

Evidence Brief: Workforce Planning

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Produced by the Knowledge Management team Evidence Briefs offer an overview of the published reports, research, and evidence on a workforce-related topic.

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Workforce Planning and the NHS

"Workforce planning is a core business process which aligns changing organisation needs with people strategy [...] it is about generating information, analysing it to inform future demand for people and skills, and translating that into a set of actions that will develop and build on the existing workforce to meet that demand."¹

The NHS employs around 1.5 million people and is one of the largest employers globally.² Workforce Planning in the NHS is concerned with ensuring the right people with the right skills and competencies are in the right place at the right time to deliver services that provide the best possible patient care. It involves designing, developing and delivering the future workforce.³

In July 2025 the Department for Health and Social Care published their Ten Year Plan for Health in England.⁴ Chapter 7 considers what an NHS workforce fit for the future would look like - key ambitions have been summarised by NHS Employers.⁵ It also promises the publication of a complementary 10 Year Workforce Plan which will supersede the NHS Long Term Workforce Plan (the first long term workforce plan for the NHS ever published). The new workforce plan will consider "what workforce do we need, what should they do, where should they be deployed and what skills should they have?"

¹ <https://www.cipd.org/uk/knowledge/factsheets/workforce-planning-factsheet/#qref>

² <https://www.kingsfund.org.uk/projects/nhs-in-a-nutshell/nhs-workforce>

³ <https://www.nhsggc.scot/staff-recruitment/hrconnect/workforce-planning-and-analytics/workforce-planning/>

⁴ <https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future>

The House of Commons Library published a briefing on the NHS workforce in England in February 2024 considering workforce policy, planning, turnover and vacancy rates as well as trends in international recruitment and factors affecting recruitment and retention.⁶

Workforce planning is important for the NHS as "a range of factors have an impact on the demand and supply of suitably skilled and qualified health care staff. [...] In addition to the factors affecting the demand for health care, it takes a significant amount of time to train health care professionals, people's expectations of the workplace can shift over time, and competition in the labour market will evolve over time."⁷

⁵ <https://www.nhsemployers.org/news/understanding-workforce-implications-ten-year-health-plan>

⁶ <https://commonslibrary.parliament.uk/research-briefings/cbp-9731/>

⁷ <https://www.kingsfund.org.uk/publications/nhs-long-term-workforce-plan-explained>

Key publications – the big picture

10 Year Health Plan for England: fit for the future

Department of Health and Social Care, July 2025

The 10 Year Health Plan is part of the government's health mission to build a health service fit for the future. It sets out how the government will reinvent the NHS through 3 radical shifts:

- hospital to community
- analogue to digital
- sickness to prevention

Factsheet: Workforce Planning

CIPD, July 2025

Explores the benefits of workforce planning, the activities involved and the stages of the workforce planning process

Integrated workforce thinking practical solutions to support integrated care systems

Local Government Association, June 2025

This guide has been written to support employers in integrated workforce thinking, in line with delivering the ICS strategy.

Adapting the workforce for a sustainable future

NHS Confederation, May 2025

This briefing highlights examples from NHS organisations across Wales of adapting the workforce to ensure it is sustainable for the future.

Fixing the Leaking Pipeline

Royal College of Nursing, March 2025

In this RCN Policy report we assess the gaps in the domestic nursing supply pipeline which (1) limit the potential output (2) cause nursing students to leave their studies and (3) lead to early career nurses leaving. Based on this, we recommend a

package of interventions to fix the pipeline and resolve issues of high attrition and low output.

Involving nurse leaders in strategic health workforce planning

International Council of Nurses, February 2025

Involving Nurse Leaders in Strategic Health Workforce Planning provides guidance on how to engage nurses in the process and access the knowledge, insight and expertise of the nursing profession to better shape and drive health workforce plans for the entire health workforce.

In the balance: Lessons for changing the mix of professions in NHS services

Nuffield Trust, January 2025

The NHS workforce has gone through shifts and rebalances of roles since the service began, driven by changing needs as much as financial constraints and staff shortages. In recent years there has been a rebalancing through expanding roles like nursing associates, advanced practitioners, physician associates and clinical pharmacists, and further growth of these roles is planned. This report, commissioned by NHS Employers, reviews the evidence around introducing these new roles and offers a set of lessons for how emerging roles could be better implemented and integrated.

Briefing: Workforce planning in a place

Local Government Association, January 2025

The adult social care workforce in a place is large, diverse and dispersed across many roles, services and organisations. Only seven per cent is directly employed in a council. Here you will find learning to help you to feel more confident and equipped to develop your future workforce for your place.

Workforce planning across four nations

Skills for Health, 2025

Workforce planning within the UK healthcare sector is crucial to delivering better patient care and a necessity for driving the ambitions of the NHS as a service. We know that the size and shape of the NHS workforce need to adapt to meet patient needs now and in the future, ensuring a workforce with the right mix of skills and, crucially, in the right place and at an effective cost to meet the complex health needs of our society.

Strengthening Europe's Nursing Workforce: Strategies for Retention

European Observatory, November 2024

The numbers of nurses (and the ratios of nurses to patients and to doctors) vary widely across Europe but there are shortages everywhere and everywhere nurses feel dissatisfied. Policy action is needed urgently.

Priorities for the NHS workforce: the NHS Trust perspective

NHS Providers, September 2024

This briefing provides an overview of areas of NHS workforce policy.

Realising the potential of integrated care systems: developing system-wide solutions to workforce challenges

The King's Fund, July 2024

This research examines the development of ICSs by assessing their efforts to develop system-wide approaches to the recruitment, training and retention of staff. The findings are based on 24 in-depth interviews with local leaders in four case study sites plus a series of online workshops.

NHS England's modelling for the Long Term Workforce Plan

National Audit Office, March 2024

- The NAO has assessed NHS England's modelling for the Long Term Workforce Plan, which sets out projected staffing needs over the next 15 years
- Creating the modelling is a significant achievement and provides a foundation on which to build
- Weaknesses include a complex design; manual adjustments; optimistic future assumptions and limited public communication of their uncertainty; and modelling outputs that could not be fully replicated
- NHS England has committed to improve the modelling as part of regular planned updates

Why the NHS needs workforce planning more than ever

Skills for Health, 24 April 2024

Drawing on more than 14 years of dedicated service in the public sector, Jon Freegard, Principal Workforce Planning Consultant at Skills for Health, offers invaluable insights from a career spent supporting the development, transformation and empowerment of the workforce.

Workforce of the Future: Future of Local Government

County Councils Network, February 2024

A report released today calls for local government to adopt a new national branding campaign to help recruit and retain staff amidst a worsening workforce crisis.

