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# RCVS WORKFORCE SUMMIT 2021

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**Recruitment, retention  
and return in the veterinary  
nursing profession**

Preliminary Report  
V2 May 2022



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# 1. Introduction

1. This report brings together existing data on the current trends in recruitment, retention and return in the veterinary nursing profession. Please note the report focuses solely on veterinary nurses, and a separate companion report presenting the relevant data for veterinary surgeons is also available. A previous version of this report included data up to 15th November 2021, however this version of the report includes all data for 2021.
2. Workforce shortages are a key challenge facing the veterinary nursing profession. While this is not a new phenomenon, the issue has been exacerbated by recent events, including the additional pressures on the VN profession brought by the Covid-19 pandemic, and an increase in demand for veterinary services driven by a surge in pet ownership in the UK. The RCVS's recent survey of the veterinary nursing profession on their experiences of the pandemic<sup>1</sup> revealed a profession under increased pressure and lowered capacity during 2020 and 2021; for example, 90% said they had personally seen an increase in caseload during the pandemic due to new animal ownership, and 40% said they had to self-isolate at some point, including 1 in 10 (10%) who said they had to isolate in July 2021. This time of increased demand and reduced capacity had an effect on the working and personal lives of many VNs, with 60% saying they had to take on additional responsibilities, 74% having to alter their working pattern, and 66% experiencing conflict between their personal wellbeing and their professional role.
3. In this report we explore recent changes to the levels of veterinary nurses entering and exiting the profession, as well as investigating the factors behind these trends. In Section 3 of the report, we describe the annual numbers of veterinary nurses joining and leaving the profession, as well as the changing working patterns within the profession. Sections 4 and 5 delve deeper into these figures by looking at the key characteristics of those joining and leaving the profession, and how these have changed over recent years. Section 6 looks at the reasons why people decide to leave the profession, exploring the underlying factors associated with intending to leave the profession, and the experiences of new graduates and students. In Section 7 we look at those returning to the profession after some time away. Finally, Section 8 aims to identify the areas where further research is needed to understand the issues of recruitment, retention and return to the veterinary nursing profession.

4. In examining these trends, we draw on data from a range of sources:
  - a. **The RCVS VN Register** holds current and historical data on all registered veterinary nurses, including some key demographic information, such as age, gender, and qualification type.
  - b. **The Survey of the Veterinary Nursing Profession<sup>2</sup>** is a long-running survey of veterinary nurses registered with the RCVS, conducted by the Institute for Employment Studies, most recently in 2019. Here we use the findings to look at long-term workforce trends, reasons people give for intending to leave the profession, and the factors associated with intention to leave the profession.
  - c. We also include several other data sources, including data from the recent RCVS survey on Experiences of the Covid-19 Pandemic, and the recent Mind Matters Initiative (MMI) survey of student veterinary nurses and graduate VNs on the wellbeing and experiences of those joining the profession<sup>3</sup>.

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<sup>1</sup> The RCVS Covid impact survey of veterinary surgeons and veterinary nurses was conducted in July and August 2021 by the Institute for Employment Studies. The final report will be published on the RCVS website.

<sup>2</sup> Robinson, D., Edwards, M., Akehurst, G., Cockett, J., Arnill Graham, K., and Martin, A. (2020) The 2019 Survey of the Veterinary Nursing Profession, Institute for Employment Studies, available at: [www.rcvs.org.uk/news-and-views/publications/the-2019-survey-of-the-veterinary-nursing-profession/](http://www.rcvs.org.uk/news-and-views/publications/the-2019-survey-of-the-veterinary-nursing-profession/)

<sup>3</sup> Mind Matters Initiative, (2021), Preliminary findings from wellbeing survey of veterinary nursing profession, available at [www.vetmindmatters.org/preliminary-findings-from-wellbeing-survey-of-veterinary-nursing-profession-revealed/](http://www.vetmindmatters.org/preliminary-findings-from-wellbeing-survey-of-veterinary-nursing-profession-revealed/)

## 2. Executive summary

5. Figures from the VN Register show a general increase in new VN registrants over the past decade, however there was a temporary fall in the number of new registrations in 2020 after a number of VN exams were cancelled due to the Covid-19 pandemic. Registration numbers have recovered in 2021.
6. Data from the Survey of the Veterinary Nursing Profession shows that veterinary nurses have been increasingly working on a part-time basis over the past decade, from 19% of working VNs in 2010, to 28% of working VNs in 2019.
7. Those joining the VN Register are overwhelmingly women (96% in 2021). They also tend to be from the youngest age group; in almost every year since 2006 over 60% were aged 25 and under. However, in 2021 new registrants were older than in previous years, with half (50%) aged 25 and under. Since 2015, new registrants have been most commonly from further education courses, in 2020 however, the proportion of further education graduates dropped, while the proportion of higher education graduates increased; this reflects the impact of the 2020 exam cancellations on those pursuing further education qualifications.
8. The age at which VNs leave the Register has increased in the past 15 years. In 2006, 80% of leavers were aged 35 or younger, including 20% who were 25 or younger, and in 2021 less than half (47%) were 35 or younger. The changing age profile of leavers from the VN Register is reflected in the years of experience that VNs hold when they leave; in 2006, 76% of leavers had been on the VN Register for less than 10 years, and in 2021, 46% had been on the Register for less than 10 years (including just 21% who had been registered for four years or less). The proportion of leavers with an overseas qualification has steadily increased, from just 1% of leavers in 2006 to 8% of leavers in 2021.
9. The most commonly cited reasons of those voluntarily leaving the VN Register were to take a career break (28% in 2021), leaving the industry permanently (23% in 2021), relocating or returning overseas (10%), and going on parental leave (9%). Among those intending to leave the VN profession in the next five years (as recorded in the Survey of the Veterinary Nursing Profession), by far the most common reason cited was pay (77%), followed by not feeling rewarded or valued (60%), poor work-life balance (46%), wanting a career change or a new challenge (41%) and

dissatisfaction with career opportunities (40%). Regression analysis of the Survey of the Veterinary Nursing Profession data found that the following were independently associated with intending to leave the profession once other factors were controlled for: having a second job, low job satisfaction, low salary satisfaction, low satisfaction with employer support, and feeling that VN work does not provide good opportunities for career progression.

