

# Health Sector Workforce Report: 2023 Annual Turnover Rates

## Introduction

Since December 2019, the health service has increased its overall direct staffing numbers in excess of +26,000 WTE. Despite the significant growth over the last number of years, the HSE fully understands the resourcing challenges that we face as we are operating in a fiercely competitive global recruitment market with a highly mobile and sought after workforce. There are many factors which create challenges to the overall growth of our workforce inclusive of the significant gap between supply and demand, an ageing workforce and competition from abroad.

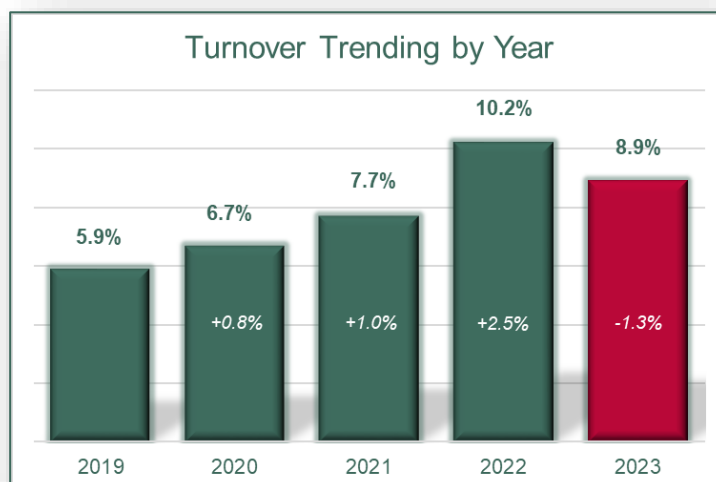
Employment levels at the end of December 2023, show there were **145,985 WTE** (equating to 163,792 personnel) directly employed in the provision of Health & Social Care Services by the HSE and the various Section 38 hospitals & agencies. The overall increase since 31 December 2019 now stands at **+26,172 WTE** (+21.8%), with **8,239 WTE** net growth in 2023. This growth of over 26,000 takes into account newly appointed employees as well as losses, replacements and moves within our service.

While noting that that 2022 Annual Turnover was **significantly** influenced by Covid-19 factors, in particular the lifting of restrictions on international travel, reopening of countries borders and staff retirements from those who deferred such decisions in COVID-19 years to remain and support the national COVID-19 efforts, turnover in 2023 has **decreased for the first time in 5 years**. This change in turnover is an important one that has likely contributed to our overall substantial net WTE growth in 2023 - one of the highest ever reported in one year.

As a new development in 2023 we delivered a project to further enhance the data we collect on our turnover reasons – reasons our staff leave our services, and their destination on leaving. Commencing in Q4 2023 all methods of data collection (including technical systems) were modified to enable us capture a greater level of detail on turnover reasons and destination. We expect that this change will take time to take effect and embed across services, and while the tools and reporting capability were available for Q4 turnover reporting, it is expected that this timeframe would be used to support services to implement these changes in advance of full reporting on Turnover (leaving reasons and destination on leaving) for 2024 onwards.

## Headlines

The 2023 Annual Turnover Rate is reported provisionally at **\*8.9%**. When compared to previous year, the 2023 annual rate is reporting a **significant** decrease of **-1.3%** compared to 2022 (10.2%), **+1.2%** compared to 2021 (7.7%), **+2.2%** compared to 2020 (6.7%) and **+3.0%** compared to the 2019 turnover rate (5.9%).



