

Human Capital Management

**Title: HR Planning in the NHS: Tackling the Nurse Shortage and
Doctor Position Analysis**



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Name: Aditkumar Arvindsingh Rajput

Student ID: 2327679

Course: MBA in International Business

Module: Human Capital Management (LCMB7023_LON)

Lecturer Name: Dr. Gladius David Kulothungan

Contents

1. INTRODUCTION	4
1.1. NHS BACKGROUND.....	5
2. Section A: Estimating the Internal and External Supply of Human Resource – Focus on Nurse Shortage.	5
2.1. IMPORTANCE OF NURSES IN NHS	6
2.2.NHS Nursing Crisis:	6
3. INTERNAL HUMAN RESOURCE SUPPLY- NURSES	6
3.1. WORKFORCE PLANNING	6
3.2. TRAINING AND DEVELOPMENT PROGRAMS.....	6
3.3. RETENTION STRATEGIES.....	7
4. EXTERNAL HUMAN RESOURCE SUPPLY- NURSES.....	7
4.1. INTERNATIONAL RECRUITMENT	7
4.2. IMMIGRATION POLICY.....	8
5. FACTORS CONTRIBUTING TO THE NURSING SHORTAGE.....	9
6. Conclusion	9
7. Section B: Position Analysis for Doctor	10
7.1. INTRODUCTION	10
8. POSITION OF DOCTORS IN NHS	10
9. FACTORS AFFECTING THE POSITION OF DOCTOR	11
10. SALARY AND BENEFIT	12
11. CONCLUSION	13
12. Reference List	13

Assessment:1

Title: HR planning in the NHS: Tackling the Nurse Shortage and Doctor position Analysis

1. INTRODUCTION

Human resource planning is one of the most crucial elements for organizations to achieve their goals and how to improve the performance of their employees. **(Omoankhanlen Joseph Akhigbe (2013))** has mentioned in his journal that HRP has a powerful impact on both the advantage and ability of an organization. The strategic plans and ideas provide a clear vision and mission for the company to achieve success in the right direction. Because of human resource planning, companies can use their resources in a better way to get effective workforce solutions such as capital, human ability, and physical, and valuable assets. It is very important for an organization to sit down and make an on-paper plan for achieving its goals in the future; it is not possible to just implement the methods and get a positive outcome without a proper plan. In this report, we are going to see the challenges faced by HR in the NHS because of the shortage of nurses and how they make strategic decisions to tackle this problem, and we will also talk about the position analysis of doctors.

1.1. NHS BACKGROUND

The National Health Service (NHS) was established on 5 July 1948, in the United Kingdom. The initiative behind starting the NHS is to offer free medical treatment to the entire population in the UK. This is the best human resource strategy acquired by the NHS, and the person behind this brilliant idea was 'Aneurin Bevan,' who was the health minister of the UK. Lloyd George, in 1911, started the free benefit of general practitioner care and almost got 21 million people through the insurance scheme, and later on extended this policy for the entire nation **(Klein 2010)**. In the NHS, the role of the human resource plan is to make sure they have sufficient staff and other staff's colleagues at the time of patient needs in emergencies **(Human Resources (HR) Manager, 2015)**.

2. Section A: Estimating the Internal and External Supply of Human Resource – Focus on Nurse Shortage.



Image Source: (Ford 2020) <https://www.nursingtimes.net/news/workforce/nhs-nurse-workforce-in-england-increases-by-12000-in-year-26-06-2020/>

2.1. IMPORTANCE OF NURSES IN NHS

Nurses are well-settled to assess services and practice delivery in the NHS. Their valuable experience and knowledge give them individual awareness regarding how services are operating. This shows the growth and quality improvement of the nurses roles in healthcare. Nowadays, nurses are growing and confident about leading and organizing the service analysis. NHS practices and services have become of the most imperative in healthcare and encourage nurses to think about how the evolution of services or practices contradicts research and audit to improve the quality of healthcare (**Moule et al. 2017**).