10. Findings from the Survey of the Veterinary Nursing Profession suggest that recent VNs graduates are generally satisfied with their experiences of education and placements. However, the RCVS Mind Matters Initiative (MMI) survey of student veterinary nurses, recently graduated veterinary nurses and clinical coaches highlighted several serious issues among this group, including mental health concerns, experiences of workplace stress, and concerns about bullying and incivility in the professions.
11. Since 2006 the number of VNs who have renewed their registration after having some time off the VN Register has fluctuated, but in general there has been a decrease since 2016, from 511 in 2016 to 250 in 2021. A majority of restorations to the VN Register were among those with 10 to 14 years of experience (28%) or five to nine (25%) years of experience. Data from the Survey of the Veterinary Nursing Profession found that the most common reason for taking a career break was parental leave or looking after children (41% of those currently on a career break), followed by illness (17%), and travelling (12%).
12. Further research is needed in four key areas: the reasons why individuals decide to leave the VN profession and what their future plans are after leaving; the characteristics of those joining and leaving the veterinary nursing profession; career lengths and the trajectory of nurses' careers; and finally the ways in which leavers can be encouraged to return to the VN profession or to remain in the profession if they are considering leaving.

## 3. Workforce trends

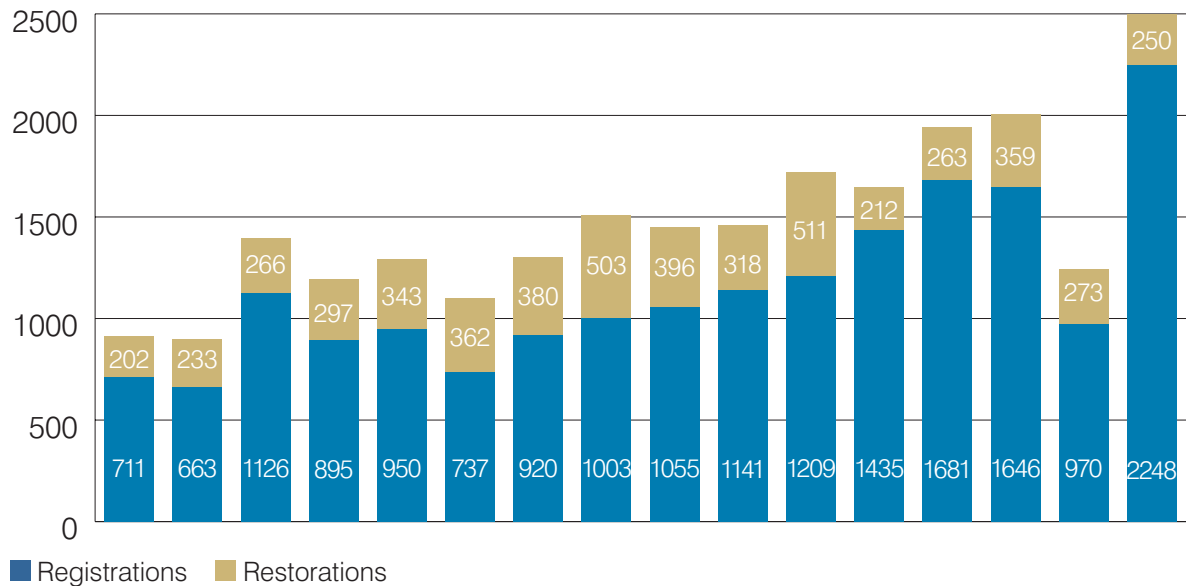
13. This section outlines the recent annual numbers of veterinary nurses entering and leaving the profession, and changes in how the profession is working.

### 3.1 Numbers joining and leaving the VN Register

14. New registrations to the VN Register have been generally increasing over the past decade, from 737 new additions to the VN Register in 2011, to 2,248 in 2021 (Figure 1). There was, however, a temporary fall in the number of new registrations in 2020, when intake dropped by over 40%. This low number was caused by exam cancellations from one of the biggest providers of VN qualifications. These cancellations, a direct result of the Covid-19 pandemic, affected students throughout 2020, and resulted in a large proportion of those in further education training experiencing delays in obtaining their qualifications. All students affected by exam cancellations were given the opportunity to take an exam, provided either by the RCVS or another awarding organisation in the last three months of 2020, however these students were not able to register until 2021.
15. Data on enrolments and qualifications of student veterinary nurses show that the proportion of students who withdraw from training is around 6–7% across both further and higher education courses. For further education students enrolling in 2018/2019 this rate increased slightly to 8%, however many of this group are still active students and it is too early to say what the final rate will be.
16. Figure 1 also includes data on those who have restored their registration to the VN Register. In 2021 restorations made up 10% of the total ‘joiners’ to the VN Register. More information on restorations is presented in Section 7.
17. Figure 2 shows the numbers joining and being removed from the VN Register in 2006 to 2021. The ‘joiner’ figures include new registrants and restoration figures, as presented in Figure 1 above. The number of leavers from the VN Register has fluctuated a little over the past 15 years, but has remained at roughly the same level, with no sustained increase or decrease. This, paired with the increase in new registrants over this period, means that the annual net number of joiners to the VN profession has generally been increasing over the past five years, with the exception of the temporary drop in 2020.

