

The logo for ttm, consisting of the lowercase letters 'ttm' in a bold, white, sans-serif font.

Healthcare Solutions

We Power Potential

HEALTHCARE WORKFORCE INSIGHTS 2024-25

Building an experience around what
matters to you most

www.ttmhealthcare.ie www.ttmhealthcare.co.uk

ttm

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You spoke, we listened and took action

Over the past year, we have implemented several significant changes to enhance your experience as a valued member of our workforce. These improvements are designed to provide better support and opportunities throughout your journey with TTM.

Prioritising & acting on feedback	We actively prioritise and implement feedback received through satisfaction surveys and check-in calls with our agency workforce.
Recognition and rewards	Through our TTM Hero's Programme, we recognise outstanding members of our workforce monthly. Additionally, our Perks at Work platform offers discounts on your favourite brands and access to various self-development online courses.
Effective communication	We introduced our Online Query Help Desk to support prompt responses and resolutions for your queries. New engagement team - Regular engagement, offering guidance and answering questions.
Onboarding with care	Offering a supportive and informative onboarding process to ensure a smooth start for new members of our agency workforce
Wellbeing focused	Employee Assistance Programme: Access 24/7 mental wellbeing support, including counselling and practical advice to help manage work or personal challenges. Introduction of the Laya Healthcare Wellbeing Portal: This online platform provides a range of health and wellbeing benefits, including online fitness classes, guided meditation sessions, self-development courses, and expert speaker events.
Simplifying scheduling	Continuous improvements to our ROTA app to streamline scheduling and ease shift management.
Additional support	Expanded support at every stage of your journey—from application and interview to compliance, onboarding, and beyond. Our dedicated teams assist with shift booking, engagement, and query resolution to ensure a smooth and efficient experience.
Have positive impact	Sustainability and H.A.V.E positive impact are core to our approach. Focused on creating 'Happy Places,' 'Accessibility for Everyone,' 'Value in Our Communities,' and acting with 'Environmental Urgency.'

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Tommy Lees
Commercial Director
TTM Healthcare Solutions.

Listening to our workers is validating our approach to communications, culture and shift flexibility, writes Commercial Director Tommy Lees.

A word from our commercial director

In December 2024, we collected the results from our second annual workforce survey. 610 of you, were kind enough to share your views on everything from shift preferences to satisfaction with TTM Healthcare Solutions as a place to work.

It's always an illuminating process and a vital one in terms of building a market-leading candidate experience.

It really matters that we get this right for you. Ours is a sector where demand systematically outstrips resource. We've seen another tough winter where patient in-flow is high due to seasonal illness and the prevalence of Norovirus; meanwhile the Department of Employment predicts a shortfall in the Irish Republic of 62,000 healthcare assistants by 2036. This is supported by findings from the Health & Social Care Professions Alliance which cite 40% vacancy levels across two-third of departments, together with high levels of burnout. Population numbers are growing as people enjoy longer lives, but as a sector, our industry is also ageing, with fewer new entrants and a competition for talent. It's a similar picture in Northern Ireland.

It takes a special kind of person to work in healthcare, and we recognise it's not for everyone. Retaining a workforce in the context of emotionally and physically demanding work is an industry-wide challenge. So, we're thrilled that the majority of our agency workforce – 89% - is highly or somewhat likely to stay within the sector. For those who stay, healthcare offers a uniquely rewarding career, appealing to the most caring and compassionate in their search for a purposeful profession.

The draw of healthcare alone is not enough, though. As the leading supplier of dedicated healthcare talent, we recognise that only an exceptional culture of service, support, reward and recognition is enough to keep you here. We've invested heavily in every aspect of our candidate experience and so we're delighted to see this validated by the findings in this report.

Overall, you've told us you're highly satisfied with TTM as a healthcare agency and value the supportive, collaborative culture we've cultivated together. You've highlighted the ease and flexibility of finding shifts or roles that suit your lifestyle, and have praised ROTA –our workforce management platform - for its

excellent user experience. Digital technologies and AI will continue to reshape every aspect of healthcare; success stories like this are a case in point for how we can harness them for positive change.

Meanwhile the report also reflects on the diverse, flexible and adaptive nature of our workforce. This is music to our ears. Our temporary healthcare workers play a vital role in the sector, providing essential capacity to meet fluctuating demands and bridging workforce gaps. Your flexibility ensures we can continue to provide care during seasonal surges and shortfalls, making a huge impact to the health and lives of people who need us most.

Please be assured that what you've told us will help drive measurable change – from the role incumbent upon our partners in reducing pressures, to evolving the ways we attract new talent. These are changes that will benefit our workforce, partners and the care sector to achieve their highest potential.

Thank you for your care.