Workforce planning and resource management

NHS England

Effective workforce planning ensures appropriate levels of staff are available to deliver safe, high quality care to patients and service users. Creating an effective workforce requires an evidence-based workforce plan, integrated with finance, activity

and performance plans. This must directly involve matrons and managers of the service.

Health and Social Care Act 2008 (Regulated Activities)

Regulations 2014: Regulation 18

Care Quality Commission, Page last updated 16 May 2025

The intention of this regulation is to make sure that providers deploy enough suitably qualified, competent and experienced staff to enable them to meet all other regulatory requirements described in this part of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. To meet the regulation, providers must provide sufficient numbers of suitably qualified, competent, skilled and experienced staff to meet the needs of the people using the service at all times and the other regulatory requirements set out in this part of the above regulations.

Integrated workforce thinking across systems: practical solutions to support integrated care systems (ICSs)

NHS Employers; Skills for Care and Local Government Association, December 2022

This guide provides tips and insight to help system leaders consider what is needed to plan for and achieve a successfully integrated workforce. It is aimed at ICS workforce leads, chief people officers, directors of adult social services (DASS), chief executives, human resource (HR) directors, elected members including adult social care (ASC) portfolio holders and chairs of health and wellbeing boards, and those who are responsible for integrated workforce thinking across health and social care.

Doing right when you are wrong: perspectives on workforce planning in the NHS in uncertain times

Nuffield Trust, 13 June 2022

The health service's most important asset is its staff. Ahead of a promised national workforce strategy for the NHS, Billy Palmer takes a closer look at workforce planning in the health service

over the years, describes the challenges involved in getting it right, and outlines what a successful workforce plan should cover.

Understanding safe caseloads in the District Nursing Service

The Queen's Nursing Institute, September 2016

The District Nursing Service provides nursing care and support for patients, families and carers in homes and communities in every part of the UK. District Nursing teams comprise the District Nurse team leader, registered nurses and health care support workers, and may include allied health professionals and social care workers. District Nursing services often act like a 'sponge', absorbing additional workload in an environment without the physical limits of a defined number of beds. Modelling demand is important not only for operating current services, but crucially to plan services for the future, taking elements into account such as population health, demographics and the opportunity for remote monitoring and supported self-care.

Case Studies

Workforce planning across four nations

Skills for Health, 2025

- Mental Health Workforce Planning with Health Education and Improvement Wales (HEIW)
- Optimising junior doctors workforce planning at University Hospitals Sussex NHS Foundation Trust
- NHS greater Glasgow and Clyde
- Enhancing Workforce Planning Capability for Health and Social Care Northern Ireland

Recruitment and workforce supply

NHS Employers

Explore our case studies, guidance, blogs, infographics, and toolkits across a range of topics to support your NHS recruitment and workforce supply.

There are several [case studies as part of the WRaPT](#) workforce planning tool. Skills for Health have a collection of [workforce development case studies](#).

Transforming Bedfordshire's podiatry workforce

NHS Employers, May 2023

Bedfordshire have transformed their podiatry services to increase the pipeline into the workforce, develop staff and embed a new leadership approach.

One Devon: Devon ICS' approach to integrating their workforce across the system

NHS Employers, November 2022

Read how Devon ICS established the one Devon partnership, to transform care now and for future generations.

Resourcing and Talent Planning 2022: Case Studies

CIPD, September 2022

1. Sky – a data-driven model for leadership
2. Network Rail – an evidence-based, collaborative approach to workforce planning
3. NHS England NHSE – Recruiting and vaccinating at speed

CapitalNurse programme: Supporting nursing workforce challenges

NHS Employers, January 2020

Find out how nurse leaders, academics and workforce colleagues have worked together as 'CapitalNurse' to meet nursing workforce challenges.

The Star for workforce redesign

More resources and tools are available in [the Star](#)

Statistics

You can find relevant statistics on the [Health and Care Statistics Landscape](#) under “**Health and Care**” and use the “**Workforce**” filter

National Data Programme

Workforce, Training and Education staff can look at the [National Data Warehouse \(NDL\)](#) SharePoint site to find out more about datasets and Tableau products.

Published Peer Reviewed Research

Integrated Care Systems

[How many doctors does a health system need? Histories of workforce planning in the NHS](#)

Social Science & Medicine 371, 2025

Health systems across the world are currently facing profound workforce shortages. This is, however, not a new phenomenon. Drawing on the case study of the British National Health Service (NHS), we explore how it has struggled to answer the fundamental question of how many doctors it needs with any accuracy or certainty. While the NHS is organisationally complex, it remains one of the world's most monopolistic health care systems. Despite this, the task of workforce planning has always been beset with basic problems of data accuracy and availability, and a lack of integration with resourcing. Given this, we first explore how fears over doctor 'shortages' have, historically, been intimately linked to concerns about the possible over-supply of doctors.

[Making a difference: workforce skills and capacity for integrated care](#)

Journal of Integrated Care 30(5), 2022

Abstract: PURPOSE: The aim of this action research was to explore, from a workforce and a patient/carer perspective, the skills and the capacity required to deliver integrated care and to inform future workforce development and planning in a new integrated care system in England.

Models, Tools and Policies

[National survey evaluating the introduction of new and alternative staffing models in intensive care \(SEISMIC-R\) in the UK](#)

BMJ Open 15(4), 2025

OBJECTIVE: To report on the findings from a national survey of UK intensive care units (ICUs) exploring nurse staffing models currently in use and changes since COVID-19., DESIGN: A survey was designed and distributed using a web-based platform to senior unit leads via Intensive care national audit & research centre contacts., PARTICIPANTS: Senior nurses representing the 331 National Health Service adult ICUs across the UK (across 231 hospitals/155 trusts), including the Channel Islands and Isle of Man.

[Understanding Socio-Material Relations in Nurse Staffing Systems: Insights From a Qualitative Study in England and Wales](#)

Nursing Inquiry 32(2), 2025

Amidst a global nursing shortage, ensuring sufficient nurses are available to care for patients is an international policy priority. High-income countries have developed and implemented numerous models to ensure safe nurse staffing, yet evidence to recommend any single methodology remains limited. Existing research primarily evaluates nurse staffing systems by inputs and outcomes, neglecting their internal dynamics. Using qualitative case study data from England and Wales and drawing on practice perspectives and Actor Network Theory, this paper examines these socio-material relations.