\*please refer to notes section

## Key Findings Overall

- Notably the overall turnover rate for 2023 of **8.9%** is significantly lower than that reported in 2022 at 10.2% but is higher than that reported for 2021 at 7.7%, for 2020 at 6.7% and for 2019 at 5.9%. All staff categories except for **General Support** and all but 2 staff groups (Social Care, Support) are reporting decreases on the previous year's reported rates.
- The highest **rate decrease** from last year by staff category is reported in **Medical & Dental**, down -2.0% on the 2022 reported rate of 11.6%. The highest rate decrease by staff group can be seen in **H&SC Other**, down -10.8% on the 2022 reported rate of 21.2%. This however was expected and is explained by turnover in the temporary COVID-19 Vaccinator grade in 2022.
- For the second year in a row, at overall **Staff Category** level, **Health & Social Care Professionals** reports the highest turnover rate of **10.8%**. It too has decreased however, by **-1.7%** than that reported in 2022 at **12.6%**.
- Also for the second year in a row, both **Nursing & Midwifery** and **Management & Administrative** have the same turnover rates of **8.7%** in 2023, down -1.2% on the respective rates in 2022 of 9.9%.
- **Patient & Client Care (8.2%)** is down **-1.8%** compared to 2022 (10.0%) and also contains one of the largest decreases in Staff Group of **Ambulance Staff** showing a decrease of -5.6% in comparison to 2022 (11.9%).
- As noted above **General Support** is the only staff category to see an increase in turnover showing **+0.3%** compared to the rate of 7.7% in 2022. This staff category contains the grade group of **Support (8.2%)** which has increased by 0.7% compared to 2022 (7.6%).
- At Staff Group level, **Therapy Professions** report the highest turnover rate of **13.2%** which has been consistently and significantly higher than the national average turnover rate for the last 5 years.
- **Nurse/Midwife Specialist & AN/MP** is reporting the lowest rate of turnover at **5.2%**. This staff group continues to have consistently one of the lowest turnover rates by staff group, whereby it was the lowest in 2022 at 5.7% and also one of the lowest reported in 2021 at 5.2%.

## Key Findings Operations

- In **Acute Services** the reported Turnover Rate is **9.2%**. This is a **-1.3%** rate decrease on 2022 (10.5%), but shows an increase of 1.1% compared to 2021 (8.1%), an increase of 1.6% compared to 2020 (7.6%) and an increase of 2.9% reported for 2019 (6.3%). At hospital group level **CHI** is reporting the **highest turnover** rate this year at **12.0%** and was also the highest in 2022 with a rate of 15.4%. Although a decrease of -2.2% from 2022 (14.0%), at Staff Category level **Health & Social Care Professionals'** reported the highest turnover rate at **11.8%**.
- In **Community Services** the reported Turnover Rate is lower than the national average at **8.6%**. This is a decrease of **-1.2%** on 2022 (9.8%). At CHO level, **CHO7** has the highest turnover rate of **11.2%**, representing a -0.1% decrease on 2022 (11.3%). The **Medical & Dental** staff category reports the highest turnover rate of **10.5%**, which is broadly similar to the last 2 years and represents a slight decrease of -0.2% from 2022 (10.7%) and a slight increase of 0.2% from 2021 (10.3%).
- In **National & Central Services** the reported Turnover Rate is **7.6%**. This is significantly lower than the 2022 rate of 10.3% and also lower than the 2021 rate of 8.5%
- **Section 38 Voluntary Hospitals** are reporting the highest turnover rate at **10.7%**. While this is a decrease of -1.3% from 2022 (12.0%), section 38 voluntary hospitals have reported the highest turnover rates by service in each of the last 5 years with 9.8% in 2021, 8.6% in 2020 and 7.9% in 2019.