2.2. NHS Nursing Crisis:

In recent time, NHS is facing serious problem regarding the crisis in nursing, the rapid growth of shortages has been seen in healthcare professionals. According to the report of WHO Nurses, Midwives, GPs, hospital doctors, and mental health workers all are facing shortage. In present, the NHS has approximately 46,000 vacancies for nursing, because majority of nurses taking out from their professional as they are facing work-related strain and exhaustion, which impact on various NHS trusts. The NHS in England has shortage of 12,000 professional hospital doctors, and this crisis could be address by recruiting nurses.

3. INTERNAL HUMAN RESOURCE SUPPLY- NURSES

3.1. WORKFORCE PLANNING

Human Resources in the NHS should make an internal plan regarding an effective workforce that ensures high quality and sufficient staff are available to provide safe and outstanding care to patients. It is the responsibility of human resources that they need to carry out some strategies to improve the workforce in NHS. For example, they need to hire quality intern nurses rather than hire experienced nurses in bulk. This entire internal workforce required proper planning and vision, related to finance and activity and performance plans. The NHS is expanding but not meeting the demands of needs. Demographics in the workforce are switching. As the UK pension criteria is rising, more older individuals will be employed. By 2023, the amount of economically active individuals aged 65 is estimated to increase by one-third. The United Kingdom workforce involved all four generations of baby boomers, generation X, millennial, and the first generation Z (**NHS England 2022**).

3.2. TRAINING AND DEVELOPMENT PROGRAMS

To improve the crisis of nursing shortage, they can significantly improve the education and training program within the NHS to record levels, as well as expand the number of apprenticeships and alternative tracks into professional roles to get more doctors, dentists, and nurses to create new roles that can help them to effectively communicate the needs of patients and can support the modification of care (**Employer 2024**). Human resources can also provide internal professional development plans to enhance their skills, experience,

knowledge, and formal learning. They can utilize various development plans, such as coaching sessions, mentorship programs, and gaining support from seniors. This strategy will improve the ability and knowledge of nurses in the NHS.