[Redesigning a general surgery foundation doctor rota to improve shift equity, staffing levels, doctors' pay and patient care](#)

Future Healthcare Journal 12(2), 2025

Inefficient rota design is a key cause of rota gaps, additional

work hours and poor rest among doctors. These are major factors in declining NHS doctor workforce retention rates and compromised patient care. Eighteen improvements were made to the Broomfield Hospital General Surgery foundation doctor rota to improve shift equity, staffing levels, doctors' pay and patient care. The rota can be used as a template by rota coordinators across NHS trusts. Doctors should be actively involved with improving local rota design. Copyright © 2025 The Author(s).

Supporting the future community workforce: perceptions from undergraduate student nurses Abstract only*

British Journal of Community Nursing 30(6), 2025

Student nurses must be included in workforce planning to support preventative and proactive care, and to replenish an ageing workforce in the community setting. To do this, student nurses must view community nursing as a desirable career pathway when they graduate as a newly qualified nurse. This study explored the perceptions of community nurses from the viewpoint of year 2 undergraduate student nurses (n=9) via a face-to-face focus group. The key themes identified were intimate relationships, cultures, perceptions, skills and learning.

Predictive modelling of the UK physician associate supply: 2014-2038

Future Healthcare Journal 11(4), December 2024

The number of cClinically available PAs' (cPAs; qualified PAs either working clinically or seeking clinical employment) was estimated using raw data from the 2014–2021 Faculty of Physician Associates censuses. This provided baseline data for all models (linear regression (LRM), exponential regression (ERM) and time-series forecast (TSFM)). Attrition, using data from other healthcare professions, was also modelled.

Report on a novel approach to foundation year 1 doctor workforce planning Abstract only*

British Journal of Healthcare Management 30(2), February 2024
In early 2020, North Manchester General Hospital took steps to increase the number of doctors providing out-of-hours cover in response to the COVID-19 pandemic. This included introducing higher intensity rota patterns. Following positive feedback, it was decided that maintaining an increased level of staffing at foundation year 1 level across the site was beneficial for both patient safety and junior doctor working conditions. A new workplan was designed to maintain this higher level of out-of-hours cover by foundation year 1 doctors without an unmanageable financial impact on the trust, while complying with workforce regulations.

Improving equitable healthcare resource use: developing a neighbourhood district nurse needs index for staffing allocation

BMC Health Services Research 24(1362), 2024

BACKGROUND: Allocating healthcare resources to local areas in proportion to need is an important element of many universal health care systems, aiming to provide equal access for equal need. The UK National Health Service allocates resources to relatively large areas in proportion to need, using needs-weighted capitation formulae. However, within those planning areas, local providers and commissioners also require robust methods for allocating resources to neighbourhoods in proportion to need to ensure equitable access. We therefore developed a local resource allocation formula for NHS district nursing services for a city in the North West of England, demonstrating a novel application of the national formulae principles for equitable resource allocation to small areas.

Methods for health workforce projection model: systematic review and recommended good practice reporting guideline

Human Resources for Health 22(1), 2024

Background: Health workforce projection models are integral components of a robust healthcare system. This research aims to review recent advancements in methodology and approaches for health workforce projection models and proposes a set of good practice reporting guidelines. Method(s): We conducted a systematic review by searching medical and social science databases, including PubMed, EMBASE, Scopus, and EconLit, covering the period from 2010 to 2023. The inclusion criteria encompassed studies projecting the demand for and supply of the health workforce. PROSPERO registration: CRD 42023407858. Result(s): Our review identified 40 relevant studies, including 39 single countries analysis (in Australia, Canada, Germany, Ghana, Guinea, Ireland, Jamaica, Japan, Kazakhstan, Korea, Lesotho, Malawi, New Zealand, Portugal, Saudi Arabia, Serbia, Singapore, Spain, Thailand, UK, United States), and one multiple country analysis (in 32 OECD countries).

Establishing the size and configuration of the imaging support workforce: a census of national workforce data in England

BJR Open 6(1), 2024

Objectives: The imaging support workforce is a key enabler in unlocking imaging capacity and capability, yet no evidence exists of the workforce size and configuration. This research provides the first comprehensive analysis of workforce data to explore the deployment of the support workforce within National Health Service (NHS) imaging services in England., Methods: Using a census methodology, an anonymized electronic staff record (ESR) data set extracted in December 2022 was analysed to identify support workers and their employment bandings at NHS Trust, regional and national (England) level. Support workforce

proportions, median values, and Spearman's rank correlations were calculated.

Acute hospital specialist palliative care: multidisciplinary team models and workforce in South West England

BMJ Supportive and Palliative Care 14, 2024

Objectives Acute hospital specialist palliative care teams (SPCTs) improve patient care and reduce length of stay. UK guidance recommends SPCTs provide face-to-face assessments 7days a week and offer 24-hour telephone advice. Little published data exist on SPCT staffing models. This paper aims to explore team structure, funding and impact of COVID-19 on SPCTs across the South West (SW) of England (population of nearly six million). Methods Electronic survey to SPCT clinical leads in 15 SW acute hospitals. Results All 15 acute hospitals have an SPCT.

Approaches and Components of Health Workforce Planning Models: A Systematic Review

Iranian journal of medical sciences, 48(4), 2023

Background: To date, there is still no uniformity in forecasting models for health workforce planning (HWFP). Different countries use various HWFP models, some of which are context-specific. The objective of this systematic review is to determine approaches and components of HWFP models.

Managing uncertainty in forecasting health workforce demand using the Robust Workforce Planning Framework: the example of midwives in Belgium

Human resources for health 21(1), 2023

BACKGROUND: In Belgium, the Planning Commission for Medical Supply is responsible for monitoring human resources for health (HRH) and ultimately proposing workforce quotas. It is supported by the Planning Unit for the Supply of the Health Professions. This Unit quantifies and forecasts the workforce in

the healthcare professions on the basis of a stock and flow model, based on trends observed in the past. In 2019, the Planning Unit asked the KCE (Belgian Health Care Knowledge Centre) to develop additional forecasting scenarios for the midwifery workforce, to complement the standard historical trend approach. The aim of this paper is to present the development of such forecasting scenarios.

Strategic workforce planning in health and social care - an international perspective: A scoping review

Health Policy 132, 2023

Effective strategic workforce planning for integrated and co-ordinated health and social care is essential if future services are to be resourced such that skill mix, clinical practice and productivity meet population health and social care needs in timely, safe and accessible ways globally. This review presents international literature to illustrate how strategic workforce planning in health and social care has been undertaken around the world with examples of planning frameworks, models and modelling approaches.

