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HSE HR Circular 08/2008

5th February 2008

Each Assistant National Director, HSE
Each Hospital Network Manager and Local Health Office Manager, HSE
Each CEO, Direct Funded Voluntary Hospital/Voluntary Agency

Monthly Return of Percentage Absence Rates - Health Services

Dear Colleague,

- 1.1. As you will know effective attendance management is a key requirement in the provision of a cost-effective and high quality health service. The line manager has a key role in managing attendance and reducing absence levels. The responsibilities of the line manager include: communicating the importance of regular attendance to all employees; ensuring compliance with the sick leave procedure; managing health and safety; monitoring attendance; and dealing with employees whose attendance record is unsatisfactory in a fair and consistent manner.
- 1.2. Absence, for whatever reason, reduces the capacity of the health services to deliver services and can have a significant impact on costs and on staff morale. On the sole issue of financial costs of absence, these would include; salary costs, replacement costs and administration costs. There are, of course, many other costs both tangible and intangible to the individual staff member, work colleague, team, service delivery/function and agency/employer, arising from absences from work. For all these reasons a target of 10% reduction in absenteeism levels has been set as a key result area for the health service during 2008.
- 1.3. A key element in managing absence effectively is accurate measurement and monitoring. Only through measurement can the Health Service Executive and individual health service employers assess if it has a problem with absence, its extent and the best way to tackle it. The ability to benchmark absence rates against those of similar organisations can assist such assessments and also allow a benchmark with external organisations in the wider public service and across the economy at large. A standard definition of absence measurement is central for the health services to being able to benchmark both internally and externally

1.4. Only when absence is measured and reported, can specific measures be taken to tackle and reduce absence levels. The measurement of an absence rate is, in itself, of limited value unless it is part of an overall strategy to affect better attendance levels and promote a culture of attendance rather than non-attendance.

2. Purpose and scope of Circular

- 2.1. This circular sets out national reporting requirements and processes for the health services to make monthly absenteeism returns effective from the end of 2007, to the National Employment Monitoring Unit (NEMU), National Human Resources Directorate. Health Service Executive.
- 2.2. A single national definition of absenteeism returns is set out herein as the basis for making such returns at Local Health Office/Hospital/Voluntary Agency/Functional Unit levels and should be returned at both an overall level and by each of the six staff categories; Mental/Dental, Nursing, Health and Social Care Professionals, Management/Admin, General Support Staff and Other Patient and Client Care.
- 2.3. The circular has application across the health services, for all health service agencies and functions encompassed within the Health Service Executive's approved employment ceiling.
- 2.4. The reporting of percentage absence rates is a separate issue from the application of the various sick leave schemes in operation in the health services.

3. National Definition - Percentage Absence Rate

3.1. The national definition of a percentage absence rate is based on the concept of 'lost time rate'.
This measures lost time against available time and is expressed as a percentage. The definition and equation to be used is as follows:

Lost Time in period under review x 100

Available Time in period under review

Lost time is any time lost through absences due to certified and uncertified sick leave and unexplained absences. It does not include absences due to maternity leave, carer's leave or other statutory approved leave. Attendance and absences are normally recorded in either hours or days.

Available time is contracted time less annual leave and public holidays for the period under review. In the case of monthly reports, the focus is on the period of one month. A percentage absence rate can be determined for either shorter or longer periods.

A percentage absence rate can be derived in respect of individual employees and for any aggregate number of employees in the health services.

The percentage absence rate can be regarded as an overall measure of the severity of the problem.

3.2. All staff must be included in the reporting system to ensure absence rates are fully reflective of the organisation being reviewed.

4. Returning Process and Format

4.1. The percentage absence rate return, to two decimal points, in respect of each Local Health Office, Hospital, Voluntary Agency and function of the health services should be returned in the format below (excel file) by the 6th of the month, one month in arrears, i.e. December returns to be returned by 6th of February following, to the National Employment Monitoring Unit, National Human Resources Directorate. National percentage absence rate reporting to NEMU mirrors current reporting in place for monthly employment monitoring reports.

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Monthly	Percentage	Aheance	Date	tor tho	Manth of
INICHIEN	reiteillaue	MUSCILLE	T COLE	IUI LIIE	MICHILLIO

Local Health Office/Hospital/ Voluntary Agency/ Function	Overall Census Return for month in question	Overall Percentage	Absence Rate	Medical/Dental	Nursing	Health & Social Care	Professionals	Management/Admin	General Support Staff	Other Patient & Client Care
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- 4.2. Voluntary Hospitals and Voluntary Agencies should also return their monthly percentage absence rates, at the same time when making returns to NEMU, to the HSE HR Department in their HSE Area, in a manner similar to their monthly personnel census reports.
- 4.3. The first return is required by the 6th March 2008 and will be in respect of the two separate monthly returns of December 2007 and January 2008. Thereafter, subsequent monthly returns will be made by the 6th of the following month.