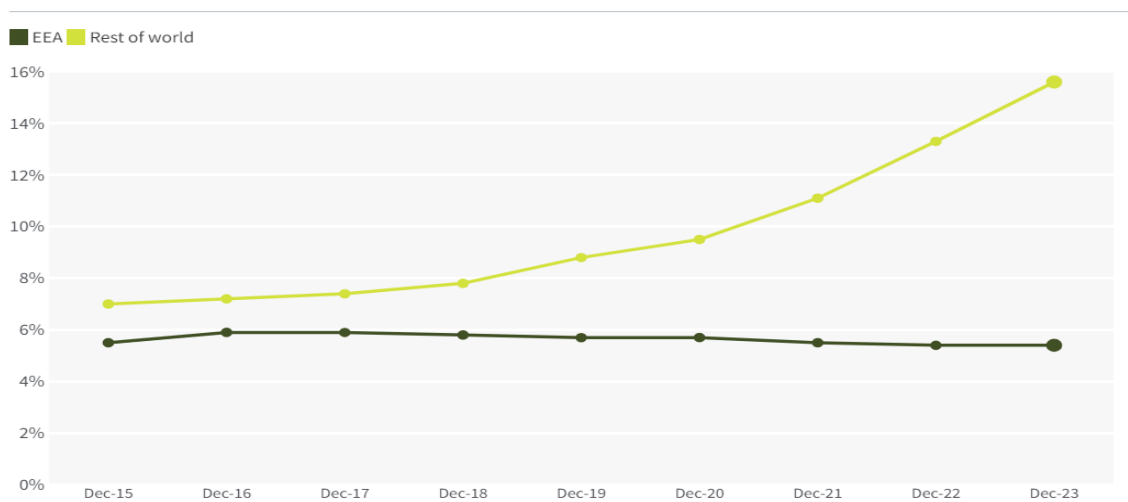
3.3. RETENTION STRATEGIES

In this retention strategy, human resources can focus on improving the culture, leadership, and well-being, and this will lower the number of staff leave in the NHS in the next 15 years. Constantly, they need to build a better plan on what they can do to ensure the workers wellbeing. For example, by providing flexible working hours to the staff, they can have access to support and wellbeing. Furthermore, they can improve the post-work scheme, such as pensions for retired staff, and they can modernize this in NHS pension policy, according to the amendment made by the government in budget 2023. Contribute to continuous national funding for better professional development of nurses, midwives, and other professionals, so that can be supported by full potential **(NHS England 2023)**.

4. EXTERNAL HUMAN RESOURCE SUPPLY- NURSES

4.1. INTERNATIONAL RECRUITMENT

In recent time, it has been seen that the NHS and other professional health-care sectors are much reliant on international recruitment of health professionals. Currently, there has been immense growth in the number of nurses from other countries reporting to practice in the UK. It is mentioned in **(Buchan et al. (2006))** that the NHS has always received a huge benefit because of overseas recruitment, and nurses come from different countries to work in the UK. Thus, NMC data shows that the majority of professionals recruited in the NHS from the Philippines, India, South Africa, and Australia. Since April 1997, there have been more than 80,000 overseas nurses recruited and registered in the UK. The human resource plan should aim to offer valuable external supply in terms of more internationally skilled health care staff to the NHS to tackle the shortage of nurses and other professional roles.



Graph Source : [NHS England \(2024\)](#)

The graph shows that, it is not possible for NHS to work without international recruitment and it is one of the most important elements of external supply to the NHS. With the passage, the numbers has been increase of overseas staff because of staff increases from non-European economic area.

4.2. IMMIGRATION POLICY

In the journal of **(Giuntella, Nicodemo et al. (2016))**, it is mentioned that immigration policy can influence the demand and supply of health care services in the NHS. While the rapid growth of the overseas population will improve the demand for healthcare services, on the other hand, they compromise to take care of their safety. Furthermore, the rush of immigrants will make a big impact on the labor market and will change the role responsibilities, and it will encourage them to provide better health care service. From the view of **(Dustman and Frattini (2014))**, immigrants who moved to the UK to work as health care workers are contributing to the government-generated income by paying tax, and this will also encourage them to invest more in health care. The recent study indicates that newly arrived immigrants have a more positive impact on the healthcare system than their native workers. This immigration policy will help more to enhance the healthcare system more effectively, and human resources in the NHS can do more focus on immigrant workers, which will tackle the shortage of nurses in the NHS.

5. FACTORS CONTRIBUTING TO THE NURSING SHORTAGE

5.1. Long-term workforce policy: The NHS has decided to recruit around 50,000 nurses by the end of 2024 to tackle the shortage of nursing departments. The government is also thinking about investing more in training programs to make sure that the nurses must have the proper training at the time they join the workforce. The director of Adult Social Service referred to the publication of adult social care and also focused on pay and the overall support package for social care (**Healthcare 2023**).

5.2. Investment in Development: In order to handle the shortage of nurses, the government has put money in nursing workforce development, which was around **£2.4 billion** and aiming to improve by 2028/2029. This huge income investment involves various things such as career development, flexible working hours arrangements, and more training places for nurses (**Healthcare 2023**).

5.3. Aging Population: With the advancement in healthcare facilities and medicines, because of this, people now live longer than they used to live. While this is a win situation for human lives, this aging population hammered nursing staff globally. This required more and more healthcare professionals, like nursing staff, to handle older people. Furthermore, more people suffer and get cured from serious health problems because of the more workload nurses are not able to get proper rest and get frustrated. So now people live longer, and also the older people need more nursing staff to take care.

