

The principles and building blocks of effective workforce planning

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Principles and building blocks

- Common challenges/ policy questions
- Building blocks: 6 Steps in workforce planning
- Scenario modelling
- Using staff ratios
- 10 Principles

Common challenges

- The health policy context
- Workforce distribution/ Underserved areas/ "shortages"
- Education/planning/service linkages
- Internal/ external mobility of staff
- Improving performance, effective roles, teams and mix

Common questions from/ for Stakeholders and Policy makers

- How do we plan how many nurses - and other health workers - to educate, and employ?
- How can we improve recruitment, retention and return?- which incentives are effective in motivating nurses?
- How can we determine and deploy the most effective skill mix of nurses and other staff?

6 Steps

- **1. Defining the Plan** - Identify why a workforce plan is needed and for whom it is intended
- **2. Mapping Service Change** - Identify the purpose and shape of any proposed service change that will impact on future workforce requirements
- **3. Defining the Required Workforce** - Identify the skills required and the type/ number of staff to deliver the new service model (workforce demand)

6 Steps

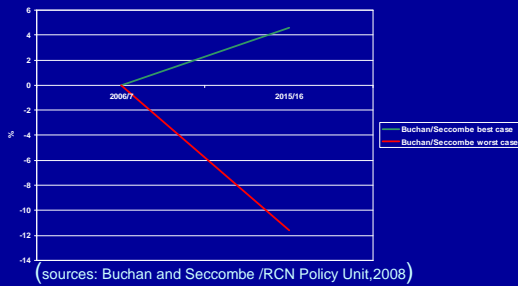
- **4. Understanding Workforce Availability** - Identify current and future staff availability based on current profile and deployment (workforce supply)
- **5. Developing an Action Plan** - Plan to deliver the required workforce (new skills in new locations) and manage the change
- **6. Implementation, Monitoring and Refresh** - Implement the plan, measure progress and refresh the plan as required (NHS National Workforce Projects)

Scenario modelling

DEMAND	SUPPLY
Activity	Retirement
Productivity	Career progression
Changes in setting of care	Other staff outflows
Changes in role	Inflows from training
	Other inflows

= Actions needed to drive improvement in care and address mismatches in supply and demand

Projections: % Change in NHS nurses 2006/7 to 2015/16, England (wte)



Staffing ratios: the + and -

- (+)
 - Can halt or reverse reductions in staffing
 - Can encourage workforce stability
 - "simple" to implement and understand
 - Reduces need for complex local planning/workload systems
- (-)
 - Defining "minimum": does it become average, or maximum?
 - Measuring/calibrating ratios- data, accuracy, consensus?
 - Inflexible- can one size fit all?
 - What is the cost of compliance- will other staff groups be reduced in size?

10 principles

- 1. The **main functions/stakeholders** (e.g. finance, service planners, education providers, public/private sector employers) are committed to and involved in the planning process, with clear lines of responsibility and accountability being defined. There is also "buy in" and support from the political process.
- 2. Planning is built from a **structured information base** using current staffing, staff budgets/costs and relevant activity data.
- 3. Workforce planning approach is underpinned by **predictable funding flows and services** in short/ mid term
- 4. Workforce planning approach is supported by the required **capacity of specialist staff**
- 5. Workforce **dynamics and 'flows'** between sectors and organisations within the system are monitored effectively

10 principles

- 6. Workforce planning for different professions and occupations is **aligned or integrated**
- 7. **"What if" analysis** are used to model different scenarios of demand for services, and related staffing profile
- 8. **Contestability**: An agreed national/state/province workforce plan is developed and published on a periodic basis
- 9. There is a periodic overview analysis to identify need for, and **scope for, change**
- 10. A framework to monitor staffing changes in comparison to the plan is used- there is a **cycle of review and update**

Summary: Key points

- **Flexibility**: integrated and inclusive planning, involving the education sector, based on service delivery plans
- **Inclusiveness**: Involve employers/private sector other stakeholders in the planning process- "bottom up" planning
- **Honesty**: Planning is not perfect- it is not sufficient to prevent shortages/ oversupply , but it highlights where and when shortages are likely to occur (and what can be done to intervene)

References

- Six Steps Methodology to Integrated Workforce Planning
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