- 4.4. Aggregation of rates by functions and Areas for national reports will be carried out in NEMU based on returns made by individual Local Health Offices/Hospitals/Voluntary Agencies/Functions. A monthly report will be prepared for distribution following compilation of the returns in respect of individual locations.
- 5. Any queries in relation to this Circular should be directed to Mr Frank O'Leary, Head of the National Employment Monitoring Unit (email <u>Frank.OLeary@hse.ie</u>) phone 045-880454, Maria MacPartlin (email <u>Maria.MacPartlin@hse.ie</u>) phone 045-882517 or Maura Beegan (email <u>Maura.Beegan@hse.ie</u>) phone 045-988373 or through the appropriate HR function at HSE Area level.

Yours sincerely,

Mr. Martin McDonald

National Director of Human Resources

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Appendices:

- 1. Monthly Return by HSE Dublin Mid Leinster
- 2. Monthly Return by HSE Dublin North East
- 3. Monthly Return by HSE South
- 4. Monthly Return by HSE West

cc: HSE National Management Team

Local Health Office/Hospital/Voluntary Agency/Function	Census return	Overall Percentage Absence Rate	Medical/ Dental	Nursing	Health & Social Care Professionals	Management/ Admin	General Support Staff	Other Patients and Client Care
		tional Hospita	als Offic	e				
Dublin Midlands Hospitals Gr	oup							
Network Manager's Office								
Midlands Regional Hospital Tullamore								
Midlands Regional Hospital Portlaoise								
Midlands Regional Hospital Mullingar								
Acute Hospital Services (Midland)								
Naas General Hospital								
Tallaght Hospital								
Our Lady's Hospital for Sick Children The Coombe Women's Hospital								
Dublin South Hospitals Group)							
Network Manager's Office								
St Colmcille's Hospital								
St Vincent's Hospital Elm Park								
St James's Hospital								
St Michael's Hospital, Dun Laoghaire								
St Luke's and St Anne's Hospital								
Royal Victoria Eye & Ear Hospital								
National Maternity Hospital								
Ambulance Service HSE Dub	in Mid Le	inster						
Ambulance Service (Midland)								
Ambulance Service (East Coast)			1.00					
	rimary, Co	ommunity and	Contin	uing Ca	are			
Asst Director's Office								
Dun Laoghaire								
Dun Laoghaire - Statutories								
Childrens Sunshine Home								
Dublin Drug Treatment Board								
Dublin South East		40		retuined to	ndur			
Dublin South East - Statutories								
Royal Hospital, Donnybrook								ic
Leopardstown Park Hospital								
Wicklow	-1							
Wicklow - Statutories	Т				T			
Sunbeam House Services								
Dublin Dental Hospital Board					-		3	3)
National Rehabilitation Hospital								
St John of God's - Eastern Region				1				
Dublin South City	-							
Dubini Coulii City								
Dublin South City - Statutories		1	1					

Dublin South West					
Dublin South West - Statutories					
Cheeverstown House					
Dublin West					
Dublin West - Statutories					
Peamount Hospital (Newcastle)					
Stewarts Hospital (Palmerstown)					
Kildare West Wicklow					
Kildare/West Wicklow - Statutories					
KARE					
Laois/Offaly		· ·		·	
Laois/Offaly - Statutories					
Sisters of Charity (Laois/Offaly)					
Sisters of Charity (Moore Abbey)					
Longford/Westmeath					
Longford/Westmeath					
Sisters of Charity (Lngfrd/Wst Mth)					
	Population	n Health			
Former South Western Area					
Former East Coast Area					
Former Midland Area					
	Corporate	/Others			
Former South Western Area					
Former East Coast Area					
Former Midland Area					
National Corporate					
Shared Services					

Local Health Office/Hospital/Voluntary Agency/Function	Census return	Overall Percentage Absence Rate tional Hospita	Medical/ Dental	Nursing	Health & Social Care Professionals	Management/ Admin	General Support Staff	Other Patients and Client Care
New Ale Frederic Heavitale Con		lional Hospita	is Offic	e				
North Eastern Hospitals Gro	up				T			
Network Manager's Office								
Cavan General Hospital Monaghan General Hospital	-			-	-			
Our Lady's Hospital, Navan	+							
Our Lady of Lourdes Hospital	+			-				
Louth County Hospital, Dundalk								
Dublin North East Hospitals	Group							
Network Manager's Office	Toup			T				
Connolly Hospital, Blanchardstown								
Beaumont Hospital								
Mater Hospital								
Cappagh National Orthopaedic								
Children's University Hospital								
Rotunda Hospital								
Ambulance Service HSE Dul	blin North E	ast						
Ambulance Service (North East)								
	Primary, Co	mmunity and	Contin	uing Ca	re			
Asst Director's Office	1							
Louth								
Louth - Statutories					_			
St John of God's (Drumcar)	-				-			
Cavan Monaghan Cavan Monaghan - Statutories				T				
Meath								
Meath - Statutories								
Dublin North West								
Dublin North West - Statutories								
Daughters of Charity								
Dublin North West								
Dublin North Central - Statutories								
Central Remedial Clinic								
Incorporated Orthopaedic Hospital								
St. Michael's House								
St. Vincent's Hospital, Fairview								
Dublin North								
Dublin North - Statutories								
		Population H	lealth					
Former North Eastern Area								
Former Northern Area					30	i e		
		Corporate/O	thers					
HSE North Eastern Area								
HSE Northern Area								

