A Study on Hospital Attrition Rate of a Citybase Multi-Speciality Hospital

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I. INTRODUCTION

ATTRITION RATE: -
Attrition, often referred to as employee turnover, is a critical concern in the healthcare sector, particularly in hospitals where human resources play a vital role in delivering quality care. The attrition rate refers to the percentage of staff who leave an organization over a specific period, either voluntarily or involuntarily. In hospitals, high attrition can disrupt patient care, increase operational costs, and reduce the overall efficiency and morale of the workforce. This essay explores the causes, consequences, and potential solutions to manage attrition in hospitals.

Employee attrition is a significant concern for HR departments, especially in sectors like healthcare, IT, and education. It refers to the gradual reduction in staff numbers through resignation, retirement, or other means, and reflects the stability and health of the workforce. High attrition can lead to increased recruitment costs, loss of organizational knowledge, and operational disruptions.

Understanding Attrition in Hospitals:
Hospitals rely heavily on a multidisciplinary team of healthcare professionals, including doctors, nurses, technicians, administrative staff, and support personnel. When employees leave, it leads to gaps in service delivery and often burdens the remaining staff. Attrition in hospitals is influenced by various factors such as job stress, workload, inadequate compensation, lack of career growth, and poor work-life balance.

For example, nurses and junior doctors often work long hours under high stress. When they feel undervalued or overworked, they may seek employment elsewhere or leave the profession altogether. Similarly, administrative and support staff may face dissatisfaction dueto limited growth opportunities or unsatisfactory workplace conditions.

II. OBJECTIVE OF THE STUDY:

❖ To measure and analyze the attrition rate in the hospital.
❖ To identify the primary reasons for employee turnover.
❖ To evaluate the impact of attrition on the department and the broader organization.
❖ To recommend strategies to reduce attrition and retain talent.

Causes of High Attrition Rates:
Several factors contribute to high attrition rates in hospitals:
1. Work Stress and Burnout: Healthcare professionals frequently deal with emergencies, critical decisions, and emotional situations, leading to mental and physical exhaustion.
2. Inadequate Compensation: When salaries and benefits do not match the workload or industry standards, employees may seek better opportunities elsewhere.
3. Lack of Career Progression: The absence of clear career development paths and promotional opportunities can demotivate staff.
4. Work-Life Imbalance: Irregular shifts, night duties, and overtime affect personal life, leading employees to consider leaving.
5. Management and Work Environment: Poor leadership, lack of recognition, and toxic work culture can increase dissatisfaction and drive attrition.

Impact of Attrition on Hospitals:
High attrition has several adverse effects on hospital operations:

- Quality of Patient Care: Continuity in care is disrupted, and inexperienced or temporary staff may not maintain the same quality standards.
- Increased Recruitment and Training Costs: Replacing staff involves time and expense in hiring and training new employees.
- Low Staff Morale: Frequent exits create instability and reduce team cohesion and morale among remaining staff.
- Reputational Damage: Constant turnover can affect a hospital's reputation, making it less attractive to both patients and prospective employees.
- Operational Delays:Time spent hiring and training replacements.

Strategies to Reduce Attrition:
To combat attrition, hospital management must adopt proactive strategies:

1. Improving Work Conditions: Ensuring reasonable workloads, adequate staffing, and proper infrastructure can reduce stress.
2. Competitive Compensation: Offering attractive salary packages, bonuses, and benefits can enhance retention.
3. Career Development Programs: Providing training, mentoring, and internal promotions motivates staff to stay.
4. Employee Engagement and Recognition: Creating a supportive environment where contributions are recognized boosts job satisfaction.
5. Regular Feedback and Counselling: Addressing grievances through regular check-ins and psychological support can help retain staff.
6. Flexible Scheduling: Implementing policies that support work-life balance can reduce burnout.

III. METHODOLOGY:

Data Sources:
- Internal HR records (staff entry and exit data).
- Exit interviews and feedback forms.
- Employee engagement surveys.
- Benchmarking with industry attrition rates.

Tools Used:
- Excel / Google Sheets (for data analysis).
- Power BI / Tableau (for visualization).
- HR Analytics software (optional).

IV. REVIEW OF LITERATURE

World Health Organization (WHO, 2020) highlighted that workforce attrition in hospitals, especially in low- and middle-income countries, threatens healthcare system stability. Causes include poor working conditions, lack of career growth, and burnout.

Buchan & Aiken (2008) observed that healthcare attrition reflects systemic issues such as underfunding, poor workforce planning, and inadequate HR policies.

Lewis et al. (2014) found that administrative staff often leave due to limited growth opportunities, high work pressure, and low job satisfaction.

Lee & Chang (2015) noted that organizational culture and recognition play a critical role in retaining non-clinical staff.

