Workforce planning

Reading List
June 2019
This reading list has been compiled by the Health Management Library team. It is not intended to be comprehensive but contains a selected list of references aiming to give an introduction to the topic.

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WORKFORCE PLANNING

A selection of books and reports


BALL, J. (2019). Implementation, impact and costs of policies for safe staffing in acute NHS trusts. Southampton: University of Southampton. This report describes the implementation of safe staffing policies in NHS general acute trusts in England looking at costs and consequences, and examining the factors that have influenced implementation. It uses a mix of quantitative and qualitative research methods (national survey, analysis of national data, four case studies, realist evaluation).

BEECH, J. (2019). Closing the gap: key areas for action on the health and care workforce. London: The King's Fund. The workforce challenges currently facing the health service pose a threat to the delivery and quality of care over the next 10 years. This report - which was developed in advance of the NHS’s workforce implementation plan (2019) - outlines a detailed and costed set of solutions for overhauling how the NHS recruits and keeps its staff.

BOLTON, P. (2018). Brexit and the health & social care workforce in the UK. London: National Institute of Economic and Social Research. This report examines recent trends in the United Kingdom’s health and social care workforce and the role of European Economic Area nationals who staff it. Presents several findings and recommendations designed to ensure that Brexit works in the interest of patient care, and to enable the health and social care sector to secure the skills and people it requires.

BUCHAN, J. (2019). A critical moment: NHS staffing trends, retention and attrition. London: The Health Foundation. As well as assessing the implications of trends in NHS staffing, this report focuses in more detail on two current critical ‘pressure points’ – the retention and attrition of NHS staff in general, and then student nurse attrition.


CENTRE FOR WORKFORCE INTELLIGENCE

*Although the CfWI ceased in March 2016, publications have been archived and can still be accessed online.*

**Elicitation methods: applying elicitation methods to robust workforce planning.** (2015)

CfWI used expert elicitation as part of the robust workforce planning framework, used in all workforce reviews. The purpose was to provide workforce planners with an understanding of how the future might evolve for health, public health and/or social care professions.

**Horizon 2035. Future demand for skills: initial results.** (2015)

Highlights interim findings from Horizon 2035, a key piece of work to help consider how a series of challenges and opportunities may combine in the future and impact the health, public health and social care workforce.

**Modelling supply, demand and need: a literature review.** (2015)

A short review of the literature available on factors to consider when designing a model. It aims to support the modelling process used by the CfWI and its Robust Workforce Planning Framework.

**Policy analysis: applying robust decision-making to the workforce planning framework** (2014)

The literature review in this paper provides an introduction to the subject of long-term policy analysis and its specific NHS workforce planning context in the UK.

**The public health knowledge and intelligence workforce: a study.** (2015)

This report aims to build a clearer understanding of the location, number, functions, skills and competences of the public health knowledge and intelligence workforce.

**Robust workforce planning: an introduction.** (2014)

Introduces the CfWI’s robust workforce planning framework and explains the key steps in the process.

**Robust workforce planning framework: update from practice.** (2014)

Reviews the latest development and provided a revision to the robust workforce planning framework.

**Robust workforce planning: experiences and best practice.** (2014)

Describes how the robust workforce planning framework can be applied across projects.
Think integration, think workforce. Three steps to workforce integration. (2013)

This paper discusses the implications of integrated care for workforce planning in health services. It covers the recent literature on the subject, sets out the current policy context and the implications for workforce planning.


Guidelines aimed at health workforce planners and forecasters in EU member states and stakeholder organisations in the European Union who would like to apply qualitative methods to improve their health workforce planning and forecasting in their specific national contexts.


Examines options for how the Brexit agreement could protect the needs of UK public services after Brexit.


This report puts forward proposals for radical reform of mental health service provision. Discusses the current workforce, trends affecting it, current policy and its impact on the future workforce and the views of staff.


Explores how to prepare the healthcare workforce, through education and training, to deliver the digital future.