What can the GDC's monthly registrant reports offer strategic dental nurse workforce planning? Abstract only*

British Dental Journal 235, 2023

- In July 2023, the number of dental nurses registered with the GDC continues to rise, with an increasing shift back toward the previous 2021 peak.
- The NHS are set to increase the commissioned training of dental therapists and other clinicians but, at present, are not intending to increase the commissioned training of dental nurses by a corresponding number.
- The 'crisis' within the dental workforce has the potential to be mitigated through comprehensive and strategic workforce planning.

Opinion: What can the NHS learn from other countries on workforce planning?

BMJ 379, 2022

In his Autumn Statement, Jeremy Hunt, the chancellor, reiterated the government's commitment to delivering long term healthcare workforce projections over the next five, 10 and 15 years. This is a move long called for by system leaders,¹ and one step towards (hopefully) establishing a sustainable workforce plan for England.

Six Steps Methodology to Integrated Workforce Planning

Skills for Care

Our Six Steps Methodology to Integrated Workforce Planning is a practical approach to planning that ensures you have a workforce of the right size with the right skills and competences. The Methodology identifies those elements that should be in any workforce plan, taking into account the current and future demand for services, the local demographic situation and the impact on other services, whilst helping you work to the budget you can afford.

The Six Steps are:-

- Step 1: Defining the plan
- Step 2: Mapping service change
- Step 3: Defining the required workforce
- Step 4: Understanding workforce availability
- Step 5: Planning to deliver the required workforce
- Step 6: Implement, monitoring and refresh.

Securing a sustainable and fit-for-purpose UK health and care workforce Abstract only*

Lancet 397(10288), 2021

Abstract: Approximately 13% of the total UK workforce is employed in the health and care sector. Despite substantial

workforce planning efforts, the effectiveness of this planning has been criticised. Education, training, and workforce plans have typically considered each health-care profession in isolation and have not adequately responded to changing health and care needs. The results are persistent vacancies, poor morale, and low retention. Areas of particular concern highlighted in this Health Policy paper include primary care, mental health, nursing, clinical and non-clinical support, and social care.

Co-developing an integrated primary care workforce planning approach at a regional level: overarching framework and guiding principles

Human Resources for Health 19(1), 2021

Health workforce planning provides a crucial evidence-base for decision-makers in the development and deployment of a fit-for-purpose workforce. Although less common, health workforce planning at the regional level helps to ground planning in the unique realities of local health systems. This commentary provides an overview of the process by which an integrated primary healthcare workforce planning toolkit was co-developed by university-based researchers with the Canadian Health Workforce Network and partners within a major urban regional health authority.

An integrated primary care workforce planning toolkit at regional level (part 1): qualitative tools compiled for decision-makers in Toronto, Canada

Human Resources for Health 19(1), 2021

BACKGROUND: A regional health authority in Toronto, Canada, identified health workforce planning as an essential input to the implementation of their comprehensive Primary Care Strategy. The goal of this project was to develop an evidence-informed toolkit for integrated, multi-professional, needs-based primary care workforce planning for the region. This article presents the qualitative workforce planning processes included in the toolkit.

Visualising the drivers of an effective health workforce: a detailed, interactive logic model

Human Resources for Health 19(1), 2021

BACKGROUND: A strong health workforce is a key building block of a well-functioning health system. To achieve health systems goals, policymakers need information on what works to improve and sustain health workforce performance. Most frameworks on health workforce planning and policymaking are high-level and conceptual, and do not provide a structure for synthesizing the growing body of empirical literature on the effectiveness of strategies to strengthen human resources for health (HRH). Our aim is to create a detailed, interactive logic model to map HRH evidence and inform policy development and decision-making.

Datasets to support workforce planning in nursing: a scoping review Abstract only*

Collegian 28(3), 2021

Aim: This review sought to identify and describe evidence regarding the value and benefits of datasets to support nursing workforce planning and quality patient care. Design(s): Scoping review.

Visualising the drivers of an effective health workforce: a detailed, interactive logic model

Human Resources for Health 19:32, 2021

Background: A strong health workforce is a key building block of a well-functioning health system. To achieve health systems goals, policymakers need information on what works to improve and sustain health workforce performance. Most frameworks on health workforce planning and policymaking are high-level and conceptual, and do not provide a structure for synthesizing the growing body of empirical literature on the effectiveness of strategies to strengthen human resources for health (HRH). Our

aim is to create a detailed, interactive logic model to map HRH evidence and inform policy development and decision-making.

Advancing the population needs-based health workforce planning methodology: a simulation tool for country application

International Journal of Environmental Research and Public Health 18, 2021

Although the conceptual underpinnings of needs-based health workforce planning have developed over the last two decades, lingering gaps in empirical models and lack of open access tools have partly constrained its uptake in health workforce planning processes in countries. This paper presents an advanced empirical framework for the need-based approach to health workforce planning with an open-access simulation tool in Microsoft® Excel to facilitate real-life health workforce planning in countries.

Workforce planning – a needs-based approach Full text available with NHS OpenAthens account*

British Dental Journal 230 (158), 2021

Future skill mix requirements need more detailed planning
Rapid changes in service provision and advances in technology make planning a future workforce for oral care essential. The current business model of care provision, which puts practices in places of highest patient demand, may not be best placed to maximise health gain for the whole population. Governmental interventions to improve access frequently involve reductions in fees to patients, but do not result in services necessarily being available.

Health workforce planning under conditions of uncertainty: identifying supportive integrated care policies using scenario analysis Abstract only*

Journal of Integrated Care 29(2), October 2020

Purpose: Integrated care presents health workforce planners with significant uncertainty. This results from: (1) these workforces are likely in the future to be different from the present, (2) integrated care's variable definitions and (3) workforce policy and planning is not familiar with addressing such challenges. One means to deal with uncertainty is scenario analysis. In this study we reveal some integration-supportive workforce governance and planning policies that were derived from the application of scenario analysis.

Rethinking workforce planning for integrated care: using scenario analysis to facilitate policy development

BMC Health Services Research 20:429, 2020

Background: A goal of health workforce planning is to have the most appropriate workforce available to meet prevailing needs. However, this is a difficult task when considering integrated care, as future workforces may require different numbers, roles and skill mixes than those at present. With this uncertainty and large variations in what constitutes integrated care, current health workforce policy and planning processes are poorly placed to respond. In order to address this issue, we present a scenario-based workforce planning approach.

Ensuring sustainability for UK Burns Services: Workforce Planning for Burns Consultants Abstract only*

Annals of Plastic Surgery 82(3), March 2019

Introduction: Workforce planning is an essential component of organizing any health service. Centralization of burns services pools expertise, although trainees can struggle to achieve adequate exposure to burns training. We aim to review current staffing levels and predict the future consultant numbers required for UK services to remain staffed with appropriately trained surgeons. Methods: We have compiled a database of all UK burns consultants. Basic demographic data, such as age and sex, were collated.