Shields & Ward (2001) reported that nurse attrition is closely linked with emotional exhaustion, workload, and lack of managerial support.

Hayes et al. (2012) in a systematic review, found that leadership style, team communication, and professional development opportunities are critical in retaining nurses.

Chiu et al. (2013) emphasized the importance of work-life balance and flexible scheduling to reduce turnover rates among nursing staff.

Dill & Salsberg (2008) documented that physician turnover is often due to job dissatisfaction, bureaucratic workload, and poor work-life balance.

Sinsky et al. (2017) associated high attrition rates among physicians with burnout from excessive electronic documentation and administrative tasks.

Grover & Niecko-Najjum (2013) suggested implementing wellness programs and reducing administrative burdens to improve physician retention.

Duffield et al. (2011) found that high attrition negatively affects patient safety, staff morale, and financial performance.

McHugh & Ma (2014) stated that high turnover can lead to increased patient mortality, especially in nurse-sensitive outcomes.

Wilson et al. (2010) advocate for mentoring programs, competitive compensation, and continuing education as effective retention tools.

Kovner et al. (2007) emphasized the importance of on boarding and early career support in reducing first-year turnover.

V. OBSERVATION OF KEY MATRICS

Attrition Rate Formula

Attrition Rate = (Number of Employees Left During Period / Average Number of Employees During Period) x 100.

- Attrition Rate Calculation of Administrative Staffsat the Hospital:

| YEAR	START STAFF	LEFT STAFF	END STAFF	AVG. STAFF	ATTRITION RATE
2022	296	19	310	303	6.27%
2023	310	18	354	332	5.42%
2024	354	15	386	370	4.05%

Administrative Staff Attrition Rate (2022-2024)
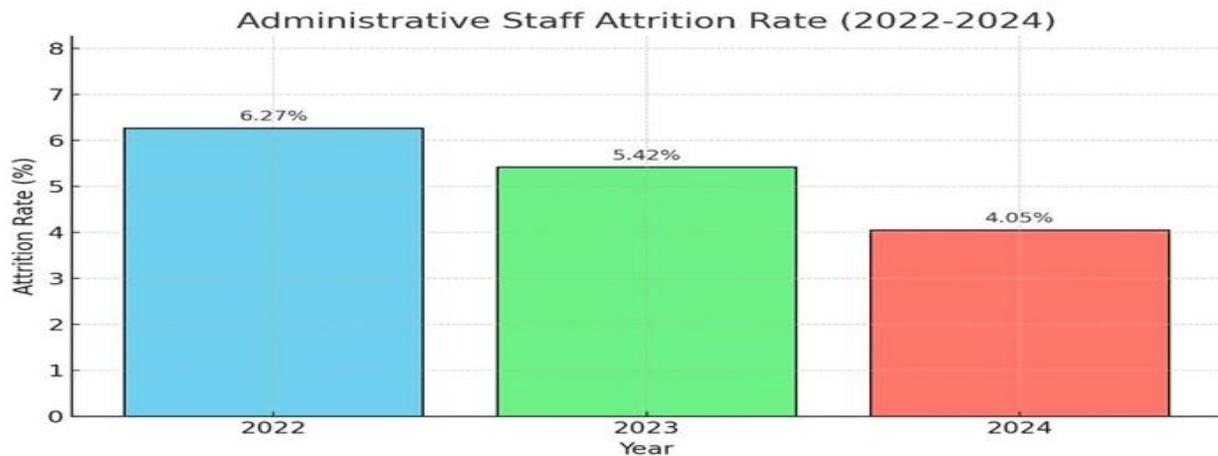
Interpretation:

The administrative staff attrition rate has shown a steady decline from 6.27% in 2022 to 4.05% in 2024.

This trend suggests improved employee retention strategies or enhanced workplace conditions over the years.

- Attrition Rate Calculation of Nursing Staffsat the Hospital:

YEAR	START STAFF	LEFT STAFF	END STAFF	AVG. STAFF	ATTRITION RATE
2022	1058	60	1128	1093	5.49%
2023	1128	54	1196	1162	4.65%
2024	1196	48	1220	1208	3.97%


