent with universal healthcare. Specific programmes include critical care, surgical hubs, local injury units, enhanced community and primary care accommodation, care of the older person and the Acute Inpatient Bed Capacity Expansion Plan.

The HSE is also investing significantly in Digital for Care 2030, which supports the development of a number of significant technology initiatives. A Health Digital App, Virtual Ward model of care, electronic prescribing and an Electronic Health Record places the patient at the centre of what we do. There is also significant investment in digital enabling of diagnostics and laboratories to further support decision-making.

Challenges

Responding to enable these priorities will require anticipation of need, planning, influencing, delivering and supporting a workforce to meet future population healthcare requirements. Being ready will necessitate changes in work practices and opportunities for changes in roles.

The rising cost of delivering health and social care in recent years has intensified concentration on efficiency and productivity. This requires the HSE to focus on delivering, prompt, responsive, high-quality care that achieves the greatest impact for patients and service users. By making the best use of available resources and leveraging productivity opportunities, this will offset anticipated increases in demand for services.

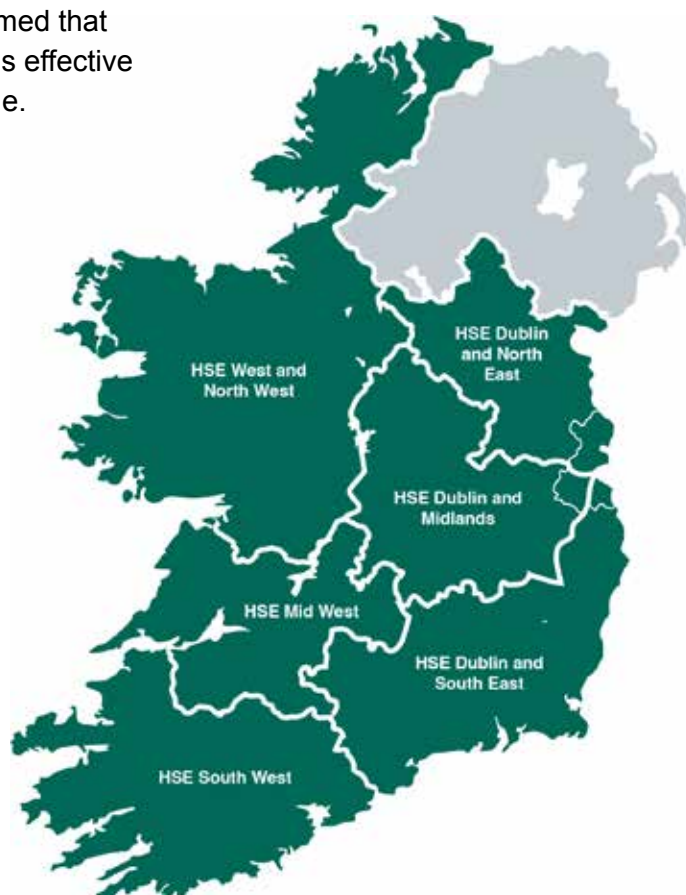
The HSE, supported by the Department of Health, is considering a range of productivity

measures that aim to maximise access for all service users. Associated savings are intended to reduce the extent of the financial risk facing the health sector and introduce reform. These will be balanced with the fundamental need to deliver safe and quality care and services to our patients. These savings and productivity targets will generally be devolved to regional leads and will be reported on regularly to the Minister for Health.

Attracting and retaining a diverse and skilled workforce is essential to providing high-quality health and social care. Globally, there is a shortage of skilled healthcare staff in many sectors. The HSE Resourcing Strategy is addressing the multi-faceted challenges this presents, and the associated risk to the organisation.

We are also committed to making the HSE an employer of choice. By prioritising staff development, recognition, engagement and training, staff will be invested in delivering on commitments to service users. Our last staff survey affirmed that proactive investment in staff improvement is effective and successful and we want this to continue.

