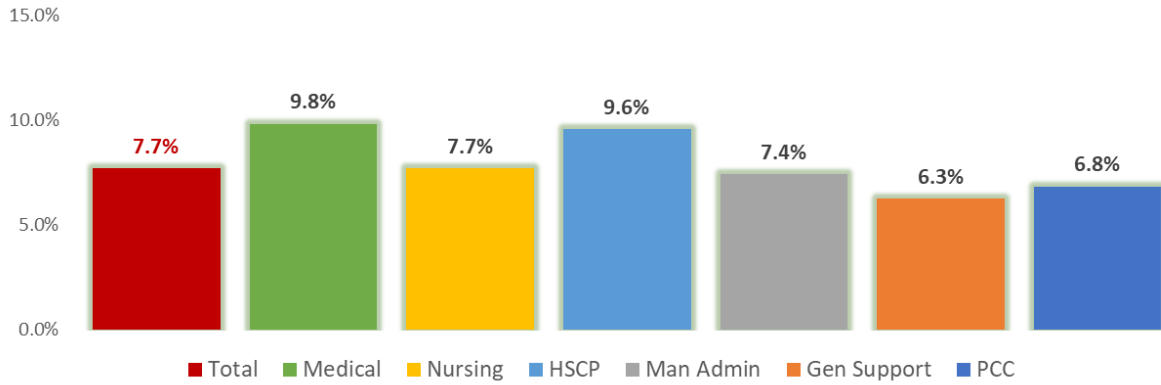




Health Sector Workforce: Turnover 2020 and 2021

For 2021 the headline turnover rate was 7.7%.

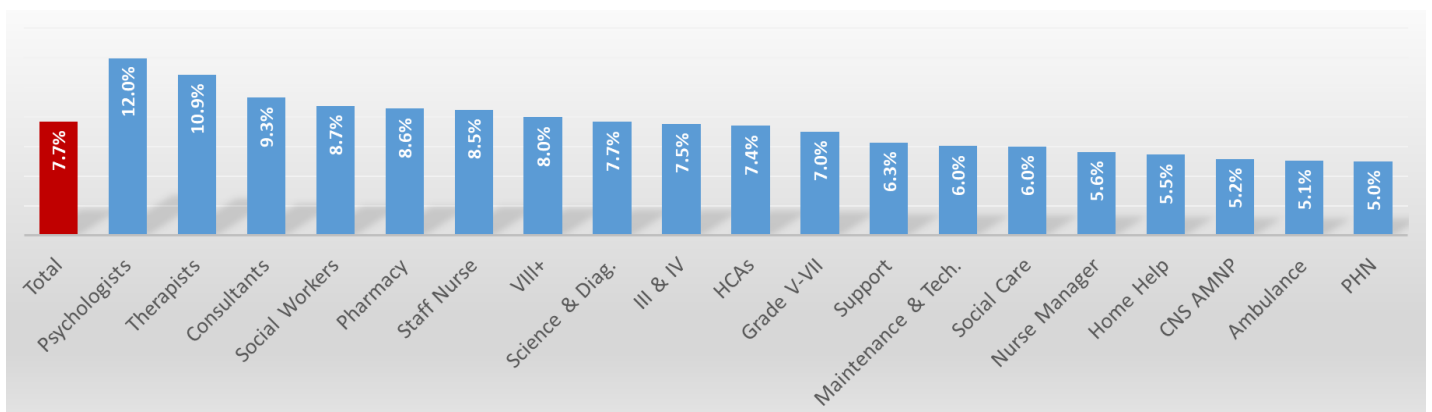
Figure 1



Key findings Overall and by Staff Category & Staff Group

- The overall turnover rate for 2021, is 7.7%, which is 1% higher than that reported in 2020. Of note however the figures for 2020 have been updated to reflect additional data provided subsequent to the publication of the 2020 report. This however is not entirely unexpected on the basis of the specific measures implemented in the immediate response to the COVID-19 pandemic in 2020. Notably this is related to measures such as rehiring of retirees on a temporary basis, alongside the hiring of nursing and midwifery internship students on their 4th year of clinical practice placement as Health Care Assistants in 2020 in difference to previous and subsequent years, thereby impacting turnover rates.
- Consequently all staff categories, except Patient and Client Care (attributing to HCA / student nurse measure noted above) are reporting higher rates in 2021 compared to 2020.
- Medical & Dental had the highest turnover rate at 9.8%. This calculation, due to NCHD rotation is adjusted to take account of these rotations/ movement.
- The rate for Health & Social Care Professionals is reported at 9.6% with higher rates amongst Psychologists and Therapy Professions.
- The rate for nursing was 7.7% with a higher reported rate in that of the Staff Nurse/ Midwife group at 8.5%.
- The rate for Management & Admin has risen by 2.1% compared to last year while General Support has the lowest rate of 6.3%
- Patient & Client Care decreased from 7.7% in 2020 to 6.8% this year. This as noted above is due to the reassignment of Nursing and Midwifery Internship students as HCA’s as noted above.