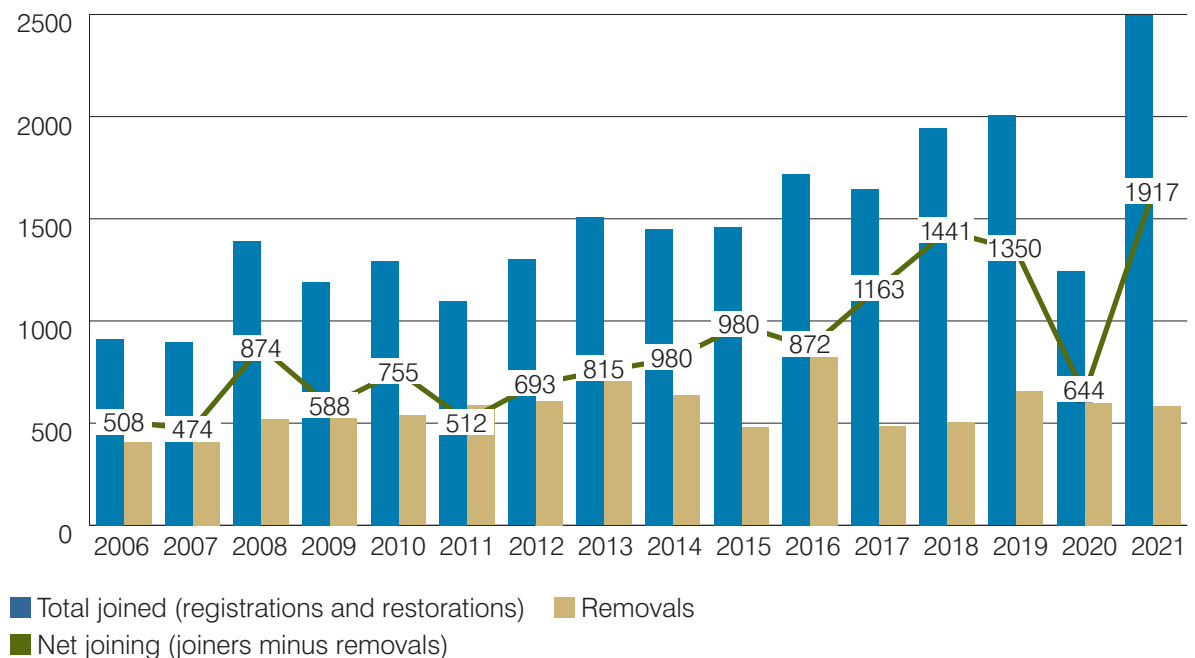


**Figure 1. New registrations and restorations to the VN Register, 2006–2021**



Source: RCVS Register of Veterinary Nurses

**Figure 2. Joiners and removals from the VN Register, 2006–2021**



Source: RCVS Register of Veterinary Nurses

## 3.2 Changing working patterns

18. Data from the Survey of the Veterinary Nursing Profession shows that part-time work has become more common among vet nurses since 2010 (Table 1). Among those in paid work, the proportion in part-time work has increased from 19% in 2010, to 28% in 2019. This highlights that while the increasing numbers of veterinary nurses entering the profession in Figure 1 are encouraging, this does not tell us the whole story of workforce capacity in the veterinary nursing profession.

**Table 1. Employment status of veterinary nurses in work, 2010–2019 (per cent)**

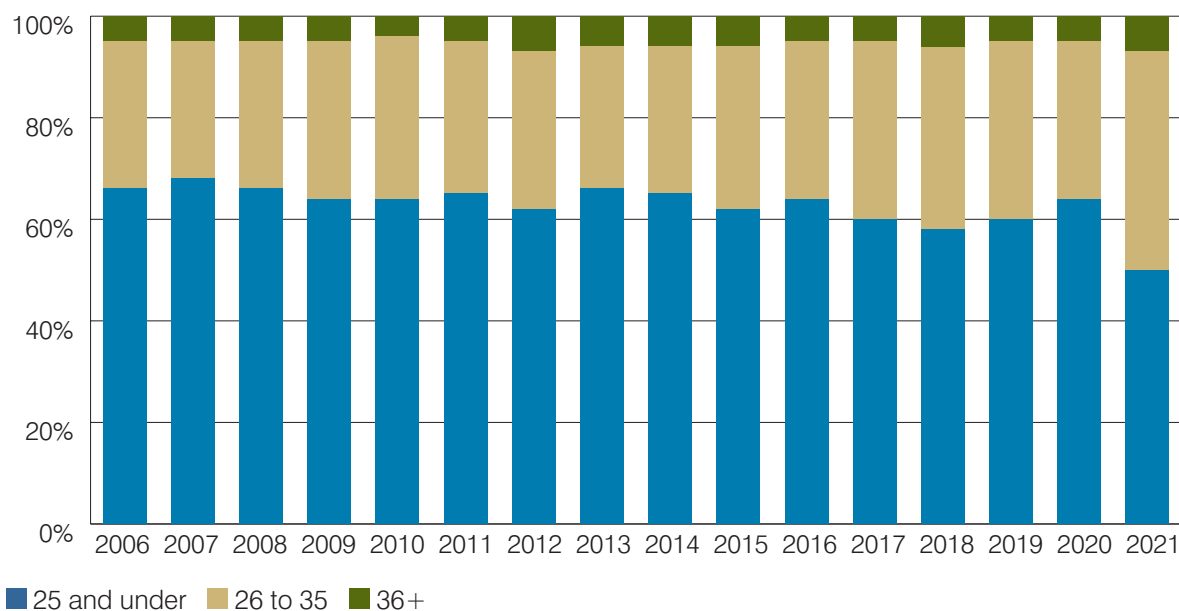
	2010	2014	2019
	%	%	%
Full-time work	81	78	72
Part-time work	19	22	28
<i>Base (respondents in work only)</i>	3,806	4,580	7,039

Source: Survey of the Veterinary Nursing Profession 2019

## 4. Who is joining the profession?

21. In section 3 we saw that new registrations are generally increasing, with the exception of the temporary drop in 2020. In this section, we explore the characteristics of the different groups joining the VN Register and whether these are changing over time. Here we focus on new registrants, rather than restorations to the VN Register, which are explored further in Section 7.
22. New registrants to the veterinary nursing profession are overwhelmingly female; in 2021, 96% were women, 3% were men, and 1% didn't specify. Since 2006 the proportion of women registering has remained at this level or higher.
23. In general, the age profile of new VN registrants has remained stable over the past 15 years. In most years since 2006, over 60% of new VN registrants were aged 25 and under, with around a third aged 26 to 35, and 4–7% aged 36 or over (Figure 3). In 2021, however, the proportion of new registrants in the youngest group fell; 50% were 25 and under, while 43% were aged 26 to 35.