## Turnover by Staff Group / Staff Category 2019 - 2023

Turnover Rate by Staff Group 2019 - 2023	2019	2020	2021	2022	2023	Change since 2022
<b>Turnover Rate</b>	<b>5.9%</b>	<b>6.7%</b>	<b>7.7%</b>	<b>10.2%</b>	<b>8.9%</b>	<b>-1.3%</b>
Consultants	8.2%	8.4%	9.3%	11.4%	9.2%	-2.2%
Registrars**						
SHO/ Interns**						
Medical/ Dental, other	5.4%	5.8%	11.6%	12.3%	11.2%	-1.1%
<b>Medical &amp; Dental</b>	<b>7.6%</b>	<b>7.8%</b>	<b>9.8%</b>	<b>11.6%</b>	<b>9.6%</b>	<b>-2.0%</b>
Nurse/ Midwife Manager	4.9%	5.4%	5.6%	7.7%	6.3%	-1.4%
Nurse/ Midwife Specialist & AN/MP	3.6%	4.0%	5.2%	5.7%	5.2%	-0.5%
Staff Nurse/ Staff Midwife	6.5%	7.0%	8.5%	11.0%	10.0%	-1.0%
Public Health Nurse	3.1%	4.2%	5.0%	6.9%	5.5%	-1.4%
Nursing/ Midwifery Student**	14.5%	6.9%	20.1%	20.8%	13.7%	-7.1%
Nursing/ Midwifery other	3.3%	5.4%	7.8%	8.9%	6.3%	-2.5%
<b>Nursing &amp; Midwifery</b>	<b>6.0%</b>	<b>6.4%</b>	<b>7.7%</b>	<b>9.9%</b>	<b>8.7%</b>	<b>-1.2%</b>
Therapy Professions	7.8%	9.2%	10.9%	13.8%	13.2%	-0.6%
Health Science/ Diagnostics	7.7%	7.3%	7.7%	10.6%	9.2%	-1.4%
Social Care	5.8%	4.8%	6.0%	9.2%	10.0%	0.8%
Social Workers	7.1%	6.1%	8.7%	10.6%	9.2%	-1.4%
Psychologists	12.3%	10.8%	12.0%	17.2%	10.3%	-6.9%
Pharmacy	9.3%	8.7%	8.6%	11.5%	10.0%	-1.4%
H&SC, Other	13.7%	10.5%	18.1%	21.2%	10.4%	-10.8%
<b>Health &amp; Social Care Professionals</b>	<b>8.1%</b>	<b>7.9%</b>	<b>9.6%</b>	<b>12.6%</b>	<b>10.8%</b>	<b>-1.8%</b>
Management (VIII & above)	6.5%	6.1%	8.0%	9.0%	8.7%	-0.3%
Administrative/ Supervisory (V to VII)	5.0%	5.2%	7.0%	8.4%	7.4%	-1.1%
Clerical (III & IV)	5.5%	5.2%	7.5%	10.7%	9.4%	-1.3%
<b>Management &amp; Administrative</b>	<b>5.4%</b>	<b>5.3%</b>	<b>7.4%</b>	<b>9.9%</b>	<b>8.7%</b>	<b>-1.2%</b>
Support	4.6%	5.2%	6.3%	7.6%	8.2%	0.7%
Maintenance/ Technical	4.9%	5.6%	6.0%	8.6%	5.8%	-2.8%
<b>General Support</b>	<b>4.6%</b>	<b>5.2%</b>	<b>6.3%</b>	<b>7.7%</b>	<b>8.0%</b>	<b>0.3%</b>
Health Care Assistants	5.2%	9.6%	7.4%	10.2%	8.4%	-1.7%
Home Help	2.9%	3.3%	5.5%	8.4%	8.0%	-0.4%
Ambulance Staff	4.6%	6.7%	5.1%	11.9%	6.3%	-5.6%
Care, other	6.1%	4.4%	6.2%	10.0%	8.1%	-2.0%
<b>Patient &amp; Client Care</b>	<b>4.9%</b>	<b>7.7%</b>	<b>6.8%</b>	<b>10.0%</b>	<b>8.2%</b>	<b>-1.8%</b>

\*\*please refer to notes section

## Turnover by Care Group / Staff Category 2023

Turnover Rate by Care Group 2023	Turnover %	Medical & Dental	Nursing & Midwifery	Health & Social Care Prof.	Management & Admin	General Support	Patient & Client Care
<i>Change since 2022</i>	<b>-1.3%</b>	<b>-2.0%</b>	<b>-1.2%</b>	<b>-1.7%</b>	<b>-1.2%</b>	<b>0.3%</b>	<b>-1.8%</b>
<b>2023 Turnover Rate</b>	<b>8.9%</b>	<b>9.6%</b>	<b>8.7%</b>	<b>10.8%</b>	<b>8.7%</b>	<b>8.0%</b>	<b>8.2%</b>
National Ambulance Service	<b>6.3%</b>				5.5%		6.3%
Acute Hospital Services	<b>9.3%</b>	9.2%	9.3%	11.8%	9.0%	8.0%	7.8%
<b>Acute Services</b>	<b>9.2%</b>	<b>9.2%</b>	<b>9.3%</b>	<b>11.8%</b>	<b>9.0%</b>	<b>8.0%</b>	<b>7.5%</b>
Community Health & Wellbeing	<b>21.2%</b>	271.7%	6.7%	95.3%	7.9%		9.1%
Mental Health	<b>8.1%</b>	10.9%	7.6%	9.0%	8.9%	7.7%	7.2%
Primary Care	<b>8.1%</b>	9.1%	6.7%	8.8%	7.2%	9.1%	11.5%
Disabilities	<b>9.7%</b>	4.6%	9.3%	11.1%	10.5%	7.8%	9.1%
Older People	<b>7.4%</b>	10.1%	6.4%	11.5%	8.7%	7.8%	7.4%
CHO Operations	<b>9.5%</b>		12.1%	6.3%	10.1%	4.6%	
<b>Community Services</b>	<b>8.6%</b>	<b>10.5%</b>	<b>7.5%</b>	<b>10.4%</b>	<b>8.7%</b>	<b>7.9%</b>	<b>8.5%</b>
<b>National &amp; Central Services</b>	<b>7.6%</b>	<b>12.0%</b>	<b>8.3%</b>	<b>5.6%</b>	<b>7.8%</b>	<b>7.7%</b>	<b>14.9%</b>