This document offers a workforce plan to help local systems deliver the Five Year Forward View for Mental Health to 2021. Discusses the current state of the NHS mental health workforce, where the workforce should be in terms of numbers and skills and what is required to bring the numbers and skills up to requirements.


Looks at the data analytics workforce in the NHS and argues the case for more skilled data analysts to be employed to harness the benefits of data for patients.


Reviews issues and developments affecting the current nursing workforce in England. Discusses retention, new nurses, nursing associates, nurses from overseas, workforce planning. Puts forward conclusions and recommendations.

*There is a growing gap between the needs of patients and the skills and knowledge that the health workforce has. Gives practical advice and guidance to those who wish to redesign their workforce.*


*Examines examples from the health workforce planning frameworks of other countries to highlight the systems, tools, and models used to implement health workforce planning policy and strategies. Five countries (Australia, the Netherlands, New Zealand, Scotland, and Wales) were chosen for examination during an initial scoping exercise based on their similarity in size to Ireland or their scattered rural population.*


*Considers the Department of Health & Social Care’s role in overseeing the adult social care workforce in England. Reviewed whether the size and structure of the workforce is large enough to cope with demand, now and in the future. Also discusses the financial challenges and issues relating to hiring staff.*


*This review presents recent evidence from National Institute for Health Research (NIHR)-funded research, including studies on the number of staff needed, the support workforce and the organisation of care on hospital wards.*


*This briefing provides an overview of the workforce retention issues being faced by NHS Wales and how they are being tackled.*


*This short guide is intended to help NHS services plan their approach to international recruitment of staff. Covers dealing with employment agencies, immigration rules relating to workers from within and outside the European Economic Area, language skills and pastoral support.*
Contains key guidance on: using data to understand your workforce, making improvement and change, getting board commitment, building line manager competence, good practice examples and evaluating your retention initiatives. Also includes several case studies.

This briefing - which is aimed at HR professionals working in the NHS - focuses on the changing context of workforce policies in light of "Brexit". Discusses the impact of leaving the European Union on workforce supply and policies designed to incentivise increased investment in the skills of the British population to meet workforce needs.

NHS ENGLAND. (2016). *Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time: Safe, sustainable and productive staffing*. London: National Quality Board.
This safe staffing improvement resource provides an updated set of expectations for nursing and midwifery care staffing, to help NHS provider boards make local decisions that will support the delivery of high quality care for patients within the available staffing resource. Supercedes the 2013 guidance.

The ten year plan to develop health services in England. Chapter four covers implications for the NHS workforce.

This document provides a comprehensive set of guidelines on workforce planning and includes new recommendations on reporting and governance approaches. The document also shares best practice on workforce decision-making.

Looks at factors affecting the nursing and consultant workforce in NHS England. Covers increasing demand, lack of and oversupply in labour, agency workers, improvements in productivity and NHS Improvement’s plans to help NHS Employers respond to workforce issues.

A collection of resources to help NHS organizations improve staff retention.

This toolkit aims to help reduce agency spending by maximizing use of staff banks.


ROYAL COLLEGE OF NURSING. (2019). *The UK nursing labour market review 2018*. London: Royal College of Nursing. *Provides a review of the UK nursing labour market, looking at recent data and trends for nursing staff working in the health sector across the UK. Draws out differences, similarities and challenges across the four UK countries.*

ROYAL COLLEGE OF NURSING. (2018). *Left to chance: the health and care nursing workforce supply in England*. London: Royal College of Nursing. *Discusses the major issues being faced by the nursing profession in the UK and puts forward several suggestions about how it can be tackled.*


This briefing highlights the scale of workforce challenges in NHS England and the threat this poses to the delivery and quality of care. It sets out the reasons why the proposed 'long-term plan' and a supporting workforce strategy must address the urgent and mounting challenges facing the health care workforce.


A selection of journal articles


The right approach to workforce planning can get help get the right staff for emerging care models.