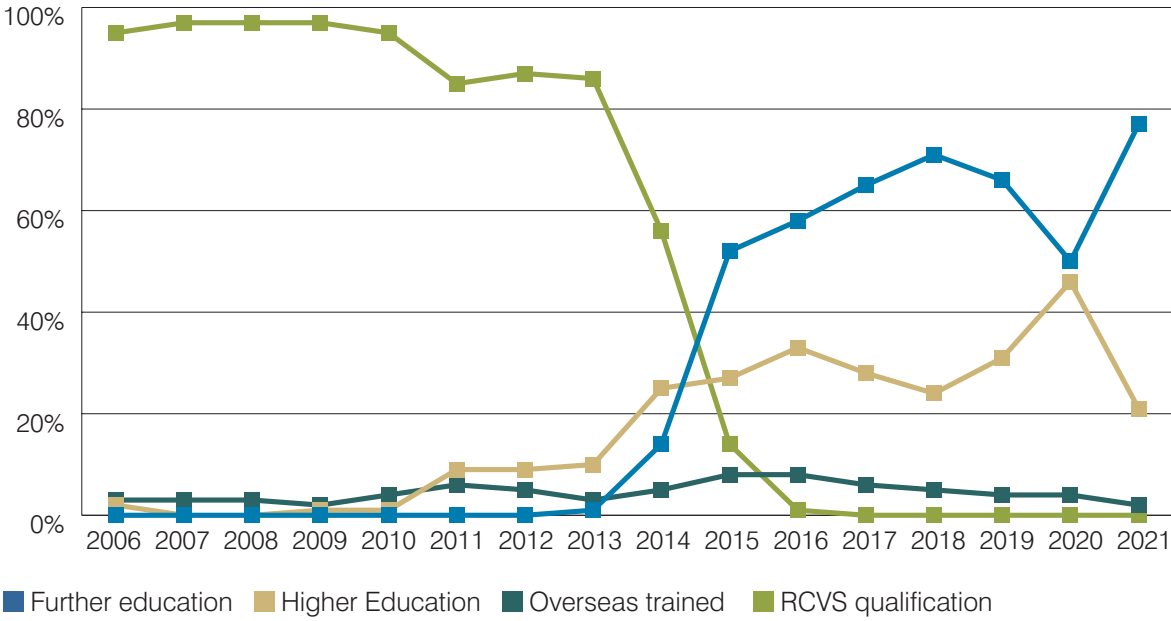
**Figure 3. New registrants to VN Register, by age, 2006–2021**



Source: RCVS Register of Veterinary Nurses

24. Figure 4 presents the annual joiners to the VN Register by their qualification type. From 2015 onwards, the majority of new registrants have had a further education qualification, while a lower proportion were higher education graduates, and a small handful were trained overseas. In 2020, when there was a substantial drop in the number of new registrants (see Figure 1), the proportion of further education graduates dropped, while the proportion of higher education graduates increased; this reflects the impact of the exam cancellations on those pursuing further education qualifications. Overseas-qualified vet nurses have long been a relatively small group; in 2015 and 2016 the proportion with overseas qualifications reached a peak of 8% of new registrants, but this has since fallen, and in 2021 is at a notably low 2% of new registrants.
25. Prior to 2015, most UK veterinary nursing qualifications were recorded on the VN Register as “RCVS qualifications”, as RCVS was the awarding body for most veterinary nursing qualifications, under RCVS Awards. Veterinary nursing degrees included RCVS NVQ and VRQ exams, and therefore graduates were issued an RCVS qualification along with their degree. Two external awarding bodies were accredited in 2011 and 2012, and RCVS Awards was officially closed in November 2015.