Tommy

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Key Insights



610

locum healthcare professionals shared their experience



41%

want a commute of less than 30 minutes

Good communication, responsiveness and support were cited among the top factors that respondents valued at

4.3/5



30%

of respondents have over 10 years of healthcare experience



86%

of our workforce would recommend us to a friend



52%

of respondents have over 5 years of healthcare experience

11%

have indicated that they will not be working in healthcare in a years' time



ROTA, our app, received a rating of

4.33/5

for its ease of use



4.45 / 5

Overall satisfaction rating



Ease of scheduling shifts with TTM rated

4.3 / 5



89%

of our workforce are likely to stay working in agency healthcare



A happy workforce means consistency for clients

Respondents to the survey reported high levels of satisfaction with TTM as a place to work, with overall satisfaction standing at 4.45 out of 5. Meanwhile, 86% said they would recommend TTM to a friend.

When asked about the likelihood of remaining in agency healthcare, 66% reported they would be 'very likely' to remain, with a further 23% being 'somewhat likely'. However, 11% indicated uncertainty about their future within the agency healthcare sector.

Tommy comments: "Overall this is excellent news for TTM – as an organisation we are powered by our people and the depth of our sectoral knowledge. This feedback reinforces our ability to maintain a reliable, consistent workforce in response to the needs of our clients. It reflects a high level of stability among agency workers, together with a strong potential to retain talent.

"We recognise too, that a small percentage of our workforce may ultimately decide to move on from the sector. We will always support our candidates to understand how we can improve their experience here, or otherwise to pursue their chosen career and life aspirations. Our Permanent Recruitment team is on hand to assist members of our agency workforce transition into permanent full time roles at any point should they choose to change their work preferences."

“It's been a great experience working with TTM Healthcare Solutions. They are prompt to provide solutions and try their best to make sure their workers feel their best. Working with TTM is working with the best agency in Northern Ireland

Abosede, TTM Healthcare Assistant

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Candidates value TTM's culture of support and communication

When asked about what they most valued in TTM as a workplace, most respondents pointed to the supportive, streamlined onboarding process.

TTM has dedicated teams and points of contact to support a seamless candidate experience, from interview and compliance checks to onboarding.

Unsurprisingly then, good communication, responsiveness and support were cited next among the top factors that respondents valued at 4.3 out of 5. Paula Feeney, Head of Brand, puts this down to TTM's total people focus, which includes candidate care calls, our Employee Assistance Programme, online query system and on-call team.

She says: "Working in healthcare is incredibly rewarding, but also mentally and emotionally demanding. We take candidate wellbeing

seriously and invest in checking in with each other – it's part of our culture. Through our different lines of communication and engagement, we're there for our people 24/7, on their terms, as and when they need us. Our new online query system was introduced this year to aid our workforce with prompt responses to their questions.

"For the last 15 years, we've also benefitted from the invaluable contribution of our Clinical Manager and Trainer, a resource that is there for any of our workforce who have experienced trauma, injury or conflict. It shows the value TTM places in the human experience."

“My experience with TTM has been nothing but exceptional. It's been a joy communicating with everyone. The team is nothing but supportive 24/7.”

Michael, TTM Support Worker

Shift choice and user-friendly technology

Respondents also feel positive about the range of shift types, settings and hours – appreciating the flexibility this affords them.

This is thanks to TTM's strength of relationships across public, private and voluntary healthcare, together with its scale as Ireland's largest supplier of healthcare talent. Candidates benefit from an unrivalled selection of opportunities and settings.

They rated the ease of scheduling shifts at 4.3 out of 5 and this is attributable to ROTA - TTM's workforce management platform. ROTA was also rated highly – at 4.33 out of 5. Candidates said they value its ease of use, with the ability to identify and accept shifts at the touch of a button. It's a great example of how TTM is investing in advanced technologies to transform the client and candidate experience.

TTM rolls out regular surveys and workforce experience calls to pulse check its workforce's experience of technology.

This year, the Product team will be commencing focus groups with a view to continually investing in the user experience.



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A focus on recognition and compliance