Process and systems: The WRaPT process – a novel and patient-centred approach to workforce planning by a clinically active workforce

Future Healthcare Journal, February 2019

The concept of supply and demand is well established within the health economy of the UK. However, complex health and social care needs, associated with an ageing population, pose a novel challenge to NHS resources and, in particular, its workforce. Although existing strategies adopt a more linear approach to clinical activity and workforce demands, the Workforce Repository and Planning Tool process draws upon the principles of 'realist' data evaluation to combine empirical evidence, practical experience and clinical theory to offer transformation strategies for an NHS workforce that is fit for purpose and its patients.

Conference abstract: The development of a workforce planning toolkit for occupational health nursing services in Ireland

Occup Environ Med 75(Suppl 2), 2018

Introduction At a time when health resourcing costs are contracting, it is vital that services examine the potential to maximise the efficiency of their services and resources. The objective of workforce planning is to develop knowledge and intelligence data on the workforce, to inform decisions at local level and to drive improvements in Occupational Health service outcomes.

Is innovative workforce planning software the solution to the NHS staffing and cost crisis? An exploration of the locum industry

BMC Health Services Research 18(188), 2018

Background: Workforce planning in the British healthcare system (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.

A comparison of nursing education and workforce planning initiatives in the United States and England

Policy, Policies & Nursing Practice 18(4), 2018

Health care systems in England and the United States are under similar pressures to provide higher quality, more efficient care in the face of aging populations, increasing care complexity, and rising costs. In 2010 and 2011, major strategic reports were published in the two countries with recommendations for how to strengthen their respective nursing workforces to address these challenges. In England, it was the 2010 report of the Prime Minister's Commission on the Future of Nursing and Midwifery, Front Line Care: The Future of Nursing and Midwifery in England.

What will make a difference? Assessing the impact of policy and non-policy scenarios on estimates of the future GP workforce

Human Resources for Health 15:43, 2017

Background: Health workforce planning is based on estimates of future needs for and supply of health care services. Given the pipeline time lag for the training of health professionals, inappropriate workforce planning or policies can lead to extended periods of over- or under-supply of health care providers. Often these policy interventions focus on one determinant of supply and do not incorporate other determinants such as changes in population health which impact the need for services. The aim of this study is to examine the effect of the implementation of various workforce policies on the estimated future requirements of the GP workforce, using South Australia as a case study.

Balancing the health workforce: breaking down overall technical change into factor technical change for labour – an empirical application to the Dutch hospital industry

Human Resources for Health 15:15, 2017

Background: Well-trained, well-distributed and productive health workers are crucial for access to high-quality, cost-effective healthcare. Because neither a shortage nor a surplus of health workers is wanted, policymakers use workforce planning models to get information on future labour markets and adjust policies accordingly. A neglected topic of workforce planning models is productivity growth, which has an effect on future demand for labour. However, calculating productivity growth for specific types of input is not as straightforward as it seems.

Whole system quality: local benchmarking to improve workforce planning

London Journal of Primary Care 9:2, October 2016

As a team of workforce analysts and academics with an interest in workforce planning, we are aware that the data available to support primary care workforce planning are disorganised and overwhelming. This makes it difficult for General Practice to extract meaningful and relevant information. We deliver workforce planning workshops across England. Participants at our workshops regularly express their frustration with the quantity of information they are required to produce and the quality of information they receive from other parts of the system.

Strategic workforce planning for health human resources: a nursing case analysis

Canadian Journal of Nursing Research 48(3-4), 2016

Background: Health-care organizations provide services in a challenging environment, making the introduction of health human resources initiatives especially critical for safe patient care. Purpose: To demonstrate how one specialty hospital in

Ontario, Canada, leveraged an employment policy to stabilize its nursing workforce over a six-year period (2007 to 2012).

Health workforce planning models, tools and processes in five countries: an evidence review

Health Research Board (HRB) Ireland, 2016

Ireland's health sector currently faces significant challenges in the recruitment and retention of health and social care professionals to meet the ever-growing demand for healthcare from an ageing population. An integrated national response is required to ensure that Ireland has a fit-for-purpose health workforce with the capacity to deliver high-quality patient care. Workforce planning models are required as part of a fit-for-purpose health workforce.

Pre-implementation studies of a workforce planning tool for nurse staffing and human resource management in university hospitals Abstract only*

Journal of Nursing Management 24(2), March 2016

Aim: To investigate the reliability, validity and feasibility of the RAFAELA workforce planning system (including the Oulu patient classification system - OPCq), before deciding on implementation in Dutch hospitals. Background: The complexity of care, budgetary restraints and demand for high-quality patient care have ignited the need for transparent hospital workforce planning.

Workforce planning for urgent care services Abstract only*

Nurse 23(4), June 2015

Janet Youd offers a user's guide to the Baseline Emergency Staffing Tool for assessing the number and skill mix of nurses needed to care for different groups of patients. Due to major changes in how emergency care is delivered across different communities, one emergency department is no longer like another. Some have separate minor injury provision, some are

general departments that cater for all types of patient, while others are designated major trauma centres.

Health workforce planning in Europe: Creating learning country clusters Abstract only*

Health Policy 119(12), December 2015

In this article, the different dimensions and determinants of health workforce planning (HWF) are investigated to improve context-sensitivity and mutual learning among groups of countries with similar HWF characteristics. A novel approach to scoring countries according to their HWF characteristics and type of planning is introduced using data collected in 2012 by a large European Union project involving 35 European countries (the 'Matrix Study' [8]).

Examining pharmacy workforce issues in the United States and the United Kingdom

American Journal of Pharmaceutical Education 79(2), 2015

Objective: To examine available data and actions surrounding current pharmacy workforce issues in the United States and United Kingdom.

Measuring safe staff levels in the community: the 'DominiC' workforce management tool Abstract only*

British Journal of Community Nursing 19(2), 2014

There is significant need to establish and predict what numbers of district nursing staff are needed to provide quality patient care. This is the first in a series of articles sharing the evidence-based and tested solutions being used in clinical practice across the UK to inform caseload and workforce planning. Stockport NHS Foundation Trust's electronic workload management tool 'DominiC' is explored in this article.

Opportunities and Challenges

"I don't think there's necessarily a one size fits all" negotiating competing priorities in nurse shift scheduling: a qualitative study

BMC Nursing 24(1), 2025

BACKGROUND: The nursing workforce globally faces significant challenges, including burnout, stress, and absenteeism, exacerbated by unsafe staffing levels and suboptimal working conditions. In England, many nursing staff express intentions to leave their roles, driven by work-life imbalance. This study explores how the preferences and constraints of nursing staff, nurse managers, and hospital directors interact to influence shift scheduling decisions within the NHS, aiming to identify strategies that reconcile individual wellbeing with organisational imperatives.