**Figure 4. New registrants to VN Register, by qualification type, 2006–2021**

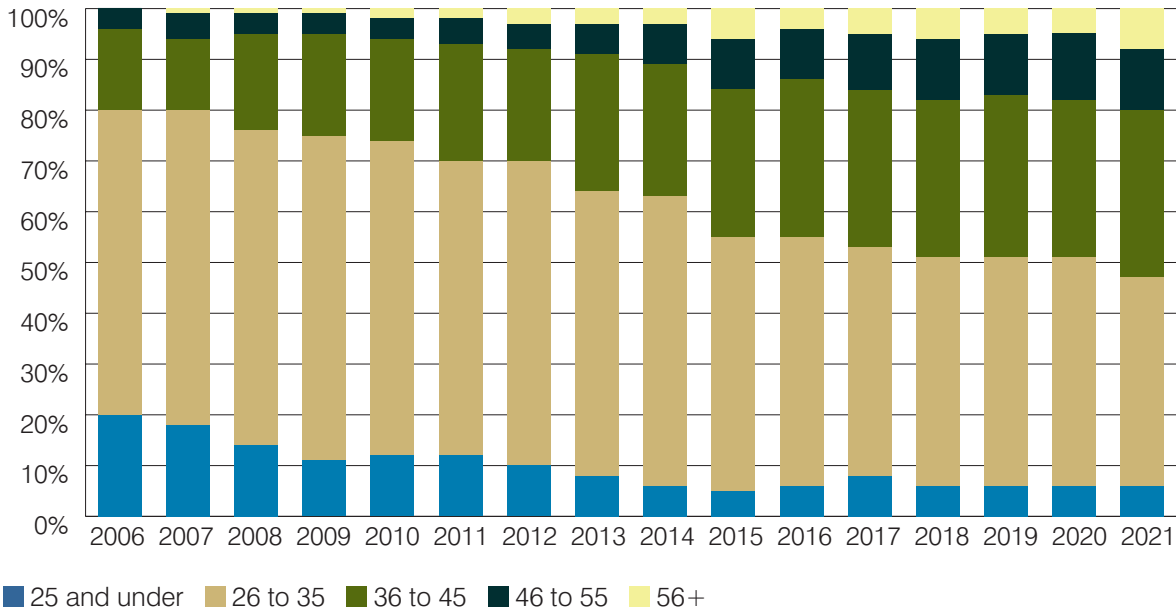


Source: RCVS Register of Veterinary Nurses

# 5. Who is leaving the profession?

- 26. This section examines the leavers from the VN Register by various demographic groups, and how this has changed over time. In Figure 1 (Section 3) we saw that the number of VNs leaving the Register has fluctuated slightly over the past 15 years but has overall remained relatively stable.
- 27. Historically VNs leaving the profession have tended to be predominantly in the youngest age brackets, with 80% in 2006 aged 35 or younger, including 20% who were 25 or younger (Figure 5). Since then, there has been a gradual increase in the proportion of leavers from older age groups, and in 2021, less than half (47%) were 35 or younger, while 33% were aged 36 to 45, 12% were aged 46 to 55 and 8% were 56 or older.

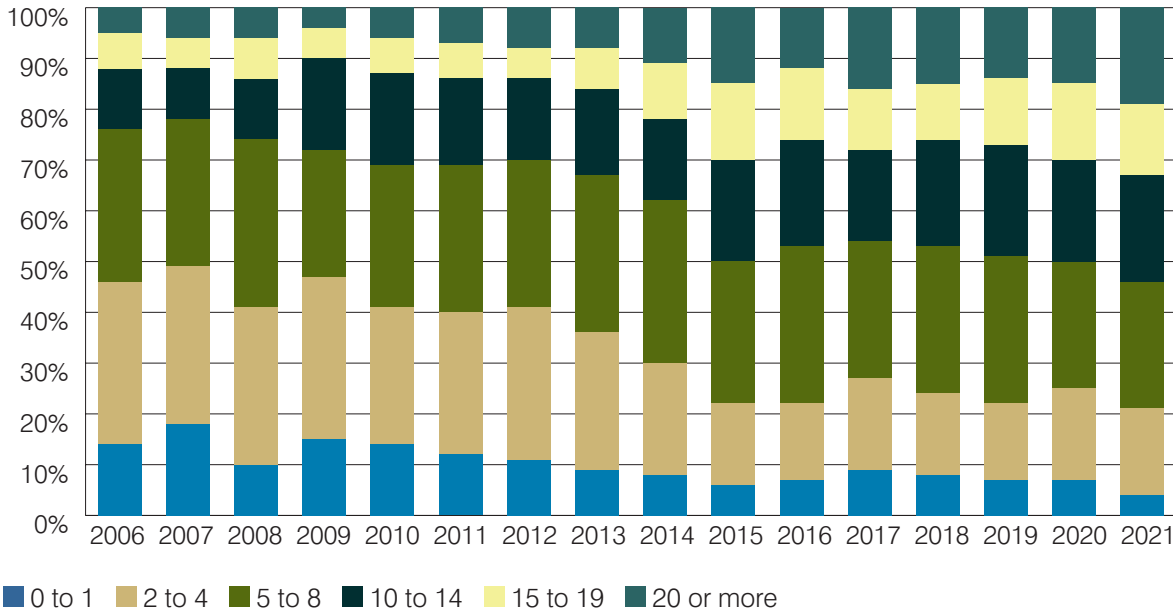
**Figure 5. Leavers from the VN Register, by age, 2006–2021**



Source: RCVS Register of Veterinary Nurses

28. Unsurprisingly, the changing age profile of leavers from the VN Register is reflected in the years of experience that VNs hold when they leave (Figure 6). In 2006, 76% of leavers had been on the VN Register for less than 10 years, including 45% who had been registered for four years or less. Just 13% had been registered for 15 years or more. Between 2006 and 2015, length of time on the VN Register increased among leavers, and in 2021, 46% had been on the Register for less than 10 years (including just 21% who had been registered for four years or less), and 33% had been on the Register for 15 years or more.

