



Príomhoifigeach Daoine

Feidhmeannacht na Seirbhísí
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Marie Sherlock, TD

02 October 2025

PQ 48967/25 (Health) - To ask the Minister of Health if the HSE or voluntary hospitals carry out exit interviews with staff on leaving interviews are conducted.

Dear Deputy,

I refer to your recent Parliamentary Question which was sent to the HSE for response.

While the HSE does not currently have a structured national exit interview process, many areas across the organisation do carry out exit interviews as a matter of course at a regional level. However, to improve consistency and the overall quality of data related to employee turnover, the HSE has taken steps to enhance how information is collected from staff who are leaving. In 2023, the HSE developed a national minimum dataset aimed at standardising the collection, collation, and reporting of exit data. This dataset is designed to:

- Improve the quality of turnover reporting
- Enhance understanding of why employees leave
- Establish where employees go upon leaving
- Improve workforce planning data
- Enable more accurate data capture on reasons for leaving
- Assist in the development of both local and national recruitment and retention strategies

Additionally, a Retention Toolkit is currently under development which will support sites and services by providing guidance and tools, including both retention and exit surveys, to help identify and address the reasons staff are leaving. It will also outline the wide range of supports available to individuals, teams, and local sites, and aids in implementing actions based on survey findings. This initiative is due to go live in Q4 2025.

I trust this is of some assistance.

Yours sincerely,

Mairéad Ryan
National HR