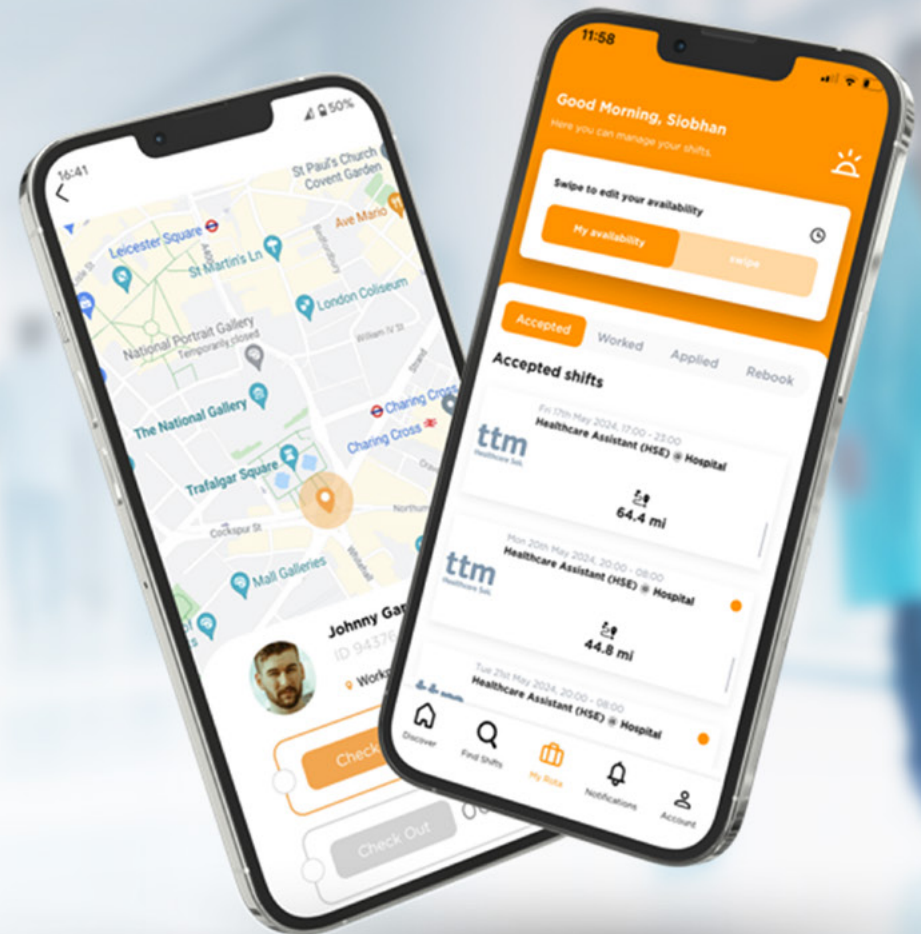
In terms of other factors, candidates said they feel appreciated at work, and value the support to meet compliance requirements. They also like the weekly pay arrangements.

Paula says: "We have instilled a culture of recognition that values people beyond their professional roles. Programmes like TTM Heroes, where we recognise members of our healthcare workforce each month who go above and beyond for our clients, reward our healthcare professionals for their exceptional commitment to going 'above and beyond'. But this isn't just company-led; it is heartwarming that so many individuals have name checked each other personally in the survey responses for their quality of care.

"As for compliance, this is a laser-sharp focus for us and it's good to see this recognised in the feedback. Our expert team guides candidates through the complexity to ensure they are fully compliant with regulations and client expectations. Our candidates are reassured that this process feels smooth and upholds their professionalism."

“**Booking shifts is through the app. I love the fact you can book shifts privately and add them to you schedule on ROTA – the app is fantastic.**

Mary, TTM Social Care Worker



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TTM is successfully nurturing a mix of experience and new talent

Survey insights show that TTM is striking an important balance between retaining experienced workers and encouraging new talent.

Asked about their years of experience, over half (52%) of respondents indicated over 5 years of experience, while 30% have over 10 years. Deep experience is highly prized in healthcare settings where there is a need for knowledgeable professionals who can cater for complex healthcare needs. It provides TTM with a solid foundation and reliable core from which to deliver high-quality services.

Equally important, though, is TTM's continued focus on its pipeline of newer talent entering the agency. 24% of respondents indicated less than 2 years' experience – highlighting a workforce poised to grow and adapt to future healthcare demands.

Tommy says: "Clients can trust that the agency's workforce is equipped to handle diverse care scenarios, thanks to our significant depth of professional experience across the team. The data reflects our ability to provide continuity of care, while fostering a strong talent pipeline."

Turning to the age profile of the workforce, the largest groups are aged 25-34 or 35-44, each making up 24.5%, or 49% collectively. It indicates a strong representation across prime working age brackets.

36% of respondents fall into the age bracket of 45+, correlating with the high levels of experience within the workforce. Meanwhile 15% are aged 18-24 – playing out wider trends in a care industry which is seeing fewer young people enter. The reasons for this range from a need to meet the rising costs of living, to emigration for wider work opportunities.

Paula adds: "It's crucial we continue to tailor our talent attraction and retention strategies to the expectations of today's job seekers. We know younger talent is more likely to engage with rich social media content, such as videos. In terms of communications, it's about getting the mix right – offering a choice of WhatsApp, in-app, video, email, and phone options so we can engage with people on their terms."



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Shift preferences reveal a highly adaptable workforce

Almost half (42%) of respondents have no preference over the kind of shifts they work, the survey reveals. Instead, those candidates are amenable to working shifts as they become available, providing a highly adaptable workforce.