Despite challenges, the establishment of Health Regions marks a time of significant opportunity. Regions are designed to enable integrated care, support effective decision-making, and promote a strong local focus. They will facilitate enhanced clinical and operational governance, fostering a learning culture that seeks to continuously improve access and quality health and social care services. These strong foundations of care and governance, supported by new Director of People appointments, will also support HR performance capabilities and become the building blocks for a culture of excellence in people management and development, enabling operational and service connectedness.



Opportunities

The principles of empowerment in clinical decision making, transformational leadership, innovation and knowledge, supported by technology and underpinned by excellence in evidence-based professional practice, will lead to more measurable outcomes in care.

The HSE wishes to create a cycle of continuous quality improvement leading to progressive organisational change, to deliver first-class services. We want to create opportunities to achieve this. In doing so, there must be universal recognition of the requirement for the level and type of talent, skills and changes in practice necessary to bring this about. Collectively, we are all mandated to participate in the process of change and play a part in transforming the health services, irrespective of role. How individual staff perform or contribute to the evolution of services impacts on the collective. Everyone is accountable for the change required to enable the transformation needed to ensure the future sustainability of the organisation and the health service. Every staff member is required to be an agent for that cultural movement.

With our new organisational structures in place, underpinned by the HSE Accountability Framework, there is an opportunity to further leverage the benefits of enabling service transformation. Our plans for the future development of services, enabled by advancements in technology and infrastructure delivery, are ambitious, going well beyond the period of this strategy. We will support our staff to meet that ambition, transforming how we do things and adapting the skillset required to meet the challenges of a fully integrated health system. We all have to work smarter, utilising our skills and technological advances, embracing change, being innovative and open to development.

There is a chance for each one of us to do things differently for ourselves, for each other and for our service users. We can collaborate, engage and pool our knowledge, skills and talent to establish clear and inspiring work goals. We want to be able to draw on and further develop existing expertise and the openness to innovation we know exists in our organisation. We will share our learning, nurture our leaders to promote and provide transformative healthcare practices and best outcomes for our service users. According to our last Staff Survey, over 90% of our staff feel trusted to do their job, while 91% believe that what they are doing makes a difference for our patients and service users. We will continue to enable this shared vision.

Corporate Plan 2025-2027 commitments - the HSE Strategy at a glance



Enabling our people to deliver

Our People Strategy has five strategic themes, which set out our commitments and areas of focus to develop, embrace and support the HSE Corporate Plan and create a culture of performance and delivery.

- 1** Strategic workforce planning and resourcing
- 2** Build high-achieving and adaptive teams to enable great performance
- 3** Foster a diverse and inclusive culture
- 4** Support a safe and healthy workplace
- 5** Strengthen the ethos of open feedback and innovation





1

Strategic workforce planning and resourcing

Strategic workforce planning and resourcing

Our commitment:

We will anticipate, plan, influence, deliver and support a workforce to meet the health-care needs of the population. We will seek to build, attract and retain staff, and be recognised as one of Ireland's best employers.

Why this is important

Forward thinking, strategic workforce planning enables us to plan for the workforce we need to recruit and helps us to make the best use of our people and their skills. Without skilled people, we simply cannot deliver for our service users. As a priority, we want to attract, develop and retain people in areas identified as having current or future skills gaps. This means we must review how we forecast our requirements, plan, source, recruit, train and induct new staff. Having invested in our staff, we must then ensure that they wish to remain working with us. We want them to have opportunities for personal and continuing professional development and career pathways.

By the end of this strategy period, the organisation will:

- Empower and enable the HSE regions to resource their workforce in an autonomous way, with strong governance and oversight.
- Develop a pathway to self-sufficiency, creating a workforce that mirrors the communities we serve, positioning the HSE as one of Ireland's leading workplaces in the field of health and social care.
- Utilise technology and research to support strategic workforce planning and projections, in partnership with the HSE regions.
- Influence growth in education and training, by working collaboratively inter and cross sector to achieve a sustainable domestic workforce supply.