Monthly Percemtage Absence Rates - HSE West for the Month of

Local Health Office/Hospital/Voluntary Agency/Function	Census return	Overall Percentage Absence Rate	Medical/ Dental	Nursing	Health & Social Care Professionals	Management/ Admin	General Support Staff	Other Patients and Client Care
		ional Hospita	is Office	9				
Mid Western Hospitals Group)							
Network Manager's Office								
MWRH Dooradoyle								
MWRH Maternity								
MWR Orthopaedic Hospital Croom MWRH Ennis								
MWRH Nenagh								
St John's Hospital, Limerick	+							
Western Hospitals Group								
Network Manager's Office								
Letterkenny General Hospital Sligo General Hospital	-							
UCHG								
Merlin Park Regional Hospital								
Orthodontic Service								
Diploma in Nursing								
Mayo General Hospital	1							
Roscommon General Hospital								
Portiuncula Hospital, Ballinasloe								
Ambulance Service HSE Wes	t							
Ambulance Service (Mid West)								
Ambulance Service (Western)								
Ambulance Service (North West)								
F	rimary. Co	mmunity and	Continu	uing Ca	re			
Asst Director's Office	T			9 0				
Galway		Г						
Galway - Statutories Brothers of Charity (Galway)	-			-				
Brothers of Charity (Galway)								
Roscommon								
Roscommon - Statutories								
Brothers of Charity (Roscommon)	1							
Mayo								
Mayo - Statutories								
Sligo/Leitrim								
Sligo/Leitrim - Statutories	1	T	T	T				
Cregg House				-	1			
Donegal Statutories	<u> </u>				T	1		
Donegal - Statutories								
Limerick				-				
Limerick - Statutories								
Brothers of Charity (Limerick)								
Daughters of Charity (Limerick)								

Clare				
Clare - Statutories Brothers of Charity (Clare)				
North Tipperary		3000		
North Tipperary - Statutories St. Anne's Roscrea				
•	Populati	on Health	***	
Former Western Area				
Former Mid Western Area				
Former North Western Area				
	Corpora	te/Others		
Former Mid Western Area				
Former Western Area				
Former North Western Area				

Monthly Percentage Absence Rates - HSE South for the Month of

Local Health Office/Hospital/Voluntary Agency/Function	Census return	Overall Percentage Absence Rate	Medical/ Dental	Nursing	Health & Social Care Professionals	Management/ Admin	General Support Staff	Other Patients and Client Care
	Nat	ional Hospita	Is Office	е				
South Eastern Hospitals Grou	р							
Network Manager's Office								
St Lukes's Hospital								
Orthopaedic Hospital Kilcreene								
South Tipperary General Hospital								
Our Lady's Hospital Cashel								
Waterford Regional Hospital								
Ely Hospital Wexford General Hospital								
Southern Hospitals Group				Į.				
Network Manager's Office		1						
Cork University Hospital								
Mallow General Hospital								
CUH Group Other								
St Mary's Orthopaedic Hospital								
Kerry General Hospital								
Bantry General Hospital								
Mercy University Hospital								
South Infirmary Hospital								
Ambulance Service HSE Sout	h							
Ambulance Service (South Eastern)								
Ambulance Service (South)								
	rimary, Co	mmunity and	Contin	uing Ca	re			
Asst Director's Office								
Kerry								
Kerry - Statutories								
South Lee								
South Lee - Statutories								
North Lee			-					
North Lee - Statutories	T		Τ	Т	T			
Cork Dental Hospital								
North Cork								
North Cork - Statutories	T	1		Т	T			
West Cork				T				
West Cork - Statutories								
Cope Foundation Brothers of Charity, Lota								
SJOGTralee/ Beaufort-St.Marys								
Carlow/Kilkenny					1			
Carlow/Kilkenny - Statutories	T			T	1			
St. Patricks, Kilkenny	-				+			
	1							

South Tipperary				
South Tipperary				
Regional Posts former SEA				
Waterford				
Waterford - Statutories				
Brothers of Charity (Waterford)				
Sisters of Bon Saveur (Carriglea)				
PCCC National - South				
National - South				
	Populati	on Health		
Former South Western Area				
Former Midland Area				
	Corpora	te/Others		
Former South Eastern Area				
Former Southern Area				