



Human Capital Management

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Part 1: Estimating the Internal and External Supply of Human Resources with a Focus on the Shortage of Nurses

Introduction

Human resource planning is used by the National Health Service (NHS) to ensure that sufficient medical industry experts are out there to treat patients. Identifying and developing future leaders is an important component of succession planning that considers workforce sustainability (Tang and Hussin, 2020). Brexit is a contributing factor to the acute nursing shortage which the NHS is experiencing, having contributed to a 95% decrease in nurse enrollments from the EU between 2016 and 2017. The COVID-19 pandemic has led to an increase in stress-related illnesses among the current workforce; this is reported by more than 40% of NHS personnel (Newman et al., 2022). Strict immigration rules and worldwide rivalry for healthcare personnel hamper international recruitment efforts. Moreover, it is compounded by an ageing workforce: one-third of nurses are approaching retirement age (Fideler and Fideler, 2020). Strong HR strategies are needed to overcome these barriers and ensure the future viability and efficiency of the NHS. Such strategies should include better working conditions, professional development and targeted recruitment drives.

Internal Supply Considerations

A comprehensive employee assessment is needed to ensure a steady supply of nurses from within the NHS. The age demographics show that there is a major problem: Many nurses are nearing retirement age. About a single third of nurses are over 50, meaning there'll be a trend of retirements soon, states the Royal College of Nursing (RCN). Turnover and retention rates add another layer of complexity. In 2021, the NHS had a turnover rate of around 12% for nurses (Kelly

et al., 2022). A successful internal promotion and career development program is crucial as high turnover is often associated with job stress, low progression opportunities and inadequate support.

Training and development programs are crucial for maintaining and enhancing the skills of the existing staff. The RePAIR (Reducing Pre-registration attrition and Improving Retention) project is one of several the NHS has launched to tackle Attrition among student nurses. Opportunities for nurses to advance their careers and learn new skills are part of Continuous Professional Development (CPD) that keeps staff around (Yu et al., 2022). Cuts in budget and time typically make CPD less available, which can demotivate employees and slow career advancement. Work atmosphere and employment satisfaction are important factors that influence nurse morale. More than half of nurses surveyed by the NHS Staff Survey in 2020 said stress at work made them sick. This is due to overburdening employees, insufficient resources and lack of people. Increased happiness on the job is a direct result of better working circumstances, which include things like maintaining safe staffing ratios and giving enough resources and assistance (Akgunduz et al., 2023). Programs such as the NHS People Plan highlight the need for mental health services and flexible working to promote employee health and wellbeing.

External Supply Considerations

External supply factors will need to be considered when addressing the nursing deficit in the NHS. Part of the academic pipeline is the capability of institutions of higher learning like nursing schools. While more nursing student placements exist, they are not enough to meet demand, Health Education England said. For example, current graduation rates are inadequate with only about 30,000 new nurses graduating each year; But the NHS requires 50,000 additional nurses by 2024. (Stein, 2022). We have to grow our recruitment methods including financial incentives and bursaries to bring a lot more students in and close the gap. A domestic labour shortage lingers,

making immigration and overseas recruitment more important. An example of a policy that has made it easier and cheaper to hire international nurses would be the Health and Care Visa. Brexit is short of nurses from the European Union. Modifications in immigration laws and uncertainty around Brexit led the Nursing and Midwifery Council (NMC) to record a 90% decrease in new EU nurse registrations between 2016 and 2017 (Palmer et al., 2021). So, to recruit experts, the NHS has been courting non-EU countries - to varying degrees of success. Relevant factors also include labour market conditions. Competitive salary and perks are needed to attract and retain nurses. Salary offers from commercial healthcare providers and other countries often exceed NHS salaries, while a comparable post in the private sector or elsewhere, such as the US, could start at around £25,655 per year (Cancarevic et al., 2021). This salary gap means many nurses leave the NHS for better work elsewhere and the organisation struggles to keep its workers.

Government and Policy Interventions

Government and policy initiatives are needed to tackle the NHS nursing deficit. Funding and budget allocation are primary areas of focus. Re-establishing nursing bursaries in 2020 to fund students with up to £5,000 a year, the UK government improves nursing education and training financing (McCadden, 2022). The extra funding may allow Health Education England to expand its simulation training facilities and the number of training spaces available to the public. These financial incentives are being offered to help with the nursing shortage. Legislative initiatives also impact the work environment of nurses. Expanding work schedule flexibility and improving services for mental health (Ray and Pana-Cryan, 2021) are among measures proposed to improve working conditions in the NHS People Plan 2020 / 21. Initiatives to reduce burnout are highlighted in the strategy through programs such as the health and Wellbeing Framework which promotes a supportive environment for healthcare workers and services for mental and physical Health.