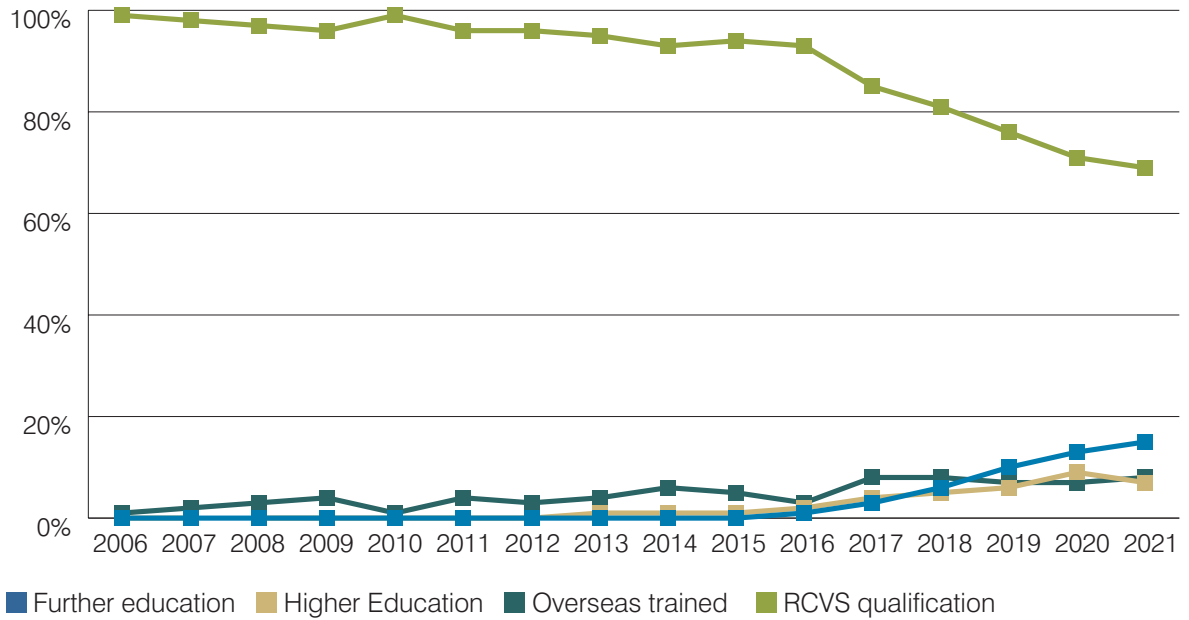
**Figure 6. Leavers from the VN Register, by years since first registered, 2006–2021**



Source: RCVS Register of Veterinary Nurses

Figure 7 shows the proportion of leavers with different qualification types. Up until 2017, a large majority of leavers held qualifications awarded by the RCVS, however this started to reduce from 2018 onwards following the official closing of RCVS Awards in November 2015, after which UK qualifications were recorded on the VN Register as being further education qualifications or higher education qualifications (see Figure 4, Section 4). The proportion of leavers with an overseas qualification has steadily increased, from just 1% of leavers in 2006 to 8% of leavers in 2021.

**Figure 7. Leavers from the VN Register, by qualification type, 2006–2021**



Source: RCVS Register of Veterinary Nurses

# 6. Reasons for leaving the profession

29. In this section we present information from the Register and the Survey of the Veterinary Nursing Profession on the reasons why individuals leave veterinary nursing, and how this has changed over time, and draw on data from other surveys to look at the experiences of new graduates and student VNs.

## 6.1 Destinations of those leaving the profession

30. When vet nurses leave the VN Register voluntarily, that is they request to be removed rather than being removed following non-payment, they are asked to record a reason for this. It is important to note that a sizeable proportion of those who leave are removed for non-payment and therefore no reason for removal is recorded as we do not have communication with them at this point. In 2021, only 45% of those who have left chose to be voluntarily removed, while 54% were removed for non-payment. This highlights an area where further research is needed, as we have no information about the destinations of a large proportion of those who leave the profession.

31. Table 2 shows the destinations of those who have been voluntarily removed from the VN Register since 2017. In all years except 2019, the most common reason given was to take a career break (28% in 2021), closely followed by leaving the industry permanently (23% in 2021). In 2021, 10% were relocating or returning overseas, and 9% going on parental leave.



**Table 2. Destinations of those voluntarily removed from the VN Register, 2017–2021**

Destinations	2017	2018	2019	2020	2021
	%	%	%	%	%
Career break	28	27	23	25	28
Leaving the industry permanently	20	21	27	24	23
Relocating/returning overseas	10	10	11	11	10
Maternity/ paternity leave	13	13	11	14	9
Medical reasons	4	7	11	6	7
Retiring	3	4	6	8	8
Starting a non-clinical role	12	8	5	8	6
Other	9	10	5	4	6

Source: RCVS Register of Veterinary Nurses

## 6.2 Reasons for intention to leave the profession

32. In a slightly different measure, the Survey of the Veterinary Nursing Profession asks respondents whether they intend to leave the profession in the future, and if so, their reasons for intending to leave. While the VN Register question elicits responses about what individuals will do following their departure from the profession, this survey question asks about the causes for an individual intending to leave the profession.
33. Overall, a quarter (25%) of respondents said they intended to leave the profession in the next five years for reasons other than retirement. Most of these had longer-term intentions to leave the profession, 14% said they intended to leave in 3–5 years, 7% in 1–2 years, and just 3% in the next year.
34. Table 3 shows the most common reasons given for intending to leave the profession. By far the most common reason cited was pay, with over three-quarters (77%) mentioning this. Another common reason was not feeling rewarded or valued; mentioned by 60%. Respondents also mentioned poor work-life balance (46%), wanting a career change or a new challenge (41%) and dissatisfaction with career opportunities (40%).

**Table 3. Reasons for intending to leave the veterinary profession**

<b>Destinations</b>	<b>%</b>
Pay	77
Not feeling rewarded/valued (non-financial)	60
Poor work-life balance	46
Career change/new challenge	41
Dissatisfaction with career opportunities	40
Long/unsocial hours	35
Chronic stress	29
Lack of flexibility in hours	29
Care of dependants/to have family	19
Health issues (mental)	14
Health issues (physical)	14
Burden of bureaucracy/legislation	6
Study	5
Travel	3
Discrimination	2
Emigration	2
Brexit	1
<b>Base</b>	<b>6,927</b>

Source: Survey of the Veterinary Nursing Profession 2019

Note: Percentages sum to more than 100% as respondents could select more than one category

## **6.3 Factors associated with intending to leave the VN profession**

35. This section looks at the factors associated with intention to leave the veterinary nursing profession, using data from the Survey of the Veterinary Nursing Profession. Here we present findings from the 2019 survey, using analysis that has been completed as part of a wider project exploring the factors associated with VN retention in 2014 and 2019 (Jeffery, 2020; Jeffery and Taylor, 2021)<sup>4</sup>.