- Enable service planning by using population based data and strategic policy.
- Maximise opportunities by working across Government to increase healthcare graduate supply.
- Implement initiatives that focus on staff retention in areas with the highest rates of turnover and vacancy.

And in each year of the strategy the organisation will:

- Deliver on the pay and numbers strategy, based on the agreement of Government.
- Harness available digital and analytical capacity and capability, creating a workforce 'data lake', to support decision making.
- Partner internally to deliver workforce plans across all staff categories.
- Strengthen data reporting by standardising processes while ensuring regional autonomy.
- Create further entry-level opportunities to build the workforce, e.g. graduate, sponsorship and apprenticeship programmes.
- Modernise recruitment and engagement by introducing technology, including a Talent Acquisition System and AI-driven tools.
- Support work-life balance through flexible working options where feasible.
- Develop career progression pathways, opportunities for mid-career progression, career transition and re-skilling for staff.

Our service users depend on us to provide them with world-class healthcare. We want to do our job consistently, attracting the best people, investing in them and training them. We want to ensure that the HSE is, and remains the employer of choice for health and social care.

As individuals we are all expected to:

- Understand our individual contribution to the delivery of health and social care services.
 - Value diversity in our workplace, recognising the contribution that each one of us makes.
 - Embrace and support the rollout of technology, understanding the opportunity it presents to modernise service planning.
 - Play our part in inspiring others to careers in the health services.
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So all of us can:

- Influence, deliver and support a workforce that meets the healthcare needs of the population.
 - Avail of opportunities for personal and continuous professional development and career pathways if we choose.
 - Feel valued and recognised for the work that we do.
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And the organisation will:

- Be a world class provider of healthcare.
- Become sustainable to meet the challenges of the future, by influencing growth in education and training.
- Maintain the HSE brand, identified as one of Ireland's best workplaces.



2

Build high-achieving and adaptive teams to enable great performance

Build high-achieving and adaptive teams to enable great performance

Our commitment:

We will enable adaptive working patterns, nurture and empower future managers and leaders, building high-achieving and flexible teams, to enable great performance and deliver for our service users.

Why this is important

Our core strength is our workforce, within which we want to create a culture of adaptability and flexibility. To enable this, we will invest in and develop the potential of everyone. We will promote and encourage accountability for performance, as a mechanism to enhance the culture of the organisation. We want to strengthen our skilled teams and support influential strategic managers to be the catalysts for continuing change in the HSE. We want everyone to recognise their role in delivering and transforming for our future health service.

By the end of this strategy period, the organisation will:

- Improve the capacity and capability of our staff, embedding a culture of performance management and individual accountability.
- Create a life-long learning approach that enables everyone to thrive.
- Ensure strong plans for succession and future leadership.
- Introduce policies enabling cross service mobility, supporting adaptable working.
- Expand delivery of 7-day services to meet the needs of our patients.

And in each year of the strategy the organisation will:

- Build individual capacity and competence to transform effectively for the benefit of service users, each other, and the future.
- Continue to develop and support the skills needed for each level of leadership.
- Strengthen the knowledge and skills of line managers through more accessible education, such as HSELand and in-service training.
- Prioritise and support local learning and development initiatives.
- Nurture future leaders, developing potential and securing succession planning.
- Create more opportunities for peer networks, collaboration and staff mentoring.
- Streamline processes to enable deployment across functions, increasing mobility and maximising staff experience.
- Enable staff to initiate and utilise opportunities to innovate and transform services.

Our staff are the core of the organisation and by prioritising our development and leadership capability we strengthen the organisation, our culture and our reputation of delivering for our service users.

As individuals we are all expected to:

- Be professionally accountable for the work that we do.
- Embed a culture of performance management among our teams.
- Encourage learning to unlock talent and leadership potential.
- Take responsibility for our personal goals.
- Support one another through collaboration, networking and mentoring.