5.4. Innovations in Healthcare: Introduction of new innovative technology will improve the healthcare service facilities. Moreover, this new method of healthcare service with the help of technology will reduce the workload from nursing staff and then after they can give their effort to treat the patient and this will also increase the productivity. This move will help them to retain their nursing staff and they can utilize local student who are well educated and create an opportunities for them to gain experience and can come up with innovative idea in healthcare services (**Healthcare 2023**).

6. CONCLUSION

To conclude that, to tackle the shortage of nursing staff in the NHS, they have to come up with a strong workforce plan and strategic methods such as training and development for nurses to give them proper knowledge for their career growth. Human resources can also focus more on international staffing and can hire educated nurses and other medical staff, while on the other side, they can collaborate with educational institutes to recruit newly hired nursing staff to tackle shortages of nurses. They can develop a better retention policy for their existing staff. All these plans and methods will contribute hugely in terms of filling the vacant position in the NHS.

7. SECTION B: POSITION ANALYSIS FOR DOCTOR

7.1. INTRODUCTION

In the world, the National Health Service (NHS), which is in the United Kingdom, has a huge amount of doctors, nurses, and all other professionals who are working in the NHS, and because of this, the NHS is titled as one of the biggest employers in the world as they are hiring world-class doctors and staff to serve the best healthcare service. In this report, we will see the various position analyses for doctors working in the NHS and their roles inside the NHS, what are their roles and responsibilities, working environment, benefits, and what are the challenges they are facing inside the NHS.

8. POSITION OF DOCTORS IN NHS

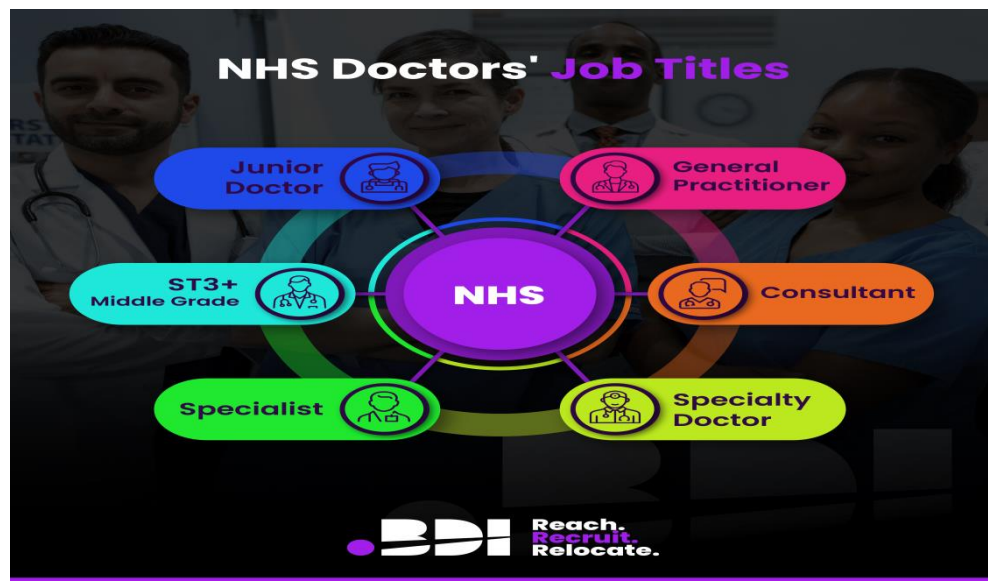


Image Source: <https://www.bdiresourcesourcing.com/img-media-hub/blog/nhs-doctor-job-titles-explained/>

Junior Doctor: Junior doctors are known as well-qualified doctors who are still in the training period. They are not eligible to get a proper doctor title because they are in their clinical training, and they can overwork under any consultant doctor at various positions, such as FY1, FY2, and ST1. At this stage, they can perform and practice in their specialist, and they can gain more experience as doctors by working in hospitals. In recent time new decision has been taken in favor of junior doctor that from 2024/2025, they will give DDRB awards as appreciation to the junior doctors and also they have decided to increase the basic pay by 22.3% from 2024/2025 (**British Medical Association 2024**).