Modifications to regulations also have been made to improve and simplify the nursing profession. The Nursing and Midwifery Council (NMC) has made registration flexible through positions such as Nursing Associate that allow healthcare support workers to become registered nurses. In addition, the Health and Care Visa has cut processing times and costs for overseas nurses to come to the UK and work as nurses. An example of a policy intervention that has worked is the Safe Staffing Levels law which has passed in many UK regions including Wales (Shaw et al., 2021). This particular law seeks to improve working conditions for nurses and make sure patient safety by creating minimum nurse-to-patient ratios. When nurses are not overworked, patient outcomes suffer and burnout rates increase.

Strategic Recommendations

Strategic recommendations to improve recruitment and retention are needed to address the NHS nursing shortage. Establishment of mentorship programs is a proven method of employee retention. In these programs, seasoned nurses mentor aspiring nurses. Journal of Nursing Management (2019) reports that mentorship may decrease turnover by as much as 30 percent while improving retention and job satisfaction (Ngotngamwong, 2020). Mentorship can help novice nurses overcome barriers and stress by providing a safe place to learn and grow. Another important retention strategy is allowing employees to decide how they operate. Schedule flexibility such as part-time work, job sharing and remote work is also highlighted in the NHS People Plan (Chekar et al., 2024). Flexible working can reduce burnout and improve work-life balance, leading to higher job satisfaction. For instance, a pilot program in NHS Trusts offering flexible shift patterns saw a 10% reduction in turnover rates.

Efforts to increase recruiting should be prioritized. One tactic is to increase recruitment from outside the country. When local nurses are too busy, the NHS has traditionally employed

foreign nurses. There has to be more of an effort, but the Health and Care Visa makes it easier (Moriarty et al., 2022). A more inclusive support package including relocation aid and integration programs as well as recruitment outside the EU could increase the number of accepted international nurses. Nurses from other countries made up 15% of the NHS workforce in 2021 (Cutler et al., 2021). Another important recruitment tactic is to strengthen ties with academic institutions. Expanding nursing programs and clinical placement opportunities are necessary to ensure a steady stream of fresh graduates by partnering with educational institutions. Important programmes include the NHS clinical Placement Expansion Programme which aims to create five thousand more Clinical placements (Health Education England, 2021). Financial incentives and scholarships for nursing students may encourage others to become nurses.

Conclusion

In conclusion, the NHS nursing shortage requires an integrated response that considers both internal and external influences on the supply of nurses. Critical concerns include a workforce that is getting on in years, high employee turnover rates, inadequate programs for professional development, difficult work situations and a competitive job market. To address these concerns we need mentorship programs and more flexible work arrangements to increase retention rates. We also need to intensify our recruitment through more partnerships with educational institutions and with more international recruitment operations. Legislative actions to improve working conditions, streamlining immigration procedures and increasing funding are examples of government and policy interventions. A combination of these measures along with other multi-pronged approaches will be required to maintain a strong nurse workforce which can meet the population's healthcare demands. Together, the NHS could make nursing a far more viable career by focusing on these areas to improve patient care and results.

Part 2: Position Analysis for Doctors Working in the NHS

Introduction

Doctors are essential to the NHS to ensure millions of patients receive high-quality treatment. They provide general practitioners' (GPs') primary care as well as specialist care of consultants and other medical professionals (Bi and Liu, 2023). Position analyses are fundamental to effective human resource (HR) planning, upon which the NHS depends to meet staffing demands, improve working conditions and ensure sustainable delivery of services.

Role and Responsibilities

General Practitioners (GPs) serve as the first point of contact for patients. They oversee chronic illnesses, referrals to specialists, preventative care and routine health checks. Continuing patient management and early diagnosis are two areas of specialization for general practitioners, particularly in public health (Timmermans, 2020). In 2020, more than 300 million consultations were conducted by primary care physicians (NHS Digital). In return, specialists offer specialized knowledge in particular medical fields like radiology, cardiology or neurology. They perform diagnostic procedures, therapies and surgeries among other duties. Particularly complex issues may require the expertise of a specialist. Cardiologists perform complex treatments such as angioplasties, and oncologists for cancer patients create comprehensive treatment plans (Bohdan et al., 2021). The more specialised medical care is complemented by the more than 44,000 consultants employed by NHS England (2022), NHS England says.