So all of us can:

- Strive to deliver excellence for our patients and service users.
 - Develop to the best of our ability.
 - Transform effectively to meet the challenges of the future.
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And the organisation will:

- Grow impactful, value-driven staff recognised as role models in our service.
- Transform culturally, enabling great performance and change.
- Meet future service delivery challenges in an agile and responsive way.



3

Foster a diverse and inclusive culture

Foster a diverse and inclusive culture

Our commitment:

We will foster a culture that values diversity, creating an inclusive workforce for all staff to better meet the needs of our service users.

Why this is important

Diversity and inclusion are core to the future sustainability of the organisation. Building a diverse workforce means we can leverage different skills and perspectives to improve decision-making and better meet the needs of our service users. Increasing our diversity and building an inclusive workforce will also help the organisation become more creative and innovative. This will increase our ability to continue attracting, retaining and growing talent.

By the end of this strategy period, the organisation will:

- Enhance our culture by empowering leaders and staff to promote an environment that drives people and culture transformation.
- Support diversity, equality and inclusion, through increased awareness in the workplace among all staff.
- Remove barriers to the recruitment, placement, support and retention of persons with disabilities.
- Innovate strategically, ensuring fit-for-purpose policies and strategies are in place to encourage participation and connection within the workplace.

And in each year of the strategy the organisation will:

- Secure resources to focus on implementation of diversity, equality and inclusion initiatives and the expansion of the programme of specialist training to increase awareness among staff.
- Build on existing diversity, equality and inclusion networks nationally, and within HSE regions.
- Continue progress on policy development, in line with the Equality Impact Assessment Process.
- Assess our performance against established quality standards and benchmarks for high-performing organisations.

Our people are the core of the organisation and by paying attention to our culture we strengthen the organisation, keeping it aligned to our purpose and values, enabling future delivery aspirations.

As individuals we are all expected to:

- Strive to maintain the mission and values of the HSE.
- Promote an environment that encourages creativity and innovation.
- Foster a culture that is inclusive, where everyone feels they belong.

So all of us can:

- Transform and deliver for our service users.
 - Feel valued, supported and recognised.
 - Be proud to work for the HSE.
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And the organisation will:

- Continue attracting, retaining and growing talent.
- Become more diverse and sustainable in terms of its resourcing.
- Better meet the needs of our patients and service users.



4

Support a safe and healthy workplace

Support a safe and healthy workplace

Our commitment:

We will support processes that protect and promote a safe and healthy physical and psychosocial workplace, enabling individuals to work to their optimum ability.

Why this is important

As a provider of health and social care services, our goal is to create supportive environments for people to live healthier for longer. We also want to lead the promotion and enhancement of the health and wellbeing of our people, enabling them to work to their optimum ability. By prioritising staff health and safety, we will maintain our staff at work to deliver for our patients and service users.

By the end of this strategy period, the organisation will:

- Sustain a culture where health and safety in the workplace is everyone's responsibility.
- Develop suitable systems of measurement to support a safe and healthy workplace, using technology where possible.
- Support staff to stay well, by utilising existing frameworks and evidence-based approaches to further promote psychosocial health.
- Track the quality of outcomes against comparable national and international norms in similar service settings.
- Prioritise staff safety by focusing resources to support, protect and maintain workplace safety.
- Collaborate with other sectors, working to rollout key initiatives for staff where such opportunities are available.