36. A multivariate logistic regression analysis was conducted to explore the factors that are independently associated with intending to leave the profession in the next five years, for reasons other than retirement. The analysis used a number of factors that had been carefully selected following a review of existing literature.
37. The analysis identified five key variables that were significantly independently associated with intention to leave the veterinary nursing profession in the next five years, once other factors were controlled for. These were as follows:
- a. Second job: those with a second job (either within or outside the veterinary profession) were more likely to say they wanted to leave the profession in the next five years (34%) than those without a second job (24%).
  - b. Job satisfaction: those who disagreed with the statement “veterinary nursing work gives me job satisfaction” were more likely to want to leave the profession (65%) compared with those agreeing with the statement (18%).
  - c. Salary satisfaction: respondents who disagreed with the statement “I am satisfied with my salary / remuneration level” were more likely to intend to leave the profession (33% compared with 11% of those who agreed with the statement).
  - d. Employer support satisfaction: those not satisfied with the support given by their employer were more likely to want to leave (44% compared with 16% of those who were satisfied with employer support).
  - e. Career progression: respondents disagreeing with the statement that “veterinary nursing offers good opportunities for career progression” were more likely to intend to leave the profession (39% compared with 11% of those agreeing).

Several other variables were examined and found not to be associated with intention to leave, once other factors were controlled for, including age, type of qualification, getting time off for continuing professional development (CPD), whether individuals regularly perform minor surgery (not entering the body cavity), believing veterinary nurses have a lack of respect from employers and veterinary surgeons, viewing stress or client expectations and as key challenges for the profession, and believing veterinary surgeons value veterinary nurses.

## 6.4 Experience of new graduates and students

38. This section uses data from the Survey of the Veterinary Nursing Profession and a recent RCVS survey on Student Veterinary Nurses and graduate VNs to explore the wellbeing and experiences of those joining the profession<sup>5</sup>. So far in 2021, over a fifth (21%) of leavers have been on the VN Register for four years or fewer (see Section 5). While the proportion leaving the profession after a short time has been reducing over time, there remains a notable minority of leavers who have only been part of the profession for a few years, and one important area to examine is the experience of those who have recently joined the profession.
39. Findings from the Survey of the Veterinary Nursing Profession suggest that recent VNs graduates are generally satisfied with their experiences of education and placements. Among VNs who had graduated in the preceding three years, high levels of satisfaction were reported with their clinical placement (82%), the quality of their training practice experience (77%), and the quality of their college or university experience (70%). Most (78%) also received appraisals or performance reviews while training.
40. However, the RCVS Mind Matters Initiative (MMI) survey of student veterinary nurses, recently graduated veterinary nurses and clinical coaches highlighted several serious issues among this group, including mental health concerns, experiences of workplace stress, and concerns about bullying and incivility in the profession. Almost all of the respondents surveyed (96%) agreed that bullying and incivility was a serious problem in the profession, and around one-third of respondents had witnessed or experienced discrimination in a practice setting, while one in five (20%) respondents had witnessed or experienced discrimination in an educational setting. Seven in 10 (70%) had personally experienced a mental health concern, while only half had received professional support for their concern.

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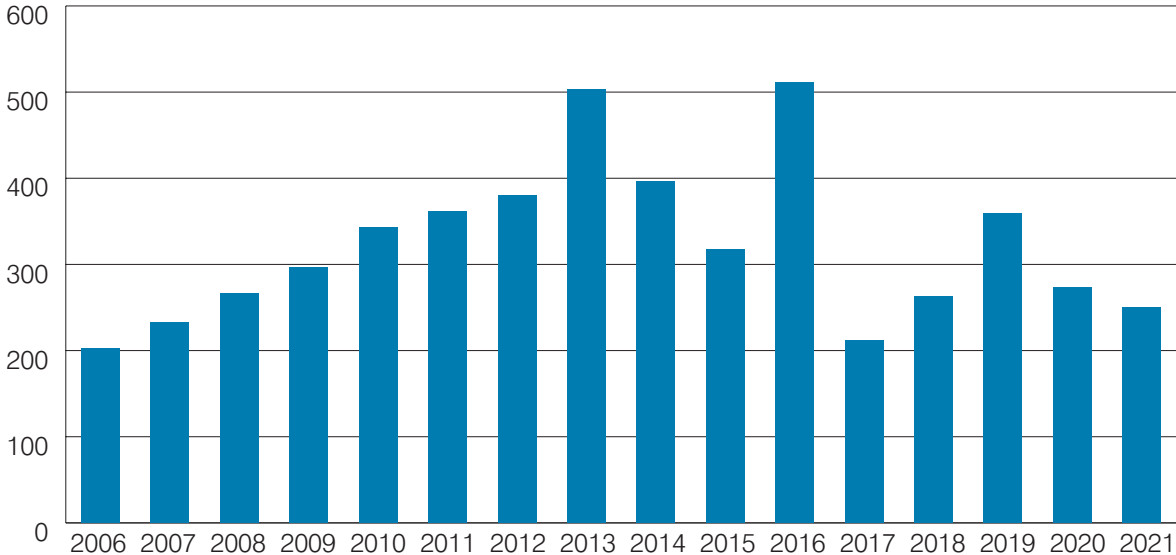
<sup>4</sup> Jeffery (2020), Veterinary Nursing in the United Kingdom: Identifying the Factors Which Influence Retention Within the Profession, EdD Thesis, University of Bristol  
Jeffery and Taylor (2021), currently unpublished comparative data analysis

<sup>5</sup> Mind Matters Initiative, (2021), Preliminary findings from wellbeing survey of veterinary nursing profession, available at [www.vetmindmatters.org/preliminary-findings-from-wellbeing-survey-of-veterinary-nursing-profession-revealed/](http://www.vetmindmatters.org/preliminary-findings-from-wellbeing-survey-of-veterinary-nursing-profession-revealed/)

# 7. Returning to the profession

- 41. This section looks at the VNs who choose to return to the profession after some time away from the VN Register.
- 42. Each year, a proportion of those who have left the VN Register have their registrations restored. From 2006 to 2013 the number of restorations increased from 202 in 2006 to 503 in 2013 (Figure 8). Numbers have since fluctuated, but in general there has been a fall in the numbers being restored to the VN Register. In 2021, the number of restorations to the VN Register is relatively low at 250, down from 511 in 2016.
- 43. A majority of restorations are for individuals who have previously been removed from the VN Register for non-payment. In 2021 68% had previously been removed for non-payment, while 32% had been voluntarily removed. Note that a third (29%) of those restored in 2021 had been off the Register for a short time of three months or less. A further quarter (24%) had been off the Register for four months to a year, 38% for one to five years, and 8% for five years or more. For those who are off for five years or more, there is a Return to Practise (PSP) requirement in place (introduced in 2008).