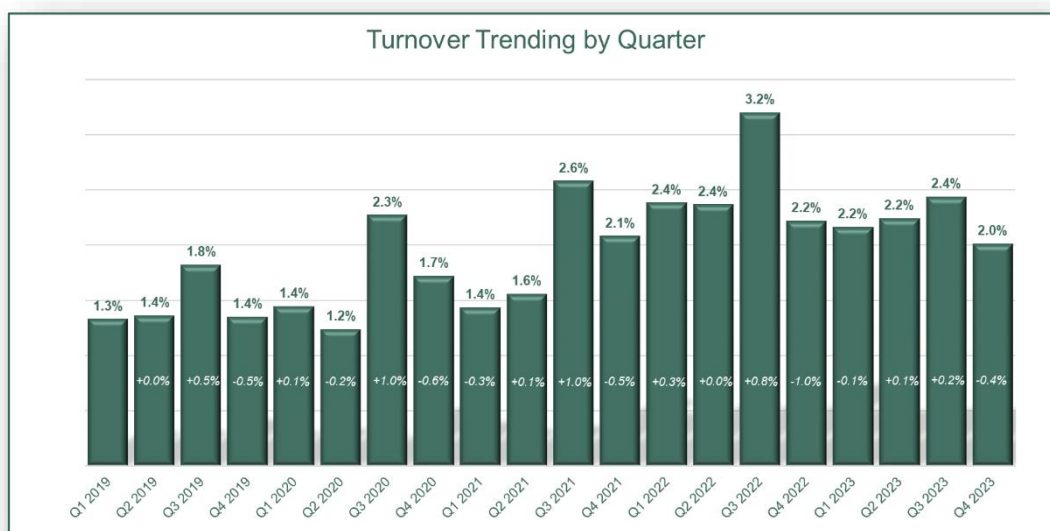
## Turnover by HG & CHO / Staff Category 2023

Turnover Rate by HG / CHO 2023	Turnover %	Medical & Dental	Nursing & Midwifery	Health & Social Care Prof.	Management & Admin	General Support	Patient & Client Care
<i>Change since 2022</i>	-1.3%	-2.0%	-1.2%	-1.7%	-1.2%	0.3%	-1.8%
<b>2023 Turnover Rate</b>	<b>8.9%</b>	<b>9.6%</b>	<b>8.7%</b>	<b>10.8%</b>	<b>8.7%</b>	<b>8.0%</b>	<b>8.2%</b>
National Ambulance Service	6.3%				5.5%		6.3%
Children's Health Ireland	12.0%	7.2%	13.4%	12.1%	12.7%	8.9%	8.7%
Dublin Midlands Hospital Group	10.3%	9.2%	10.7%	14.0%	8.8%	8.6%	8.2%
Ireland East Hospital Group	9.7%	7.7%	9.5%	14.0%	9.7%	7.4%	8.4%
RCSI Hospitals Group	8.9%	8.6%	7.8%	12.7%	9.5%	9.2%	7.2%
Saolta University Hospital Care	8.0%	13.1%	8.0%	7.8%	7.9%	7.9%	6.4%
South/South West Hospital Group	9.1%	9.8%	9.2%	10.6%	7.5%	8.8%	8.8%
University of Limerick Hospital Group	8.1%	6.5%	9.7%	7.8%	8.2%	5.1%	6.8%
Other Acute Services	8.7%		9.3%	4.6%	9.4%		
<b>Acute Services</b>	<b>9.2%</b>	<b>9.2%</b>	<b>9.3%</b>	<b>11.8%</b>	<b>9.0%</b>	<b>8.0%</b>	<b>7.5%</b>
CHO 1	6.6%	14.4%	6.0%	8.2%	6.0%	7.4%	6.2%
CHO 2	6.7%	5.7%	5.8%	8.0%	5.2%	8.9%	6.9%
CHO 3	8.8%	7.6%	6.9%	12.8%	8.7%	7.1%	8.9%
CHO 4	8.5%	13.8%	6.8%	8.4%	9.6%	9.6%	8.7%
CHO 5	8.3%	15.8%	6.7%	7.4%	6.7%	6.3%	10.0%
CHO 6	10.8%	7.2%	8.9%	13.1%	13.7%	8.8%	9.4%
CHO 7	11.2%	10.3%	11.1%	14.2%	10.7%	10.6%	10.2%
CHO 8	7.7%	7.1%	7.4%	9.1%	8.1%	3.9%	7.4%
CHO 9	9.4%	6.6%	8.7%	10.9%	10.0%	6.2%	9.3%
Other Community Services	8.3%	10.3%	6.3%	18.4%	8.8%	9.1%	5.0%
<b>Community Services</b>	<b>8.6%</b>	<b>10.5%</b>	<b>7.5%</b>	<b>10.4%</b>	<b>8.7%</b>	<b>7.9%</b>	<b>8.5%</b>
<b>National &amp; Central Services</b>	<b>7.6%</b>	<b>12.0%</b>	<b>8.3%</b>	<b>5.6%</b>	<b>7.8%</b>	<b>7.7%</b>	<b>14.9%</b>