And in each year of the strategy the organisation will:

- Comply with evidence informed national standards and policies to deliver support services for all staff.
- Continue the broader public sector commitment to healthy sustainable workplaces via the 'Healthy Ireland at Work' Framework.
- Listen to staff to develop and deliver supports for mental, physical and social health.
- Support wellness programmes such as 'Minding your Wellbeing' and the 'Stress Balance Programme'.
- Enable timely access to staff support services, including occupational health, employee assistance programmes and health and safety advice.
- Offer targeted supports such as job rotation opportunities to support staff experiencing burnout in their roles.
- Work to reduce the number of staff safety incidents, ensuring every incident is captured on the National Incident Management System.
- Learn from staff safety incidents, putting in place mitigating actions to prevent recurrence and reviewing training and awareness programmes.

We, will be proactive in prioritising health and safety in the workplace, safeguarding physical and psychosocial health and wellbeing, enabling everyone to work to their optimum ability.

As individuals we are all expected to:

- Promote a healthy workplace culture.
- Be proactive in our efforts to ensure workplace safety is everyone's responsibility.
- Work together to reduce the number of staff safety incidents.

So all of us can:

- Work optimally for the benefit of our patients and service users.
 - Safeguard our physical and psychosocial health and wellbeing, supporting each other to stay well.
 - Maintain our attendance at work to ensure service delivery.
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And the organisation will:

- Fulfil its legal, moral and ethical duty of care to support and protect the safety, health and wellbeing of our staff.
- Decrease the level of incidents impacting staff capacity to deliver for our patients and service users.
- Reduce the cost of claims relating to staff accidents and ill-health.



5

**Strengthen the
ethos of open
feedback and
innovation**

Strengthen the ethos of open feedback and innovation

Our commitment:

We will improve delivery of high-quality services by strengthening engagement and collaboration across the organisation. We will also collaborate with stakeholders nationally and internationally, learning from best practice. We will support innovation to enable everyone to meet their full potential and enhance performance delivery.

Why this is important

Our strategy – ‘Enabling Our People to Deliver’, seeks to achieve a workplace where there is constructive and collaborative engagement, based on respect and integrity. A workplace where everyone is supported to develop, meet their full potential and deliver for those who need and use our services. Our workforce, combined with governance and systems of communication and engagement, including with staff representative groups, is the backbone of service delivery.

By the end of this strategy period, the organisation will:

- Strengthen engagement and collaboration, empowering staff to achieve their goals.
- Promote innovation to adapt to the challenges of delivering services.
- Improve staff experiences by listening to staff, responding to feedback from staff surveys and developing tools to increase and enhance staff engagement.
- Support service transformation by promoting active and inclusive dialogue to support change initiatives, such as Digital for Care 2030.
- Collaborate to enable delivery of a range of routine services on a 7/7 basis.
- Implement the new HR operating model in collaboration with regional managers.

- Enable staff potential by actively encouraging staff review and feedback.
 - Equip managers with the tools and resources to effectively manage performance.
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And in each year of the strategy the organisation will:

- Enhance collaboration and engagement with staff to further improve the employee experience.
- Introduce further organisational development programmes to empower staff.
- Promote, encourage and enable creativity and innovation in a safe and supportive environment.
- Continue support for innovation, including the Health Service Excellence Awards.
- Champion the 'Your Opinion Counts Staff Survey', regionally and nationally.
- Develop and implement action plans arising from staff surveys.
- Improve staff engagement, including enhancements to our website
- Support technology usage to shape transformation, including initiatives to enable health professionals to focus on care.

We will be ambitious in our efforts to enable service transformation. By engaging and collaborating, we have the opportunity to transform our organisation to meet future challenges and deliver a fully integrated health system benefitting ourselves and all service users.

As individuals we are all expected to:

- Engage and collaborate with one another to do our very best for those who use our services.
- Adapt our skillset to meet the evolving health system we work in.
- Embrace technology and the benefits it brings to transform our health service.
- Engage in the performance management process to facilitate service improvement.