Figure 2





Key findings at service level

The 2021 turnover rate in the acute sector (including ambulance) stood at 8.1% with a rate of 7.1% in the Community (Community Health & Wellbeing, Mental Health, Primary Care, Disability & Older Persons Services)

Details by staff category and group at service level are as set out in the table below:

Table 1 - 2021 turnover by Staff Group & Service

Staff Group	Acute Services	Community Services	H&WB Corp & National	Turnover 2021
Total	8.1%	7.1%	8.5%	7.7%
Medical & Dental	9.4%	10.3%	14.1%	9.8%
Consultants	9.3%	9.0%	12.2%	9.3%
Registrars **	63.8%	49.6%	38.9%	60.7%
SHO/ Interns **	95.7%	61.9%	163.6%	92.7%
Medical/ Dental, other	10.9%	11.0%	14.6%	11.6%
Nursing & Midwifery	8.5%	6.2%	21.0%	7.7%
Nurse/ Midwife Manager	5.1%	5.9%	17.4%	5.6%
Nurse/ Midwife Specialist & AN/MP	5.2%	4.9%	17.7%	5.2%
Staff Nurse/ Staff Midwife	9.5%	6.5%	47.5%	8.5%
Public Health Nurse*	70.6%	4.8%	124.1%	5.0%
Nursing/ Midwifery Student	28.5%	12.1%		23.4%
Nursing/ Midwifery other	6.3%	10.0%	11.1%	7.8%
Health & Social Care Professionals	11.4%	8.2%	5.2%	9.6%
Therapy Professions	13.5%	9.1%	34.3%	10.9%
Health Science/ Diagnostics	7.9%	5.4%	4.5%	7.7%
Social Care	34.3%	6.0%		6.0%
Social Workers*	10.5%	7.8%	46.2%	8.7%
Psychologists	6.6%	12.8%		12.0%
Pharmacy	8.8%	8.4%	3.6%	8.6%
H&SC, Other	51.6%	8.4%	4.6%	18.1%
Management & Administrative	7.2%	7.7%	7.5%	7.4%
Management (VIII & above)	7.6%	9.3%	7.1%	8.0%
Administrative/ Supervisory (V to VII)	7.9%	6.8%	5.7%	7.0%
Clerical (III & IV)	7.0%	7.8%	9.3%	7.5%
General Support	6.3%	5.7%	11.7%	6.3%
Support	6.3%	5.7%	21.5%	6.3%
Maintenance/ Technical	5.8%	5.8%	7.0%	6.0%
Patient & Client Care	5.5%	7.2%	44.4%	6.8%
Health Care Assistants	5.6%	8.1%	32.0%	7.4%
Home Help		5.5%		5.5%
Ambulance Staff*	4.8%		600.0%	5.1%
Care, other	9.2%	6.0%	14.6%	6.2%

*please refer to notes further below



The 2020 turnover rate in the acute sector (including ambulance) stood at 7.6% with a rate of 5.9% in the Community (Community Health & Wellbeing, Mental Health, Primary Care, Disability & Older Persons Services)

Details by staff category and group at service level are as set out in the table below:

Table 2 - 2020 turnover by Staff Group & Service

Staff Group	Acute Services	Community Services	H&WB Corp & National	Turnover 2020
Total	7.6%	5.9%	5.5%	6.7%
Medical & Dental	8.5%	5.1%	13.8%	7.8%
Consultants	8.5%	8.0%	6.3%	8.4%
Registrars	71.4%	42.5%	36.3%	65.6%
SHO/ Interns	90.0%	57.8%	82.8%	87.0%
Medical/ Dental, other	10.0%	3.5%	16.1%	5.8%
Nursing & Midwifery	7.3%	4.8%	8.9%	6.4%
Nurse/ Midwife Manager	5.4%	5.3%	7.0%	5.4%
Nurse/ Midwife Specialist & AN/MP	4.4%	3.2%	5.7%	4.0%
Staff Nurse/ Staff Midwife	8.1%	5.0%	5.7%	7.0%
Public Health Nurse*	192.0%	3.9%	36.4%	4.2%
Nursing/ Midwifery Student	9.5%	1.8%		6.9%
Nursing/ Midwifery other	4.7%		13.1%	5.4%
Health & Social Care Professionals	9.6%	6.5%	5.7%	7.9%
Therapy Professions	12.4%	7.1%	15.6%	9.2%
Health Science/ Diagnostics	7.3%	8.8%	5.2%	7.3%
Social Care	19.4%	4.7%		4.8%
Social Workers	10.3%	4.3%		6.1%
Psychologists	13.3%	10.5%		10.8%
Pharmacy	8.7%	12.0%		8.7%
H&SC, Other	34.2%	7.7%	6.2%	10.5%
Management & Administrative	5.8%	4.8%	4.8%	5.3%
Management (VIII & above)	8.6%	7.3%	3.1%	6.1%
Administrative/ Supervisory (V to VII)	6.2%	4.1%	4.7%	5.2%
Clerical (III & IV)	5.4%	4.8%	5.6%	5.2%
General Support	4.6%	6.4%	5.2%	5.2%
Support	4.6%	6.4%	3.3%	5.2%
Maintenance/ Technical	4.7%	6.3%	6.1%	5.6%
Patient & Client Care	10.7%	6.7%	19.0%	7.7%
Health Care Assistants	11.8%	8.7%	12.5%	9.6%
Home Help		3.0%		3.3%
Ambulance Staff*	6.5%		42.9%	6.7%
Care, other	12.2%	3.9%		4.4%

*please refer to notes further below



Health Services Turnover Rates 2020-2021

For 2021 the headline turnover rate was 7.7% with the overall rate showing a 1% increase over 2020.