## Turnover by Service / Staff Category 2023

Turnover Rate by Service 2023	Turnover %	Medical & Dental	Nursing & Midwifery	Health & Social Care Prof.	Management & Admin	General Support	Patient & Client Care
<i>Change since 2022</i>	-1.3%	-2.0%	-1.2%	-1.7%	-1.2%	0.3%	-1.8%
<b>2023 Turnover Rate</b>	<b>8.9%</b>	<b>9.6%</b>	<b>8.7%</b>	<b>10.8%</b>	<b>8.7%</b>	<b>8.0%</b>	<b>8.2%</b>
Health Service Executive	8.0%	10.7%	7.7%	9.2%	7.9%	7.8%	7.4%
Section 38 Hospitals	10.7%	8.1%	10.7%	15.0%	10.2%	8.8%	9.1%
Section 38 Voluntary Agencies	10.2%	3.3%	10.7%	11.3%	12.2%	6.9%	9.7%

## Turnover trending by Quarter 2019 to 2023



## Turnover trending by Staff Category

Turnover Rate Trending by Staff Category	Overall	Medical & Dental	Nursing & Midwifery	Health & Social Care Professionals	Management & Administrative	General Support	Patient & Client Care
<i>Change since 2022</i>	-1.3%	-2.0%	-1.2%	-1.7%	-1.2%	0.3%	-1.8%
<b>2023</b>	<b>8.9%</b>	<b>9.6%</b>	<b>8.7%</b>	<b>10.8%</b>	<b>8.7%</b>	<b>8.0%</b>	<b>8.2%</b>
Q4 2023	2.0%	2.0%	2.2%	2.3%	1.8%	1.5%	1.9%
Q3 2023	2.4%	3.1%	2.3%	2.9%	2.4%	2.7%	2.2%
Q2 2023	2.2%	2.1%	2.2%	2.8%	2.4%	1.9%	2.1%
Q1 2023	2.2%	2.4%	2.0%	2.8%	2.2%	1.9%	2.1%
<b>2022</b>	<b>10.2%</b>	<b>11.6%</b>	<b>9.9%</b>	<b>12.6%</b>	<b>9.9%</b>	<b>7.7%</b>	<b>10.0%</b>
Q4 2022	2.2%	2.4%	2.4%	2.5%	2.0%	1.6%	2.2%
Q3 2022	3.2%	3.9%	2.8%	3.9%	3.0%	2.5%	3.6%
Q2 2022	2.4%	2.4%	2.3%	3.1%	2.6%	1.8%	2.0%
Q1 2022	2.4%	2.9%	2.4%	3.1%	2.2%	1.7%	2.2%
<b>2021</b>	<b>7.7%</b>	<b>9.8%</b>	<b>7.7%</b>	<b>9.6%</b>	<b>7.4%</b>	<b>6.3%</b>	<b>6.8%</b>
Q4 2021	2.1%	2.2%	2.2%	2.4%	2.0%	1.7%	1.9%
Q3 2021	2.6%	2.7%	2.5%	3.4%	2.5%	2.4%	2.2%
Q2 2021	1.6%	2.1%	1.5%	2.0%	1.5%	1.3%	1.4%
Q1 2021	1.4%	2.9%	1.5%	1.8%	1.3%	0.9%	1.2%
<b>2020</b>	<b>6.7%</b>	<b>7.8%</b>	<b>6.4%</b>	<b>7.9%</b>	<b>5.3%</b>	<b>5.2%</b>	<b>7.7%</b>
Q4 2020	1.7%	2.0%	1.9%	2.0%	1.5%	1.4%	1.5%
Q3 2020	2.3%	2.4%	1.8%	2.5%	1.4%	1.4%	3.7%
Q2 2020	1.2%	1.3%	1.2%	1.4%	1.1%	1.1%	1.3%
Q1 2020	1.4%	2.0%	1.4%	1.9%	1.3%	1.4%	1.3%
<b>2019</b>	<b>5.9%</b>	<b>7.6%</b>	<b>6.0%</b>	<b>8.1%</b>	<b>5.4%</b>	<b>4.6%</b>	<b>4.9%</b>
Q4 2019	1.4%	1.5%	1.4%	1.7%	1.2%	1.0%	1.3%
Q3 2019	1.8%	2.7%	1.8%	2.6%	1.7%	1.6%	1.4%
Q2 2019	1.4%	1.5%	1.4%	1.9%	1.3%	1.1%	1.1%
Q1 2019	1.3%	2.0%	1.3%	1.9%	1.3%	1.0%	1.0%