So all of us can:

- Be informed and clear about our responsibilities.
 - Understand the impact of the decisions we make and be fully accountable for these.
 - Inspire one another to set and achieve goals.
 - Create opportunities to work collaboratively for the benefit of our service users.
 - Meet our full potential.
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And the organisation will:

- Achieve a workplace where respect and integrity flourishes.
- Support everyone to be the best that they can be.
- Transform how we do things, adapting to meet the challenges of fully integrating our health system.
- Deliver for our service users, safely, effectively, equitably and efficiently.
- Be accountable, transparent and deliver a culture that supports excellence.

Conclusion

Our People Strategy sets out a clear path to deliver meaningful improvements in staff engagement and experiences, in support of delivering better health outcomes for our service users. While the timeline of the plan is three years, our ambitions are over a longer term. We want to meet the current challenges we face, including workforce planning, delivering on recruitment, retention, development and deployment targets, to achieve planned service expansion and infrastructure developments. This will enable and support our new organisation structures to fully deliver transformative, future-focused services.

However, we also want to set the conditions for wider change that will have lasting benefits as these new structures deliver a modern, value-based health and social care system. This transformed system will be capable of delivering on the vision of Sláintecare, where everyone has equitable access to services based on need.

Central to this is the strengthening of partnerships with our staff, regional and central management, trade unions and staff representative associations and Government. The HSE in engaging with the various health sector unions aims to foster constructive dialogue, enhance workplace relations, and address issues affecting employees within the organisation in a cooperative manner. The long-established independently chaired national joint council and the joint information and consultation forum will now be enhanced by joint union and management forums in each of the regions. The HSE will continue to work with the health sector unions in advancing the priorities of the health sector and implementing the Public Sector Agreement 2024-2026 and its successor agreement.

Our other key stakeholders are our patients and service users, our communities and voluntary organisations. Collectively, our focus will be on empowering our people to engage, collaborate and innovate in consultation with these and all stakeholders to achieve the commitments within this strategy.

This strategy will be translated into more specific actions in local business and operational plans, containing more detail on specific areas of focus, targets and measures to achieve success. Regional business plans will also provide detail on how priority actions will be progressed, while ensuring a local response to distinct needs within specific areas. This will be achieved with support from the centre.

Engagement with staff groups, representative bodies and relevant stakeholders will take place on an ongoing basis to take account of progress and seek feedback necessary for policies and any proposed initiatives. The HR senior leadership team will be responsible for coordinating and agreeing all people policies, measuring and monitoring our success and ensuring that regular and timely review of our strategy takes place. This will occur in conjunction with the outputs from our biennial staff survey, which will help us adjust and refine how we are doing things over the lifetime

of this strategy and beyond. This will assist us to achieve our ambitions and overall strategic goal of 'enabling our people to deliver'.

To ensure strategy success, we will monitor and measure effectiveness in a number of ways relevant to each commitment. Our HR team will support and collaborate with operational managers and regional people leaders, ensuring key performance indicators are identified and matched to agreed standards. Success in delivering our commitments will be assessed on an ongoing basis with oversight from the HSE Board. This will support progress evaluation and adjustment of approach to achieve performance goals.

During times of change implementation, there are challenges to delivering on strategic goals. However, there are also many opportunities. This strategy strives to optimise the change required to accelerate progress towards a better health and social care system for all – service users and staff.

Thank you for taking the time to read our strategy. We look forward to working with you to make our commitments a reality for everyone.

HSE People Strategy 2025-2027 Commitments

Our Strategy
on a page



1. Strategic workforce planning and resourcing

Measure	Description	Goal
Workforce planning	We will work within the provisions of the Government approved Pay and Numbers Strategy.	We will ensure that our WTE remains within approved limits (2025 WTE – 148,500)
Enabling data insights	We will implement the HR operating model, regionally and nationally.	<p>We will introduce systems of self-service technology regionally, providing real time data.</p> <p>We will continue the implementation of the National Staff Integrated Payroll System to Section 38 Organisations, building on the successful completion within HSE statutory services in 2025.</p>
Maximising opportunities	We will continually modernise our recruitment service.	<p>We will advance procurement of a Talent Acquisition System to deliver a modernised and accessible recruitment and engagement service.</p> <p>We will improve our recruitment time to hire.</p> <p>We will work to increase the availability of undergraduate and postgraduate healthcare places.</p>
Retaining our workforce	We will focus on staff retention, supporting work-life balance, through flexible working options where feasible.	We will stabilise or reduce the turnover rate and continue local initiatives to reduce the number of 'difficult to fill' posts.