Middle-Grade Doctor: Middle-grade doctors are also known as ST3+ doctors. After completing their trainings as ST1 and ST2, they are ready to practice as ST3 doctors, which are known as middle-grade doctors in hospitals. In this phase, they have enough knowledge to select their high specialty, gain experience, and then become doctors. Later on, they are in the range from ST3 to ST8 stages to become consultant doctors.

Specialty Doctor: Specialty doctors are also recognized as senior doctors who have passed training of 4 years in postgraduate study and with 2 years of main training in their core field. They are also proportional to ST3-level doctors, and their major responsibilities are handling patients and researching professional development activities. In the UK, many doctors use this position to take a break from their work-life to balance their personal lives.

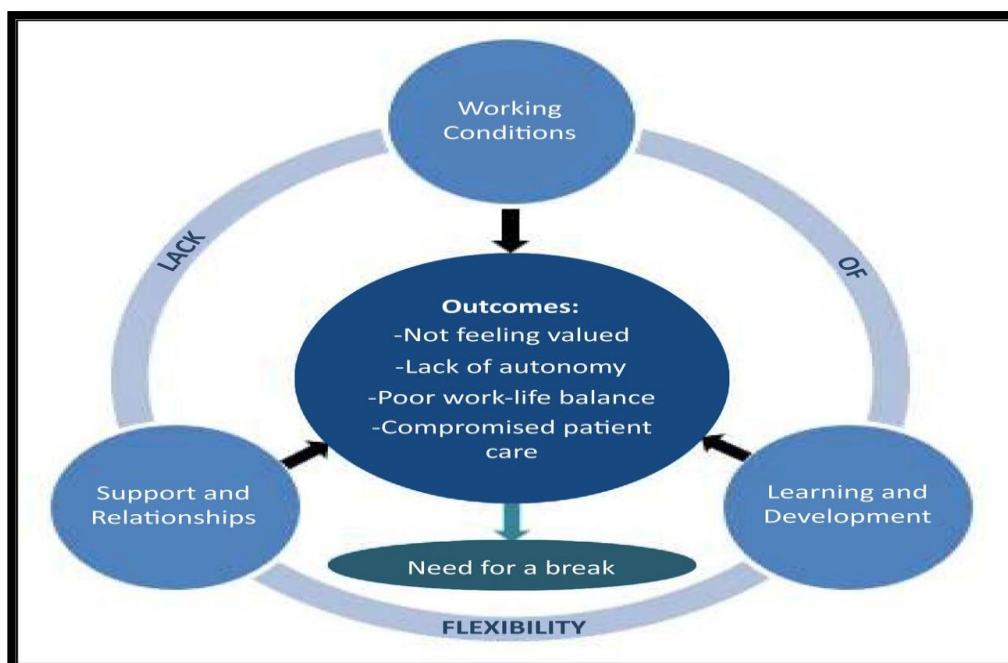
Specialist Doctor: In 2021, NHS has declared specialist doctor as new grade doctor in UK, which involves more complex responsibilities. They are the ones who have enough practice and knowledge in a particular area. While they are the ones who take decisions on providing medical services and work closely with patients. They also have the authority to train and guide new junior doctors to provide them with core training.

Consultant: In this category, doctors are known as high-level doctors and also have deep knowledge and experience about every level of doctors. Furthermore, they are the leader of the team who handles the members of their team to deliver high-quality health services to patients. Consultants are very punctual and independent in their respected area of care. To become a consultant, it required proper 8 to 10 years of training and experience.

General Practitioner (GP): The NHS provides huge primary care facilities; many of them involve the role of GP practices. GP is the first mode of contact for treatment, and because of this, every person in the UK must have to register at GPs. They are very important for the NHS, as they are operating from their respective clinics rather than hospitals and giving medical care to patients. Weather, they also handled huge cases of acute and non-emergency situations (**Platts 2023**).