## Turnover trending by Care Group

Care Group	Turnover %	National Ambulance Service	Acute Hospital Services	Acute Services	Community Health & Wellbeing	Mental Health	Primary Care	Disabilities	Older People	CHO Operations	Community Services	National & Central Services
<i>Change since 2022</i>	-1.3%	-5.7%	-1.2%	-1.3%	10.7%	-1.2%	-4.9%	0.5%	-0.6%	-5.3%	-1.2%	-2.7%
<b>2023</b>	<b>8.9%</b>	<b>6.3%</b>	<b>9.3%</b>	<b>9.2%</b>	<b>21.2%</b>	<b>8.1%</b>	<b>8.1%</b>	<b>9.7%</b>	<b>7.4%</b>	<b>9.5%</b>	<b>8.6%</b>	<b>7.6%</b>
Q4 2023	2.0%	1.8%	2.1%	2.1%	0.7%	1.9%	1.7%	2.4%	1.8%	1.0%	2.0%	1.6%
Q3 2023	2.4%	1.0%	2.6%	2.5%	9.0%	2.1%	2.3%	2.7%	1.9%	2.9%	2.4%	2.2%
Q2 2023	2.2%	1.2%	2.3%	2.3%	8.0%	2.1%	2.1%	2.5%	1.9%	3.6%	2.3%	1.8%
Q1 2023	2.2%	2.2%	2.3%	2.3%	3.3%	2.0%	2.0%	2.1%	1.7%	2.1%	2.0%	2.0%
<b>2022</b>	<b>10.2%</b>	<b>12.0%</b>	<b>10.5%</b>	<b>10.5%</b>	<b>10.5%</b>	<b>9.3%</b>	<b>13.0%</b>	<b>9.2%</b>	<b>8.0%</b>	<b>14.8%</b>	<b>9.8%</b>	<b>10.3%</b>
Q4 2022	2.2%	5.0%	2.4%	2.4%	0.8%	2.1%	1.9%	2.3%	1.8%	2.1%	2.0%	1.6%
Q3 2022	3.2%	2.4%	3.1%	3.0%	5.3%	2.9%	5.6%	2.6%	2.6%	5.6%	3.4%	3.6%
Q2 2022	2.4%	1.8%	2.5%	2.5%	2.1%	2.1%	3.1%	2.2%	1.8%	2.3%	2.3%	2.5%
Q1 2022	2.4%	2.8%	2.6%	2.6%	2.3%	2.2%	2.4%	2.1%	1.9%	20.9%	2.1%	2.6%
<b>2021</b>	<b>7.7%</b>	<b>5.0%</b>	<b>8.2%</b>	<b>8.1%</b>	<b>7.8%</b>	<b>5.8%</b>	<b>9.4%</b>	<b>7.4%</b>	<b>5.7%</b>		<b>7.1%</b>	<b>8.5%</b>
Q4 2021	2.1%	1.5%	2.3%	2.2%	2.9%	1.4%	2.3%	1.8%	1.7%		1.8%	2.9%
Q3 2021	2.6%	1.4%	2.8%	2.7%	3.0%	2.1%	3.7%	2.3%	1.7%		2.4%	2.7%
Q2 2021	1.6%	1.1%	1.6%	1.6%		1.1%	1.9%	1.7%	1.4%		1.6%	1.3%
Q1 2021	1.4%	1.0%	1.6%	1.5%	1.7%	1.1%	1.5%	1.6%	0.9%		1.3%	1.5%
<b>2020</b>	<b>6.7%</b>	<b>8.2%</b>	<b>7.5%</b>	<b>7.6%</b>	<b>2.6%</b>	<b>4.5%</b>	<b>5.8%</b>	<b>6.0%</b>	<b>6.6%</b>		<b>5.9%</b>	<b>5.5%</b>
Q4 2020	1.7%	2.4%	2.0%	2.0%	1.7%	1.0%	1.5%	1.6%	1.2%		1.4%	1.8%
Q3 2020	2.3%	2.2%	2.6%	2.6%	0.6%	1.3%	1.8%	1.6%	3.2%		2.0%	1.1%
Q2 2020	1.2%	2.3%	1.3%	1.4%		1.0%	1.3%	1.1%	1.1%		1.1%	1.1%
Q1 2020	1.4%	1.2%	1.5%	1.5%		1.2%	1.3%	1.7%	1.1%		1.4%	1.5%
<b>2019</b>	<b>5.9%</b>	<b>5.1%</b>	<b>6.3%</b>	<b>6.3%</b>		<b>5.4%</b>	<b>5.2%</b>	<b>6.7%</b>	<b>3.9%</b>		<b>5.4%</b>	<b>6.7%</b>
Q4 2019	1.4%	1.6%	1.3%	1.3%		1.3%	1.0%	1.7%	1.1%		1.3%	1.5%
Q3 2019	1.8%	0.9%	2.1%	2.1%		1.6%	1.8%	1.8%	1.1%		1.6%	1.9%
Q2 2019	1.4%	1.6%	1.5%	1.5%		1.3%	1.4%	1.5%	0.8%		1.2%	1.6%
Q1 2019	1.3%	1.0%	1.4%	1.4%		1.1%	1.0%	1.7%	1.0%		1.2%	1.6%