Of the remaining responses, 37% show a preference for sociable hours (daytime and weekdays) while 20% prefer unsociable hours (evenings and nights) and weekend shifts (14% and 6% respectively).

The findings show that flexibility is a key asset for TTM's workforce, enabling it to adapt to client needs without sacrificing the satisfaction of its workers. It shows that candidates value flexitime for different reasons. While there's still a strong demand for daytime hours, others may want evening shifts to fit around childcare and other life commitments.

Tommy comments: "We celebrate the choices and adaptability of our workforce. For TTM it's a win-win; on the one hand it means we can provide candidates with the variety and balance they need – we know it's central to what they value about working here. On the other, it allows us to optimise scheduling and support varied client needs. This flexibility is integral to our success.

"We will continue to align workers with their preferred shifts wherever possible. We understand this approach enhances job satisfaction, retention and overall engagement."

“**The team is supportive and attentive, always ensuring we have the resources and guidance needed to provide excellent care. I feel valued and motivated to make a difference every day.**”

Clodagh, TTM Nurse

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Candidates prefer shorter commutes and acute settings

Asked about commuting preferences, 41% of respondents want to travel for less than 30 minutes, while 48% would travel between 30 minutes and 1 hour. Only a minority – 11% - would travel for over 1 hour.

It shows that proximity matters for most people who desire convenience and work-life balance. However, this is balanced with a reasonable degree of flexibility, with many willing to travel to opportunities farther from home in return for a more attractive role or benefits package. Roles which are remote or less accessible may be more challenging to fill without additional incentives.

Tommy says: "TTM will always aim to assign shifts or roles based close to our candidates wherever possible. We know this is something they value in terms of their wellbeing and lifestyles. It's also part of our commitment to positive impact; smaller commutes help reduce carbon emissions and support our route to Net Zero."

Turning to the different settings, 34% of respondents cited a preference for Acute hospital settings. A smaller percentage are drawn to Social Care and Disability Services, at 12% and 9% respectively. This highlights

a more niche interest in settings such as social, day or residential care where there is a strong focus on continuity of care and patient relationships.

Meanwhile, the remaining 45% revealed diverse interests across a mix of different settings, showing a strong desire for flexibility and variety.

Tommy adds: "Our workforce's range of preferences is a real asset for TTM, highlighting our ability to meet the needs of clients across multiple care contexts. For some, it's about playing to their strengths – such as the ability to build deeper care relationships where there is a focus on holistic, long-term support. Others relish the variety and experience provided by multiple and acute care settings.

"Importantly, it means we can support our healthcare partners with the capacity and capability they need to provide vital care."

“ TTM have been considerate from the very beginning about giving me the shifts that best suit me and in the area I love working in.

Malgorzata , TTM Radiographer




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About TTM Healthcare Solutions

TTM Healthcare Solutions is a leading provider of healthcare professionals and innovative, digitally-led healthcare solutions. Every week we send thousands of people to work in temporary roles in the healthcare market across Ireland, Northern Ireland and the UK.

In 2024, we provided **2.1 million hours** of frontline service across Ireland, Northern Ireland and the UK.



As well as assisting hundreds of healthcare professionals secure their chosen permanent roles annually. In 2024, we provided 2.1 million hours of frontline service across Ireland, Northern Ireland and the UK.

As a leading Tier 1 supplier to the Health Service Executive [HSE] in Ireland and Health and Social Care [HSC] Northern Ireland, we are uniquely placed to offer candidates an unrivalled choice of opportunities.

We care for our people as our greatest asset.

When you join TTM, you join an agency that is proud to be dedicated to healthcare and totally people focussed.

We care as much as you do – this is reflected in our deep sectoral knowledge, partnership approach and commitment to your journey with us.

Our candidates choose us for flexibility and choice of roles together with our deep investment in their wellbeing and development. We take time to truly understand your skill set and career goals, to ensure we match you with the right opportunity. It's why we have a 90% success rate, together with a 4.45 out of 5 satisfaction rating.

This approach has led to us being awarded one of Ireland's Best Managed Companies as voted by Deloitte for 13 consecutive years.

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Do you know someone looking to realise their potential in healthcare?

At TTM, we are committed to connecting talented individuals with the best opportunities in leading healthcare organisations.

Do you know someone seeking a healthcare role?

Ask them to get in touch for details of our current opportunities. Or Refer them to our expert team and earn between €100 and €500 for each successful referral. Help your friends find their dream job while you get rewarded for your support.

Start referring today:

🌐 **Ireland:** www.ttmhealthcare.ie/refer-a-friend-ttm

🌐 **Northern Ireland:** www.ttmhealthcare.co.uk/refer-a-friend-ni

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