Working Conditions

NHS doctors face heavy workloads and hours. Members of the NHS typically work night and weekend shifts in addition to an average of 47 hours a week (Emmanuel et al., 2024). These long hours affect both quality of treatment for patients and doctors' well-being. High workloads

and little rest led to 55% burnout, according to a research by the General Medical Council (GMC). There are also issues at the workplace. There is often insufficient support for doctors as they balance therapeutic and administrative work. Reports from the Royal College of Physicians (RCP) indicate that administrative tasks and meetings take up as much as 40% of doctors' time (Denis et al., 2022). This imbalance may lead to reduced time for direct patient care and increased stress. Other factors affecting working conditions include differences in the availability of resources such as personnel and equipment between NHS Trusts.

Compensation and Benefits

The salary structure for NHS doctors varies based on their level and specialization. Junior doctors start with a base salary of £28,243, while consultants can earn between £82,096 and £110,683 annually. The public sector wages its employees competitively while private sector incomes and global standards are generally higher (Petersen et al., 2022). For example, many UK - educated doctors go to the US and Australia for higher income. Two other perks for doctors in the National Health Service include funds for retirement and opportunities for further education. A significant perk is the National Health Service pension Scheme, a defined benefit Pension plan based on average revalued earnings over a person's career. In addition, the NHS provides opportunities for professional development including sabbaticals, training programs and subsidised courses (Sharp et al., 2022). These perks for doctors aim to achieve professional success and work satisfaction.

Challenges and Pressures

Staffing levels inside the NHS are one of the most pressing issues. Doctor shortages affect service delivery, making existing staff work harder and patients wait longer for appointments. There will undoubtedly be a greater need for doctors for the NHS than there are 10,000 already

short. This scarcity places the system under stress and prevents good care from being maintained. The growing aging population and chronic illness drives the increasing demand for healthcare services (McMaughan et al., 2020). Doctors in the NHS are already having difficulty to deal with increased patient volume and more complex situations brought on by this demand rise. The high stress and burdens of managing patients' expectations in such a setting lead to medical practitioner burnout. The workload affects the mental health and job satisfaction of 80% of doctors, the British Medical Association (BMA) says.

Recruitment and Retention

NHS efforts to tempt medical graduates with attractive starting wages, medical student bursaries and clear career paths. The NHS has additionally begun recruiting abroad, such as the Global Learners Programme, which aims to hire experienced medical professionals from other countries. In 2020, the NHS recruited over 5,000 foreign doctors to alleviate staffing problems (Samarasekera, 2023). We need retention techniques if we want less burnout and more happiness on the job. Provide comprehensive mental health support services, reduce non-clinical workload and promote work-life balance through flexible working arrangements are all possible measures (Alameddine et al., 2023). Giving doctors opportunities to grow professionally and a positive work environment are two of the most important reasons for staying on staff according to the NHS People Plan.

Policy and Future Outlook

The government sets policies that affect the health industry. Initiatives to improve working conditions and resource allocation are essential to address current challenges. Better doctor training, more personnel and better healthcare infrastructure are aims of the NHS Long Term Plan (Maniatopoulos et al., 2020). To further free up doctors' time to provide patient care, policies

should reduce administrative duties and hire more support staff. New technologies can change the healthcare industry and create a need for skilled employees in the future (Li, 2022). The integration of telemedicine, electronic medical record as well as artificial intelligence (AI) could simplify medical workflows and enhance patient outcomes. For instance, AI-driven diagnostic tools can help doctors identify illnesses better. This underscores the need for CPD as these innovations require continual training and adaptation by the medical staff (Agha, 2022). Future workforce planning projections show a growing demand for medical professionals, particularly those with specialised training. In the event that the NHS can't continue with patient demand, the Health Foundation anticipates that 27,000 additional physicians will likely be required by 2030. These future expectations can be met only through human resource planning that places more doctors in training, better retention and using technology.

Conclusion

In summary, the position analysis for doctors in the NHS reveals significant challenges and strategic actions required for effective HR planning. Problems like heavy workloads, insufficient personnel and fair pay are essential. Strategic measures include the adoption of supportive government policies, increased recruitment and retention efforts. These difficulties require a flexible approach to ensure a sustainable and effective medical staff capable of meeting the community needs in healthcare. Focusing on these could improve doctors' working conditions, patient care and the NHS's capability to withstand future healthcare crises.

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