
MEMORANDUM

PHD-C 05-2019

Subject: Staff Turnover in Mental Health Program

Date: August 6, 2019

To: Public Health & Social Services Committee

From: M. Mustafa Hirji, Medical Officer of Health & Commissioner (Acting)

At the June 11, 2019 meeting of Public Health & Social Services Committee, during the debate around the year-end financial audit of the Mental Health program, an information request was made regarding the annual rate of turnover of staff in Mental Health.

The term “staff turnover rate” refers to the percentage of employees who leave an organization during a set period of time. Typically, a turnover calculation includes voluntary resignations, involuntary dismissals, retirements, and other permanent departures from the organization. Staff turnover rates normally do not include staff movement within an organization, such as promotions, transfers, and maternity/parental leaves.

For this information request, we focused on permanent departures from the corporation, and looked at the number of employees who left the Mental Health Program between January 1, 2018 and December 31, 2018 and divided it by the average number of employees employed over the course of the year. Mental Health employs approximately 60 staff in total.

This calculation for the 2018 calendar year for the Mental Health Program indicates a 9.92% turnover rate. In comparison, the corporate turnover rate for the same time period was 8.5% and the Public Health turnover rate was 6.9%. These differences in turnover rate are equivalent to less than 1 Mental Health employee as compared to the corporation, and less than 2 Mental Health employees as compared to Public Health.

Staff turnover and/or staff movement within the organization often lead to budget surpluses when positions are temporarily vacant while time elapses to replace the staff. Additionally, if more tenured staff vacate their position, they are often replaced with less tenured staff at a reduced rate of pay which also lends to a budget surplus.

Respectfully submitted and signed by

M. Mustafa Hirji, MD MPH FRCPC
Medical Officer of Health & Commissioner (Acting)