Nursing Staff Attrition Rate (2022-2024)
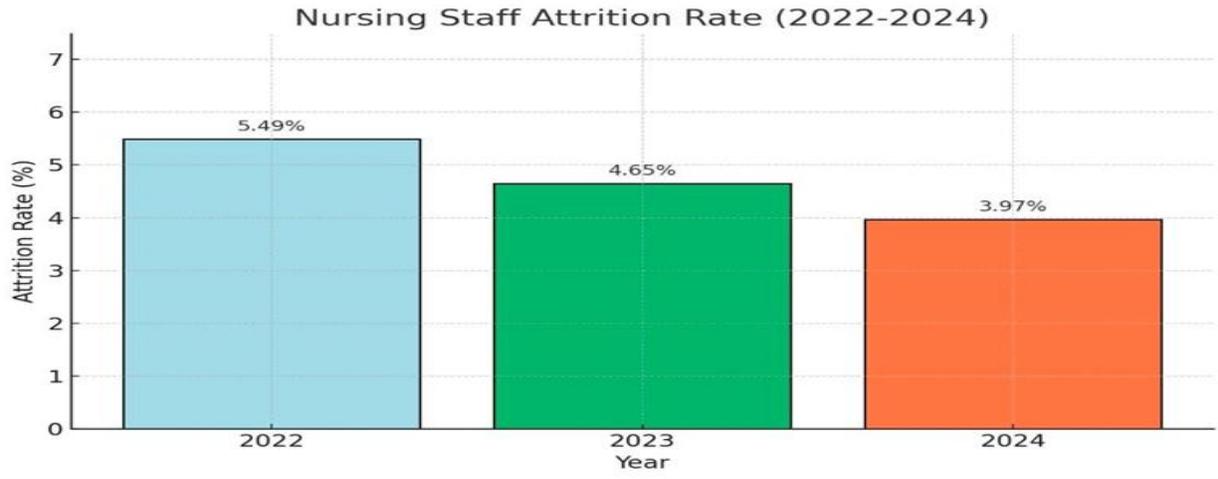
Interpretation:

The nursing staff attrition rate has gradually decreased from 5.49% in 2022 to 3.97% in 2024.

This decline may reflect better job satisfaction, improved HR practices, or enhanced support systems for nursing personnel.

- Attrition Rate Calculation of Doctors at the Hospital:

YEAR	START STAFF	LEFT STAFF	END STAFF	AVG. STAFF	ATTRITION RATE
2022	350	20	386	368	5.43%
2023	386	27	404	395	6.84%
2024	404	25	422	413	6.05%

Doctor Attrition Rate (2022-2024)
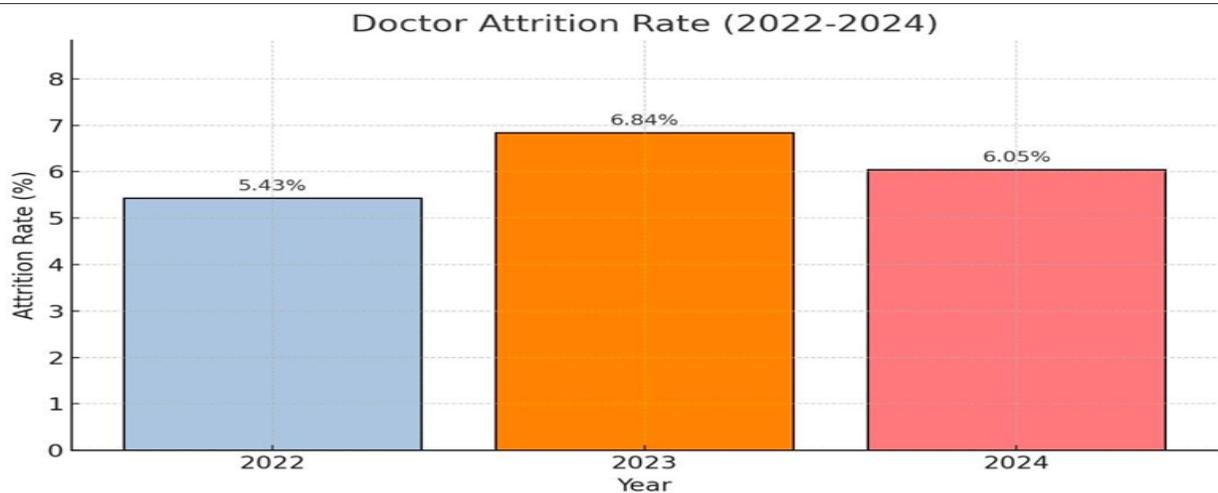
Interpretation:

The doctor attrition rate increased from 5.43% in 2022 to 6.84% in 2023, followed by a slight decrease to 6.05% in 2024.

This fluctuation may indicate challenges in retaining medical professionals, possibly due to workload, better opportunities, or organizational changes.

HERE,

START STAFF: The number of staff at the beginning of the year.

LEFT STAFF: The number of staff who left during the year.

END STAFF: The number of staff at the end of the year.

AVG. STAFF: Average staff, calculated as, (START STAFF +END STAFF) ÷ 2.

ATTRITION RATE (%): Attrition rate, calculated as, (LEFT STAFF ÷ AVG. STAFF) × 100.

VI. FINDINGS

Findings on Attrition Rate (2022–2024)

1. Administrative Staff:
The attrition rate has decreased steadily over the years.
From 6.27% in 2022 to 4.05% in 2024, indicating improved staff retention.