Reviews nursing workforce policy in five countries and found common nursing workforce policy issues within each country.
Login with Athens username to read full text: http://dx.doi.org/10.1111/j.1365-2834.2011.01214.x

Presents a framework that integrates health service and workforce planning focused on responding to population needs. Using data from the General Household Survey for England for the period 1985-2006, the authors illustrate trends in health needs and service use per capita.
Login with Athens username to read full text: https://doi.org/10.1177/1355819612473592
Discusses the two most common models of workforce planning- 'stock and flow' and the demographic approach. Looks at the methods and factors utilised by each in order to take a more considered approach to workforce planning in dentistry. 
Login with Athens username to read full text: http://dx.doi.org/10.1177%2F0017896911398815

This paper examines issues related to the future supply of registered nursing staff, midwives and health visitors in the NHS in England at a time when there are major public sector funding constraints and as more of these staff are reaching retirement age. 
Login with Athens username to read full text: https://human-resources-health.biomedcentral.com/articles/10.1186/1478-4491-10-16

One measure used to identify numbers and mix of staff in healthcare settings is workforce ratio. The aim of this study was to identify workforce ratios in nine allied health professions and identify whether these measures are useful for planning allied health workforce requirements. 
Login with Athens username to read full text: https://human-resources-health.biomedcentral.com/articles/10.1186/1478-4491-10-2

This article focuses on the problem of staff shortages in nursing. It argues that, although an oversupply of some types of labour can add to cost pressures by increasing demand for health care services and that the cost of training staff is high, undersupply and poor labour planning lead to unintended consequences such as poor labour productivity. 
Login with Athens username to read full text: https://doi.org/10.1111/ecaf.12218

Planning the health workforce is essential when modernising health care systems throughout the European Union. Policy-makers and researchers have long argued that current data collected at national level on the health workforce tends to be fragmented, incomplete, and not comparable.

Explains how strategic workplace planning can help in managing talent flow. Topics covered include the failure of many organisations to include workforce planning analysis and forecasts in their business plans and the factors that affect human capital continuity such as demographics, skills availability and globalisation. 
Login with Athens username to read full text: http://search.ebscohost.com.knowledge.idm.oclc.org/login.aspx?direct=true&AuthType=athens,cookie,ip,url,uid&db=heh&AN=96328988&site=ehost-live

The UK is dependent on international doctors, with a large number of non-UK qualified doctors working in the NHS. The study explores the implications of policy restrictions on immigration. Login with Athens username to read full text:
https://bmcmedicine.biomedcentral.com/articles/10.1186/s12916-017-0953-y


The process of leaving the European Union (EU) will have profound consequences for health and the NHS. This paper analyses the likely effects of three scenarios “soft Brexit”, “hard Brexit”, and “failed Brexit”. Highlights the implications for the NHS workforce. Login with Athens username to read full text:
https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(17)31926-8/fulltext


The article discusses the importance of workforce planning in light of problems faced by airline Ryanair after a failure to plan for pilots’ time off. Topics include the impact of flexible and contract employment on scheduling, and the role of organisational development (OD) at National Health Service employers.

http://search.ebscohost.com/login.aspx?direct=true&AuthType=athens,cookie,ip,url,uid&db=eh&AN=126449089&site=ehost-live


This article offers nurse managers guidance on analysing, managing and addressing a potentially dissatisfied nursing workforce, focusing on three priority shortage specialties: emergency care, paediatrics and cardiology.


Realistic workforce planning must take into account the fact that expanded access to health care, a growing and aging population, increased comorbidity, and longer life expectancy will all increase the use of health care services per capita over the next few decades - at a time when the number of doctors per capita will begin to drop. Strategies to address these increasing demands on the health system must include expanded medical training.

Full text available online: https://www.healthaffairs.org/doi/10.1377/hlthaff.2013.0557

The findings of this review suggest that the feminisation of the workforce is likely to have a small negative impact on the availability of primary health care services, and that the drivers of observed differences between male and female primary care doctors are complex and nuanced.

Login with Athens username to read full text: https://human-resources-health.biomedcentral.com/articles/10.1186/1478-4491-12-32


Discusses workforce planning in health and social care. Explains triangulated workforce demand and supply methods which help to balance workloads amongst staff and, therefore, improve retention and recruitment.