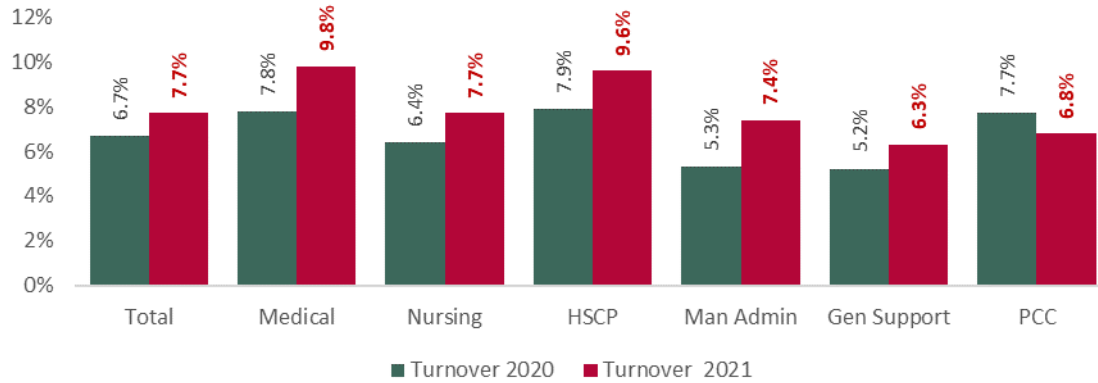
Details by category & staff group for 2020 and 2021 are set out below:

Table 3 - Health Services Turnover 2020-2021

Staff Group	Turnover 2020	Turnover 2021
Total	6.7%	7.7%
Medical & Dental	7.8%	9.8%
Consultants	8.4%	9.3%
Registrars	65.6%	60.7%
SHO/ Interns	87.0%	92.7%
Medical/ Dental, other	5.8%	11.6%
Nursing & Midwifery	6.4%	7.7%
Nurse/ Midwife Manager	5.4%	5.6%
Nurse/ Midwife Specialist & AN/MP	4.0%	5.2%
Staff Nurse/ Staff Midwife	7.0%	8.5%
Public Health Nurse	4.2%	5.0%
Nursing/ Midwifery Student*	6.9%	23.4%
Nursing/ Midwifery other	5.4%	7.8%
Health & Social Care Professionals	7.9%	9.6%
Therapy Professions	9.2%	10.9%
Health Science/ Diagnostics	7.3%	7.7%
Social Care	4.8%	6.0%
Social Workers	6.1%	8.7%
Psychologists	10.8%	12.0%
Pharmacy	8.7%	8.6%
H&SC, Other	10.5%	18.1%
Management & Administrative	5.3%	7.4%
Management (VIII & above)	6.1%	8.0%
Administrative/ Supervisory (V to VII)	5.2%	7.0%
Clerical (III & IV)	5.2%	7.5%
General Support	5.2%	6.3%
Support	5.2%	6.3%
Maintenance/ Technical	5.6%	6.0%
Patient & Client Care	7.7%	6.8%
Health Care Assistants	9.6%	7.4%
Home Help	3.3%	5.5%
Ambulance Staff	6.7%	5.1%
Care, other	4.4%	6.2%

*please refer to notes further below

Figure 3



Notes:

*There are a number of staff groups, whereby the percentage rate is impacted by the low total numbers of staff (headcount) and the number of leavers in the period. This is true for those identified in the above tables whereby the Staff Group of Public Health Nurse, Social Workers and Ambulance staff, all report as outliers to usual turnover. This occurs mainly in the divisions whereby these staff are not ‘normally distributed/ employed’ in significant numbers. Therefore the headcount over the number of leavers, at low figures, has the effect of distorting the figures, however with no real impact on the overarching turnover rate due to the relationship of the low headcount figure overall.

*Nursing/ Midwifery Student – the turnover rate for this staff group is impacted by the COVID-19 specific measure over the 2020 period, whereby these staff were assigned to Health Care Assistant roles in the period, thereby impacting on turnover calculation in 2020, that returned to normal levels in 2021.

Caveats:

Turnover rate is the percentage of employees in a workforce that leave during a certain period of time.

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 year.

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.

Material impacts 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.**

**In order to normalise this rate the calculation for Registrars and SHO's/Interns (the majority of whom are on rotation) 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.