9. FACTORS AFFECTING THE POSITION OF DOCTOR

In National Health Service, there are huge numbers of doctors are working and they are facing some crucial things while working in NHS, such as working condition, training and development, support and relationship and many more.



9.1. Working Condition: The high demands in hospitals have impacted doctors working hours and their condition, and the following made clashes with patient care. Doctors mainly face demanding working conditions such as exhaustion, job strain, and job satisfaction. This factor involves long working hours, excess workloads, and tense work environments. The low management of working conditions had a negative influence on doctor's mental health, and because of this, many doctors left their jobs.

9.2. Learning and Development: This is the most important factor that affects the position of doctors. As, providing trainings and programs related to career growth and personal development and proper vision towards doctors role or position to be in the same healthcare system. This will also give them slightly more advantage to uplift their grade in their respective specialists and enhance their service towards patient care.

9.3. Work-Life Stability: The excellent skills to take care of patients and think about giving them the best healthcare service. For doctors, it is completely equal to taking care of their work-life stability, and it is more important for young doctors. It is the responsibility of employers to think about doctors personal lives too, by giving them flexible working hours and providing them some extra wellness activities or breaks to enjoy their lives, and this will help them to work with their full attention.

9.4. Geographic Location: The position of the workplace is a key factor and plays an important role for doctors to think about which hospital they want to join. Some doctors select urban areas to experience new things and new enhanced amenities, while on the other side, some doctors prefer to work in rural areas as it is convenient for them to commute to their selected place (**Penfold 2018**).

10. SALARY AND BENEFIT

10.1. Salary package: According to the data mentioned in (**Connect 2024**), the basic salary of a junior doctor in a hospital is around £32,000 per year, and they also get an extra amount for extra hours and other allowances. The doctors who are specialists earn between £43,000 and £63,000 per year, and they will also get the allowances and extra hour pay. The basic pay of a middle school doctor is about £91,000 to £100,000 per year with other extra benefits. The highest basic earned by consultant doctors is approximately £99,000 to £131,000 per year, and they also get additional benefits as they are in a high position and they have to handle teams. The basic pay for general practitioners (GPs) is around £68,000 to £100,000 per year as a primary care organization.

10.2. Benefits: The NHS provides one of the best benefits to doctors, such as a training and development program for career boosts. They also give 27 days of paid leave every year, and with those 8 holidays, leaves annually. The NHS takes care of everything, such as family responsibilities, after-school clubs, and childcare, and doctors will also get access to wellness programs. The pension scheme is also there for doctors to get better pay after retirement and also offers huge discounts, including travel and food (**Harry 2020**).

11. CONCLUSION

In summary, the National Health Service places much focus on a well-planned and helpful environment for doctors, encouraging career growth by providing training and development programs, proper work-life stability, and competitive salaries and benefits. Furthermore, they also face some difficulties, like well-maintained working conditions and location to tackle issues like workload and facilities to take care of satisfaction and retention of staff. Finally, the NHS's only motive is to provide high-quality healthcare services to the population in every critical situation with an excellent workforce strategy and highly educated doctors.

12. Reference List

1. GIUNTELLA, O., NICODEMO, C. and VARGAS SILVA, C., 2016. The impact of immigration on health and health care: Evidence from the United Kingdom. *Refugees and economic migrants: Facts, policies and challenges*, , pp. 99-114.
2. Buchan, J, Jobanputra, R, Gough, P & Hutt, R 2006, 'Internationally recruited nurses in London: a survey of career paths and plans', *Human Resources for Health*, vol. 4, no. 1.
3. Connect, IMG 2024, *NHS Doctor's Pay Scales in England – Explained | IMG Connect Ltd - International Medical Recruitment Specialists*, IMG Connect, viewed 1 August 2024, <<https://www.imgconnect.co.uk/news/2024/06/nhs-doctors-pay-scales-in-england-explained/59>>.
4. Employer, N 2024, *Inspire, Attract and Recruit Toolkit | NHS Employers*, www.nhsemployers.org, viewed 27 July 2024, <<https://www.nhsemployers.org/toolkits/inspire-attract-and-recruit-toolkit>>.