## Notes

This report is intended to allow for analysis on staff turnover and figures are expressed as headcount leavers as a percentage of the average headcount for the period.

Turnover rates are impacted by staffing levels with resignations, retirements, end of contracts and other reasons (**including moves to other health sector employers**) captured as a leaver from our service.

Health Service turnover is distorted by the multiplicity of employers and HSE payrolls where staff leaving one employer but remaining within the service are **included** in the statistics.

It is worth noting that this report includes those retrospectively added leaver actions throughout the year that may not have been included at the point in time of quarterly reports.

Material impacts on turnover rates are observed, including:

- Multiple payroll sites/ employers in the sector
- Proportion of fixed-term, specified purpose & other short term contracts (e.g. medical locum)
- Age profile of the staff cohort
- Promotions to other sites or services (particularly relevant in nursing where nurse manager positions draw on the staff nurse population for example)
- Personnel changing categories (perhaps through qualifications gained, HCAs entering nurse training) etc.
- Registrars, SHO's/intern rotations\*\*
- Pre-registration nursing and midwifery internship students on clinical practice placement.\*\*

\*The 2023 Annual Turnover Rate is reported provisionally at **\*8.9%**. St. Lukes Oncology Network and South Infirmary Victoria University Hospital have not made complete 2023 returns so are excluded from all calculations.

\*\*In order to normalise this rate the calculation for Registrars and SHO's/Interns (the majority of whom are on rotation within the services) and Pre-Registration Nursing and Midwifery Internship students where, a) their contract has ended and b) may continue in employment as staff nurses, have been adjusted to take account of these rotations/ movement (adjusted from the calculation to provide an adjusted rate. Therefore the rate provided is an adjusted rate and excludes these cadres of staff as they are expected movement within services for reasons related to their training / education programmes)