Agile working, poly-skilling and advanced practice roles: A discourse analysis of strategic planning in England and implications for perioperative care Abstract only*

Journal of Perioperative Practice, 2025

In this article, the strategies for NHS workforce transformation in England were subjected to a critical discourse enquiry to explore dominant and emergent 'speech communities', and to detect any emphasis on perioperative care. Findings revealed an advocative nature in the texts, a common ideology around workforce ('one team, one workforce', expressing optimism, togetherness and partnership) and the legitimisation of training for agile working, poly-skilling and advanced practice roles, as specific ways over the challenges it currently faces. In conclusion, perioperative care workforce transformation can deploy these sub-strategies, and further work is needed to explore the feasibility and effectiveness of specific interventions designed to deliver them.

Escalating competition in NHS: implications for healthcare quality and workforce sustainability

Postgraduate Medical Journal 100(1184), 2024

The UK's National Health Service (NHS) faces escalating competition ratios for specialty training positions, with application rates dramatically outpacing the growth in available posts. This trend contributes to systemic bottlenecks and challenges traditional career progression pathways within medicine. In this evolving landscape, the once-certain career progression within medicine is now increasingly uncertain. This commentary explores the complex dynamics of increased medical school admissions against stagnant specialty training placements and the broader strategic implications for workforce planning within the NHS.

A missed opportunity: The NHS Long Term Workforce Plan and the support workforce Abstract only*

British Journal of Healthcare Assistants 18(1), 2024

The NHS Long Term Workforce Plan was published by NHS England in July 2023. The plan sets out a 15-year strategy to ensure that the NHS has sufficient staffing capacity and capability to meet rising demand for health care. This article critically considers the implications of the plan for the NHS clinical support workforce. It concludes that although the plan represents a step forward compared to previous strategies, it does not adequately address the needs of the support workforce and the longstanding issues and constraints that they can face.. Copyright © 2024 MA Healthcare Ltd. All rights reserved.

Managing nurse redeployment during the Covid-19 pandemic, lessons for future redeployment: A qualitative study

International Journal of Nursing Studies 157, 2024

Background: The mass redeployment of nurses was critical across countries necessitated by the acute health impact of Covid-19. Knowledge was limited regarding how to manage

nurse redeployment or the impact that redeployment might have. Redeployment continues, particularly in response to the current staffing crisis and surges such as winter pressures. This study aims to address these gaps in evidence to inform guidance on how best to manage nurse redeployment in practice.

A Cross-Sectional Study of the Current and Future Dental Hygiene and Dental Therapy Student Workforce in the UK and Ireland During 2022-2025: Considering Facilitators and Barriers to the Growth of This Workforce

International Journal of Dental Hygiene, 2024

INTRODUCTION: With evidence suggesting that dental hygienists (DH) and dental therapists (DThs) can undertake a significant proportion of routine clinical work, this paper explores the number of recent graduates and students currently in training in the UK and Ireland and considers whether there are sufficient DH and DTh registrants to positively impact on population needs.

Neurology nursing numbers: where are our nurses? Abstract only*

British Journal of Neuroscience Nursing 20(3), 2024

The publication of our NHS Long Term Workforce Plan (NHS England, 2023) is perhaps one of the most seminal moments in the 75-year history of the NHS. This is the first time the government has asked the NHS to come up with a comprehensive workforce plan; a once-in-a-generation opportunity to put staffing on a sustainable footing and improve patient care. The future outlook for the nursing workforce holds both promise and challenges as the healthcare landscape continues to evolve. With ongoing shifts in demographics, technology, and healthcare delivery models, nurses play a crucial role in providing quality patient care. But does the NHS know how many nurses are currently working in neurology? Are there enough to manage the care that is required?

Career intentions of medical students in the UK: a national, cross-sectional study (AIMS study)

BMJ Open 13(9), 2023

Abstract: OBJECTIVE: To determine current UK medical students' career intentions after graduation and on completing the Foundation Programme (FP), and to ascertain the motivations behind these intentions. DESIGN: Cross-sectional, mixed-methods survey of UK medical students, using a non-random sampling method. SETTING: All 44 UK medical schools recognised by the General Medical Council.

Non-medical practitioners in the staffing of emergency departments and urgent treatment centres in England: a mixed qualitative methods study of policy implementation

BMC health services research, 23(1), 2023

Abstract: BACKGROUND: Patient demand, internationally, on emergency departments and urgent care treatment centres has grown. Shortages of staff, particularly of emergency medicine doctors, have compounded problems. Some countries are pursuing solutions of including non-medical practitioners e.g., nurse practitioners and physician associates/assistants in their emergency department workforces. This study investigated at the macro and meso level of the health system in England: what the rationale was and the factors influencing the current and future employment, or otherwise, of non-medical practitioners in emergency departments and urgent treatment centres.

Effective workforce planning: Understanding final-year nursing and midwifery students' intention to migrate after graduation

Abstract only*

Journal of Nursing Management 29(2), 2021

Aims: To examine the factors influencing final-year nursing/midwifery students' intentions to migrate following graduation. Background(s): With expanding global staff shortages, effective recruitment and retention strategies targeted

at new nursing/midwifery graduates are necessary.

Understanding factors that influence graduates' decisions to migrate or remain in the health care organisation that supported their education is essential but under-researched. Method(s): A cross-sectional electronic survey was distributed to graduating nursing/midwifery students across nine higher education institutions in Ireland with a 36% (N = 407) response rate.

Drexit: Understanding why junior doctors leave their training programs to train overseas: an observational study of UK physicians

Health Science Reports 4(4), 2021

INTRODUCTION: Drexit ("Doctor-Exit") is the exponentially growing trend for junior doctors in the UK to walk away from their jobs in the National Health Service (NHS). Our objective was to identify the reasons why junior doctors in the UK leave their NHS training programs to train overseas.

"We're not there to protect ourselves, we're there to talk about workforce planning": A qualitative study of policy dialogues as a mechanism to inform medical workforce planning Abstract only*

Health Policy 124(7), July 2020

Introduction: To address a disjuncture between medical workforce research and policy activities in Ireland, a series of national level policy dialogues were held between policy stakeholders and researchers to promote the use of research evidence in medical workforce planning. This article reports on findings from a qualitative study of four policy dialogues (2013-2016), the aim of which was to analyse policy dialogues as a mechanism for knowledge-sharing and interaction to support medical workforce planning.