5. Ford, M 2020, *NHS nurse workforce in England increases by 12,000 in year*, Nursing Times.
6. Harry 2020, *NHS Employee Benefits*, Doctors Relocate, viewed 1 August 2024, <<https://www.doctorsrelocate.com/career-support/nhs-employee-benefits/>>.
7. Healthcare, M 2023, *Nursing Shortages UK: Examining the Crisis in the NHS*, MMA Healthcare Recruitment: Your Path to UK Nursing Careers, viewed 31 July 2024, <<https://mmarecruitment.com/nursing-shortages-uk-examining-the-crisis-in-the-nhs/#:~:text=Investment%20in%20Workforce%20Development>>.
8. Human resources (HR) manager 2015, *Human resources (HR) manager*, NHS Health Careers, viewed 26 July 2024, <<https://www.healthcareers.nhs.uk/explore-roles/management/roles-management/human-resources-hr-manager>>.
9. Issar, P 2021, *The future of NHS human resources and organisational development*, 22 November, viewed 26 July 2024, <https://www.england.nhs.uk/wp-content/uploads/2021/11/B0659_The-future-of-NHS-human-resources-and-organisational-development-report_22112021.pdf>.
10. Klein, R 2010, *The New Politics of the NHS: From Creation to Reinvention*, Google Books, Radcliffe Publishing, viewed 26 July 2024, <https://books.google.co.uk/books?hl=en&lr=&id=dSqJR-Oxv3AC&oi=fnd&pg=PR1&dq=NHS+background&ots=hMJZLUfXWb&sig=ICiiq-U3FXfzIJCaVOysWHZaHxk&redir_esc=y#v=onepage&q=NHS%20background&f=false>.
11. Moule, P, Armoogum, J, Douglass, E & Taylor, DJ 2017, 'Evaluation and its importance for nursing practice', *Nursing Standard*, vol. 31, no. 35, pp. 55–63, viewed 26 July 2024, <<https://pubmed.ncbi.nlm.nih.gov/28443444/>>.
12. NHS England 2022, *NHS England» Workforce Planning and Resource Management*, www.england.nhs.uk, viewed 26 July 2024, <<https://www.england.nhs.uk/mat-transformation/matrons-handbook/workforce-planning-and-resource-management/>>.
13. 2023, *NHS England - NHS Long Term Workforce Plan*, NHS England, viewed 27 July 2024, <<https://www.england.nhs.uk/long-read/nhs-long-term-workforce-plan-2/>>.
14. Omoankhanlen Joseph Akhigbe 2013, 'Human Resource Planning: A Key Factor in Ensuring the Effectiveness and Efficiency of Organization', *Journal of Emerging Trends in Economics and Management Science*, vol. 4, no. 4, pp. 388–396.
15. Penfold, R 2018, 'Why junior doctors need more autonomy', *BMJ*, p. k4525.
16. Platts, D 2023, *NHS Doctor Job Titles Explained*, [Bdireshourcing.com](http://bdireshourcing.com), viewed 1 August 2024, <<https://www.bdireshourcing.com/img-media-hub/blog/nhs-doctor-job-titles-explained/>>.
17. British Medical Association 2024, *BMA to put pay offer to junior doctors in England - BMA media centre - BMA*, The British Medical Association is the trade union and professional body for doctors in the UK., viewed

17 August 2024, <<https://www.bma.org.uk/bma-media-centre/bma-to-put-pay-offer-to-junior-doctors-in-england#:~:text=We%20expect%20the%202024%2F25>>.