2. Nursing Staff:
Similarly, there is a consistent decline in attrition.
From 5.49% in 2022 to 3.97% in 2024, reflecting enhanced job satisfaction or better HR policies.

3. Doctors:
Unlike the other two groups, doctors show a fluctuating trend.Attrition rose from 5.43% in 2022 to 6.84% in 2023, then slightly dropped to 6.05% in 2024, suggesting instability or changing professionaldynamic.
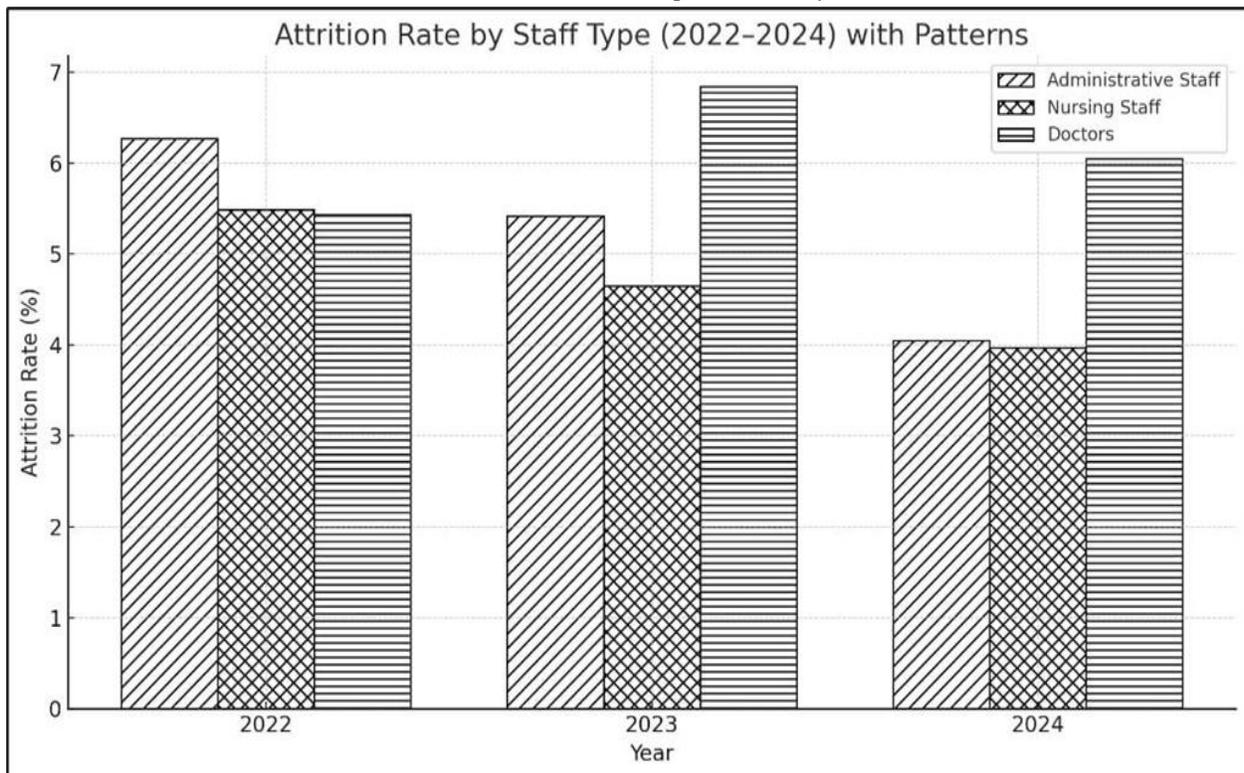
The bar graph visually represents these trends, highlighting improvements in administrative and nursing retention, while doctor attrition requires closer attention.

VII. CONCLUSION

The analysis of attrition rates among administrative staff, nursing staff, and doctors from 2022 to 2024 highlights key trends in employee retention within

the hospital. The data shows a positive downward trend in attrition rates for both administrative and nursing staff. Administrative attrition decreased from 6.27% in 2022 to 4.05% in 2024, while nursing staff attrition dropped from 5.49% to 3.97% in the same period. This steady decline suggests that effective human resource practices, supportive work environments, and improved employee engagement strategies have likely contributed to better retention in these categories.

Conversely, the attrition rate among doctors presents a fluctuating pattern. It rose from 5.43% in 2022 to 6.84% in 2023 before slightly improving to 6.05% in 2024. This irregularity may point to challenges specific to the medical profession, such as job stress, career advancement opportunities elsewhere, or workload-related dissatisfaction.

Overall, the project concludes that while administrative and nursing staff retention strategies appear effective, there is a pressing need to review and strengthen retention plans for doctors. Tailored interventions such as flexible work hours, professional development programs, and enhanced recognition may help improve stability in the medical workforce and promote long-term institutional growth.

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