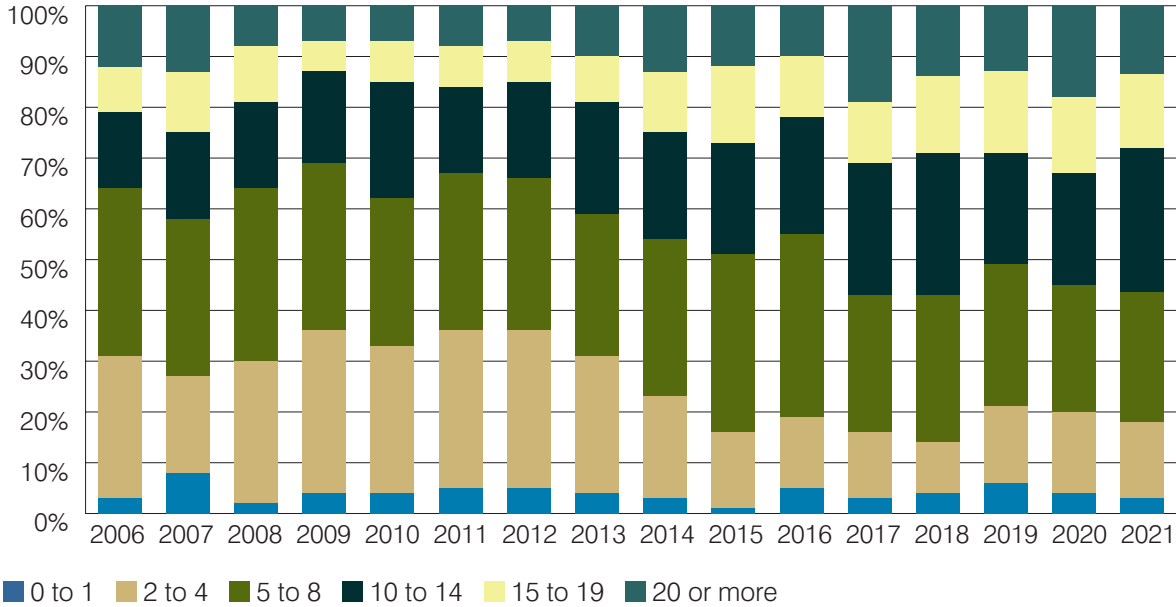
**Figure 8. Number of restorations to the VN Register, 2006–2021**



Source: RCVS Register of Veterinary Nurses

44. Breaks from the VN Register are taken by veterinary nurses throughout their careers. Figure 9 shows the restored VNs broken down by the length of time since they first registered. In 2021, a majority of restorations to the VN Register were among those with 10 to 14 years of experience (28%) or five to nine (25%) years of experience. However, in previous years there were higher proportions of restorations among the two to four years registered group, for example in 2012 31% had been on the VN Register for two to four years, compared with just 15% in 2021.

**Figure 9. Restorations to the VN Register, by years since first registered, 2006–2021**



Source: RCVS Register of Veterinary Nurses

45. In the 2019 Survey of the Veterinary Nursing Profession, 1.5% of those surveyed were taking a career break. The most common reason for taking a career break was parental leave or looking after children (41% of those currently on a career break). A further 17% cited illness, and 12% were travelling. The median length of career break reported by this group was 12 months.

46. A small proportion (4%) of those in work responding to the Survey of the Veterinary Nursing Profession worked outside, or mainly outside the profession, in a job that does not need a VN qualification. Almost all of these (98%) have worked within the VN profession at some point in their careers, and nearly half (47%) still do some work in the veterinary nursing profession, although their main area of work is outside of the profession.

## 8. Future research

47. The preceding sections have presented the available information on recruitment, retention and return in the veterinary nursing workforce. There are four key areas, however, that have been identified as needing further research.
- a. First, further investigation is needed to gain a deeper understanding of the reasons why individuals decide to leave the veterinary nursing profession, and what their future plans are after leaving. Current data from the VN Register can tell us about the planned destinations for those who choose to leave the VN Register voluntarily, but a large proportion of individuals who leave the VN Register are removed for non-payment and are therefore not asked this question. Related to this is understanding better the movement of professionals from clinical into non-clinical roles, which is not an area the VN Register data can currently shed light on.
  - b. A second area for further research is additional information about the characteristics of those joining and leaving the veterinary nursing profession. This is an area covered in some detail in this report, but there are several areas of interest that we do not have available data to explore. For example, the Register does not include information about the areas of practice that veterinary nurses are joining and leaving from, or whether those leaving and joining the profession work full-time or part-time, which has an impact on the capacity of the workforce. Other characteristics of interest include more detailed qualification level, information about their job roles and specialisms, geographical location, and personal information about, for example, socio-economic background.
  - c. A third area where more information would be useful is the career lengths of different groups within the profession, and a better understanding of the trajectory of veterinary nurses' careers. For example, how many jobs do individuals hold over their careers?
  - d. A final avenue for further enquiry is exploring ways to help leavers return to the VN profession and identifying warning signs so that interventions or mitigations can be developed before individuals leave the profession.

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