2. Build high-achieving and adaptive teams to enable great performance

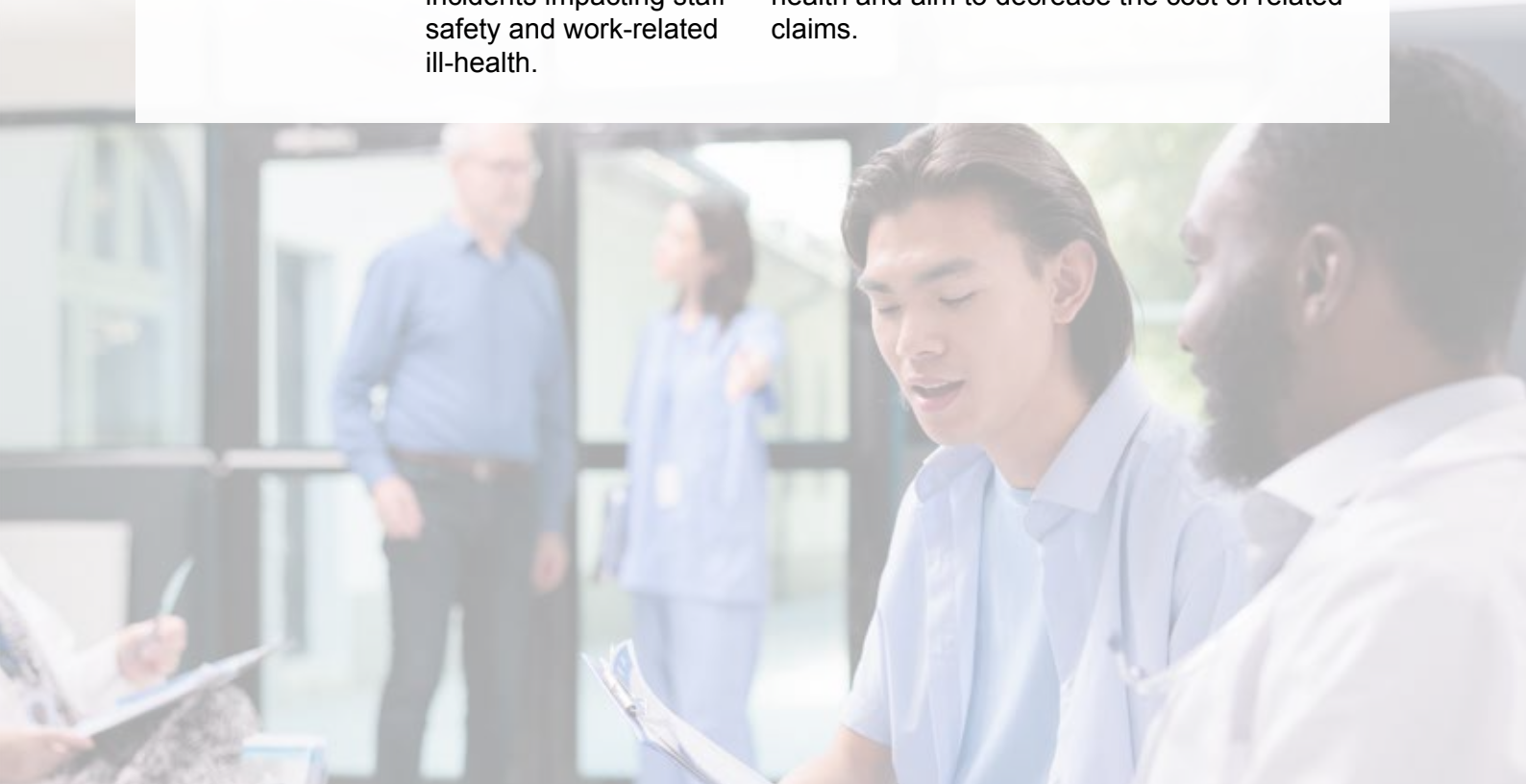
Measure	Description	Goal
Induction and leadership	We will assess the type and method of induction and leadership programmes delivered.	We will increase the number of programmes delivered and the measureable outcomes achieved.
Leadership management	We will examine the suite of leadership programmes and initiatives currently provided.	We will develop and expand the suite of leadership programmes to support healthcare growth and transformation.
Service transformation	We will examine opportunities to enable demonstrable expansion of services across 7 days.	<p>We will enable staff to maximise patient flow, reduce patient time in hospital, and speed up access to care.</p> <p>We will enhance asset management.</p> <p>We will re-direct access to alternative community services when appropriate.</p>
Consultant expertise	We will support mechanisms to ensure consultant expertise is available to enable service delivery.	We will enable all staff to provide care in the right place at the right time.