Login with Athens username to read full text: http://dx.doi.org/10.1108/IJHCQA-05-2014-0062


This paper evaluates strategies that can be used to decrease the rate of the nursing shortage, while retaining the current supply of nurses.

Login with Athens username to read full text: http://dx.doi.org/10.1258%2Fhsmr.2011.011015


As medicine’s recruitment and retention problems reach crisis point, The BMJ hosted a round table at the Nuffield health policy summit to ask what more can be done to attract, enthuse, and hold onto young doctors. [Introduction]

Login with Athens username to read full text: https://www.bmj.com/content/360/bmj.k1095


Summarises the 2016 National Audit Office report, 'Managing the supply of NHS clinical staff in England' and includes the responses of Health Education England and NHS Employers.

Login with Athens username to read full text: http://careers.bmj.com/careers/advice/NHS_workforce_management_is_flawed,_costly,_and_inefficient,_NAO_says


Planning the health-care workforce required to meet the health needs of the population, while providing service levels that maximize the outcome and minimize the financial costs, is a complex task.

Login with Athens username to read full text: https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-015-0028-0

This article identified evidence on different approaches to retention and recruitment of GPs, such as intrinsic versus extrinsic motivational determinants. Found limited literature on the subject, but what was found indicated that there are clear overlaps between strategies to increase recruitment and retention. The most influential factors are idiosyncratic and intrinsic to the individuals.

Login with Athens username to read full text: http://bjgp.org.knowledge.idm.oclc.org/content/67/657/e227


The purpose of this paper is to make the case for strategic workforce planning and to outline the key steps involved. It looks at practical ways to assess demand and replacement needs and make use of productivity ratios to convert delivery units into human resource requirements.

Login with Athens username to read full text: http://dx.doi.org/10.1108/SHR-08-2015-0063


Aneurin Bevan University Health Board has recruited nurses from overseas from within and outside the European economic area. This article describes an innovative recruitment initiative that has focused on nurses who trained overseas and are living and working in the local community, but cannot work in a registered nurse role without fina


The article discusses eight workforce planning steps that environmental services (ES) professional in health facilities should take to ensure that ES workforce budgets accurately reflect the labor required to accomplish the goal of providing a clean and safe environment.

Login with Athens username to read full text: http://search.ebscohost.com/login.aspx?direct=true&AuthType=athens,cookie,jp,uid&db=eh&AN=121778003&site=ehost-live

RIMMER, A. (2015). Why don’t we train more doctors than we need?
British Medical Journal, 351(8017), p. 3.

Reports that with general practices and commissioners struggling to recruit GPs, questions are being raised about why the UK does not increase the number of doctors it trains.

Login with Athens username to read full text: http://careers.bmj.com/careers/advice/Why_don%E2%80%99t_we_train_more_doctors_than_we_need%3F

Aimed to identify factors influencing general practitioners’ (GPs’) decisions about whether or not to remain in direct patient care in general practice and what might help to retain them in that role.

Login with Athens username to read full text:
https://bmjopen.bmj.com/content/8/1/e019849


Critically evaluates forecasting models and their content in workforce planning policies for nursing professionals to highlight the strengths and the weaknesses of existing approaches.

Login with Athens username to read full text:


This supplement, published in association with Geometric Results (GRI), aims to help health care leaders understand and negotiate the possible workforce implications of Brexit.

Full text available online:


Workforce planning in the NHS is associated with significant costs of agency staff employment. The introduction of a novel software (ABG) as a ‘people to people economy’ (P2PE) platform for temporary staff recruitment offers a potential solution to this problem. Consequently, the focus of this study was twofold - primarily to explore the locum doctor landscape, and secondarily to evaluate the implementation of P2PE in the healthcare industry.

Login with Athens username to read full text:


The article shares tips to help the human resources (HR) teams of the British National Health Service (NHS) address the staffing crisis.

http://search.ebscohost.com/login.aspx?direct=true&AuthType=athens,cookie,jp,url,uid&db=eh&AN=128526055&site=ehost-live
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