The times are changing: workforce planning, new health-care models and the need for interprofessional education in Australia

Full text available with NHS OpenAthens account*

Journal of Interprofessional Care 33(4), 2019

Following a history of the Australian health system and funding models, we outline workforce issues, in particular, the lack of health professionals in regional locations. The role of the Australian government health departments in workforce planning is discussed. We describe research funded by the Commonwealth government focussing on the development of interprofessional education (IPE) for collaborative practice.

NHS managers' use of nursing workforce planning and deployment technologies: a realist synthesis

Health Services and Delivery Research 6(36), November 2018

This synthesis resulted in seven configurations that constitute a programme theory about what works to support NHS managers in the implementation of workforce planning and deployment technologies for nurse staffing.

Is innovative workforce planning software the solution to NHS staffing and cost crisis? An exploration of the locum industry

BMC Health Services Research 18:188, 2018

Background: Workforce planning in the British healthcare system (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.

A scoping review of nursing workforce planning and forecasting research Abstract only*

Journal of Nursing Management 25(8), 2017

Aim: This study will critically evaluate forecasting models and their content in workforce planning policies for nursing professionals and to highlight the strengths and the weaknesses of existing approaches.

Is health workforce planning recognising the dynamic interplay between health literacy at an individual, organisation and system level?

Australian Health Review 40, 2016

The growing demands on the health system to adapt to constant change has led to investment in health workforce planning agencies and approaches. Health workforce planning approaches focusing on identifying, predicting and modelling workforce supply and demand are criticised as being simplistic and not contributing to system-level resiliency. Alternative evidence- and needs-based health workforce planning approaches are being suggested.

Rheumatology workforce planning in Western countries: a systematic literature review

Arthritis Care & Research 68(12), 2016

Objective: The compare health care planning models forecasting rheumatology workforce requirements in western countries.

Workforce planning and development in times of delivery system transformation

Human Resources for Health 14(56), 2016

Background: As implementation of the US Affordable Care Act (ACA) advances, many domestic health systems are considering major changes in how the healthcare workforce is organized. The purpose of this study is to explore the dynamic processes and interactions by which workforce planning and development (WFPD) is evolving in this new environment.

Handling healthcare workforce planning with care: where do we stand?

Human Resources for Health 13:38, 2015

Background: 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. The problem can be described as assessing the right number of people with the right skills in the right place at the right time, to provide the right services to the right people.

Health and social care workforce planning and development – an overview

International Journal of Health Care Quality Assurance 27(7), 2014

Purpose: The purpose of this paper is to discuss the issues relating to getting the right health and social care staff with the right skills in the right place at the right time and at the right price.

Exploring the relationship between governance mechanisms in healthcare and health workforce outcomes: a systematic review

BMC Health Services Research 14:479, 2014

Background: The objective of this systematic review of diverse evidence was to examine the relationship between health system governance and workforce outcomes. Particular attention was paid to how governance mechanisms facilitate change in the workforce to ensure the effective use of all health providers.

Staffing and Quality of Care and Experiences

Consequences, costs and cost-effectiveness of workforce configurations in English acute hospitals

Health and Social Care Delivery Research 13(25), July 2025

Objectives: To estimate the consequences, costs and cost-effectiveness of variation in the size and composition of the staff on acute hospital wards in England. To determine if results are likely to be sensitive to staff groups such as doctors and therapists, who are not on ward rosters, associations between staffing and outcomes for multiple staff groups, including medical, are explored at hospital level.

Planned Changes to Nurse Leadership, Staffing and Skill-Mix: Impact on the Working Environment, Job Satisfaction and Intention to Leave

Journal of Advanced Nursing, 2025

INTRODUCTION: Job satisfaction and intention to leave have been consistently linked to the working environment. However, there are few studies of interventions for improving the environment or staff outcomes., AIM: To determine the impact of implementing a framework for safe nurse staffing on the environment and staff outcomes. This involved an assessment of required nursing hours per patient day, supernumerary nurse in charge and minimum 80:20 skill-mix, with intentional changes in staffing if required.

Nurse Staffing Configurations and Nurse Absence Due to Sickness

JAMA Network Open 8(4), 2025

Importance: Rates of work-related stress and sickness absence are high among nurses. The consequences of sickness absence are severe for health systems' efficiency and productivity., Objective: To examine the association between nurse staffing

configurations and sickness absence in hospital inpatient unit nursing teams.

Exploring the association between safe staffing levels and nurses' health and well-being Abstract only*

Nursing Standard 40(8), 2025

The association between low nurse staffing levels and adverse patient outcomes is well established. There is also a substantial body of evidence demonstrating that low nurse staffing levels can negatively affect the health and well-being of nurses, in terms of increased stress levels, burnout, job dissatisfaction and intention to leave the role or profession.

Scoping review of guidance on safe non-consultant medical staffing recommendations for UK acute hospitals

BMJ Open 15(7), 2025

OBJECTIVES: Modern healthcare is delivered by an increasingly multidisciplinary team, complicating workforce management. Patient safety inquiries have led to reports such as the Francis and Berwick reports (2013), which consistently emphasise the need for proper staffing to ensure patient safety. While nursing has seen progress with safe staffing guidelines, there remains a significant gap in guidance for medical staff. In the UK, consultants are the senior members of the medical profession who have achieved a Certification of Completion of Training (CCT) and are able to practice independently.

Children's Social Work Safe Staffing Supply and Workforce Demands Analysis: A Case Study from Northern Ireland

British Journal of Social Work 55(3), 2025

The matter of ensuring adequate staffing levels in children's social work services has become increasingly prominent due to challenges related to retention and staff wellbeing and exacerbated by limited governmental budgetary investment. Various operational tools and policy guidelines in the UK

regulate staffing across different sectors of health and social care. However, frameworks for safe staffing in social work are less developed. This study was based on qualitative and quantitative methodologies and specifically targeted Gateway and Family Intervention child protection teams in Northern Ireland, given the significant caseloads and staffing shortages within these specific team structures. The analysis unveiled systemic issues demanding systemic solutions.

Older people's social work safe staffing supply and workforce demands analysis: A case study from Northern Ireland

British Journal of Social Work 55(3), 2025

In the UK, a range of operational tools and policy guidelines regulate staffing in various Health and Social Care sectors. Nonetheless, frameworks to ensure safe staffing in social work remain less advanced. This study focuses on older people's social work community teams in Northern Ireland due to the high volume of cases and vacancies within these teams. Our findings provide evidence based on actual caseloads (direct work with service users) and workloads at individual, team, and regional levels within this pro-gramme of care.