3. Foster a diverse and inclusive culture

Measure	Description	Goal
Diversity, equality and inclusion	We will continue our strategy of diversity, equality and inclusion in the workplace.	We will develop and implement a new diversity, equality and inclusion strategy.
Employment targets	We will review our approach to identifying staff declaring a disability and the Public Service employment target of people with disabilities.	<p>We will continue to identify and support the proportion of staff declaring a disability.</p> <p>We will continue on a phased approach to achieve the 6% employment target of people with disabilities for the Public Service.</p>
Workplace culture	We will review progress on workplace culture, health and wellbeing and recognition.	We will continue the positive progress tracked for workplace culture, health and wellbeing and recognition, evidenced by findings in the Staff Surveys 2023, 2025 and 2027.
Staff engagement	We will promote greater staff engagement to achieve improvement in areas such as incident reporting, performance achievement and decision making.	<p>We will demonstrate continued improvement in incident reporting.</p> <p>We will achieve greater participation in the performance achievement process.</p> <p>We will increase staff involvement in decision making, based on feedback and findings in Staff Surveys.</p>

4. Support a safe and healthy workplace

Measure	Description	Goal
Staff attendance	We will focus on factors impacting staff attendance.	We will improve staff attendance and absence rates (2024 total absence rate 6.19%, averaged across all staff groups).
Dignity at work	We will continue to raise awareness and monitor dignity in the workplace.	We will reduce the number of formal dignity at work cases.
Employee wellbeing	We will review our employee assistance programmes for quality and effectiveness.	We will monitor employee assistance programme counselling interventions for quality and effectiveness outcomes.
Staff incidents	We will review the management of incidents impacting staff safety and work-related ill-health.	We will reduce the number of days lost due to staff safety incidents and work-related ill-health and aim to decrease the cost of related claims.



5. Strengthen the ethos of open feedback and innovation

Measure	Description	Goal
Staff engagement	We will focus on feedback and outputs from the 'Your Opinion Counts' Staff Survey.	We will implement actions from the Staff Survey at regional and national level.
Change and innovation	We will continue to champion change and innovation in the HSE.	We will support and monitor opportunities initiated regionally and nationally for change and innovation.
Staff performance	We will actively promote the staff performance achievement process.	We will increase participation in the staff performance achievement process from the current baseline (2024 – 10.5%).
Service transformation	We will engage and collaborate to ensure we are adapting to meet service need.	<p>We will implement a 5/7 work pattern, in line with the Public Service Agreement and Public Only Consultant Contract.</p> <p>We will enable delivery of a range of routine services on a 7/7 basis.</p>

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Notes

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