Cost-effectiveness of eliminating hospital understaffing by nursing staff: a retrospective longitudinal study and economic evaluation

BMJ Quality & Safety, 2025

BACKGROUND: Understaffing by nursing staff in hospitals is linked to patients coming to harm and dying unnecessarily. There is a vicious cycle whereby poor work conditions, including understaffing, can lead to nursing vacancies, which in turn leads to further understaffing. Is hospital investment in nursing staff, to eliminate understaffing on wards, cost-effective?, METHODS: This longitudinal observational study analysed data on 185 adult acute units in four hospital Trusts in England over a 5-year period. We modelled the association between a patient's

exposure to ward nurse understaffing (days where staffing was below the ward mean) over the first 5 days of stay and risk of death, risk of readmission and length of stay, using survival analysis and linear mixed models.

Hospital staff's experiences of unsafe staffing levels and employers' responses to their concerns: a survey Abstract only*

Nursing Management 32(3), 2025

There is a wealth of evidence that demonstrates a link between inadequate nurse staffing levels and suboptimal patient care. Over the last decade, policies and legislation on safe nurse staffing levels have been developed for specific settings and countries in the UK, all of which emphasise employers' responsibility in responding to staff's concerns about unsafe staffing.

The association between midwifery staffing and reported harmful incidents: a cross-sectional analysis of routinely collected data

BMC Health Services Research 24(391), 2024

Background: Independent inquiries have identified that appropriate staffing in maternity units is key to enabling quality care and minimising harm, but optimal staffing levels can be difficult to achieve when there is a shortage of midwives. The services provided and how they are staffed (total staffing, skill-mix and deployment) have been changing, and the effects of workforce changes on care quality and outcomes have not been assessed. This study aims to explore the association between daily midwifery staffing levels and the rate of reported harmful incidents affecting mothers and babies.

The effect of general practice team composition and climate on staff and patient experiences: a systematic review

BJGP Open 8(1), 2024

Background: Recent policy initiatives seeking to address the workforce crisis in general practice have promoted greater

multidisciplinarity. Evidence is lacking on how changes in staffing and the relational climate in practice teams affect the experiences of staff and patients. Aim: To synthesise evidence on how the composition of the practice workforce and team climate affect staff job satisfaction and burnout, and the processes and quality of care for patients.

Workforce development in community pharmacies in England: Opportunities and tensions for a private sector provider of NHS services

PloS One 19(11), 2024

BACKGROUND: The intention to more effectively mobilise and integrate the capabilities of the community pharmacy workforce within primary care is clearly stated within National Health Service (NHS) England policy. The Pharmacy Integration Fund (PhIF) was established in 2016 to support the development of clinical pharmacy practice in a range of primary care settings, including community pharmacy. OBJECTIVE: This study sought to determine how PhIF funded learning pathways for post-registration pharmacists and accuracy checking pharmacy technicians enabled community pharmacy workforce transformation, in what circumstances, and why.

Workforce thresholds and the non-linear association between registered nurse staffing and care quality in long-term residential care: A retrospective longitudinal study of English care homes with nursing Abstract only*

International Journal of Nursing Studies 157, 2024

Background: Care needs amongst 425,000 dependent older residents in English care homes are becoming more complex. The quality of care in these homes is influenced by staffing levels, especially the presence of registered nurses (RNs). Existing research on this topic, often US-focused and relying on linear assumptions, has limitations. This study aims to investigate the non-linear relationship between RN staffing and

care quality in English care homes using machine learning and administrative data from two major care home providers.

Mind the implementation gap: a systems analysis of the NHS Long Term Workforce Plan to increase the number of doctors trained in the UK raises many questions

British Medical Bulletin 150(1), 2024

BACKGROUND: The National Health Service (NHS) in England is facing a workforce crisis. A new Long Term Workforce Plan (LTWP) seeks to address this, setting out ambitious proposals to expand and reform domestic medical education and training in England. However, there are concerns about their feasibility.,

SOURCES OF DATA: In September 2023, over 60 individuals representing medical education and training in the UK participated in an exercise run by UK Medical Schools Council by using systems theory to identify risks.

The importance of recovery and staffing on midwives' emotional wellbeing: A UK national survey

Midwifery 132, 2024

BACKGROUND: There is currently a gap in the evidence on how working practices, such as the ability to take rest breaks, finish on time or intershift recovery influence outcomes., AIM: The aim of this study was to explore the association of individual characteristics, work-related factors and working practices on emotional wellbeing outcomes of UK midwives.

Inpatient midwifery staffing levels and postpartum readmissions: a retrospective multicentre longitudinal study

BMJ Open 14(4), 2024

BACKGROUND: Preventing readmission to hospital after giving birth is a key priority, as rates have been rising along with associated costs. There are many contributing factors to readmission, and some are thought to be preventable. Nurse and midwife understaffing has been linked to deficits in care

quality. This study explores the relationship between staffing levels and readmission rates in maternity settings.,

Analysis of England's incident and mental health nursing workforce data 2015-2022

Journal of Psychiatric and Mental Health Nursing 31(5), 2024

WHAT IS KNOWN ON THE SUBJECT?: Mental health services report adverse incidents in different ways and the relationship between adverse incidents and the workforce is uncertain. In England, there are national datasets recording all incidents and workforce statistics though there is no peer-reviewed evidence examining recent trends. WHAT THIS PAPER ADDS TO EXISTING KNOWLEDGE?: Although there has been an overall increase in the number of mental health nurses, more are working in the community and the number of nurses relative to adverse incidents has decreased. There have been service-provision changes but the role of mental health nurses has not significantly changed in this period, and we can therefore assume that their current practice is saturated with risk or increased reporting. To help understand the relationship between nurses and incidents, we need to transform how incidents are recorded in England.

eLearning

Six Steps Approach to Workforce Planning programme

eLearning for Healthcare and Health Education England

The six steps have, for several years, been widely regarded as the method used to support workforce planning in health and social care. This elearning programme can be used as a tool to support health and social care organisations with workforce planning. The programme is made up of six steps which will guide the health and social care professional through the principles and activities of planning.

Workforce Planning Tools available

- WRaPT (The process includes defining the challenge and the goal' understanding your current state; modelling your future state; implantation and support)
- Recipe for Workforce Planning (A process map with stages and documentation designed to help you workforce plan)
- The Calderdale Framework (Provides a clear and systematic method of reviewing skill mix and roles within a service to ensure quality and safety for patients)
- Six Steps methodology to Integrated Workforce Planning (Is a practical approach to planning that ensures you have a workforce of the right size with the right skills and competences)
- Workforce Planning Toolkit - NHS Wales (based on the Six Step Methodology the toolkits helps in the development of local workforce plans)