



UNITED ARAB EMIRATES  
MINISTRY OF HEALTH & PREVENTION

The background is a composite image. On the left, a woman in a white hijab is shown in a blue-tinted overlay, looking down at a young boy who is smiling. On the right, a young girl is shown in a grey-tinted overlay, looking towards the camera. In the background of both scenes, there are alarm clocks. The overall theme is family and health.

# UAE National Strategy for Nursing/Midwifery: A Roadmap to 2026

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## Abbreviations and Acronyms

<b>AACN</b>	American Association of Colleges of Nursing
<b>APPG</b>	All Party Parliamentary Group
<b>BSN</b>	Bachelor of Science in Nursing
<b>CAA</b>	Commission for Academic Accreditation
<b>CAS</b>	Centralized Application Service
<b>CNO</b>	Chief Nursing officer
<b>CPD</b>	Continuing Professional Development
<b>DCSCP</b>	Dubai Clinical Services Capacity Plan
<b>DHFPP</b>	Dubai Health Facilities Performance Framework
<b>DHCA</b>	Dubai Healthcare Authority
<b>DHCC</b>	Dubai Healthcare City
<b>DHA</b>	Dubai Health Authority
<b>DOH</b>	Department of Health
<b>EHS</b>	Emirates Heath Services
<b>EmSAT</b>	Emirates Standardized Test
<b>ENA</b>	Emirates Nursing Association
<b>FAHR</b>	Federal Authority for Government Human Resources
<b>FCSA</b>	Federal Competitiveness and Statistics Authority
<b>GDP</b>	Gross Domestic Product
<b>HRH</b>	Human Resource for Health
<b>IELTS</b>	International English Language Testing System
<b>IA</b>	Insurance Authority
<b>ICN</b>	International Council of Nurses
<b>ICM</b>	International Confederation of Midwives
<b>ICT</b>	Information and Communication Technology
<b>IOM</b>	International Organization for Migration
<b>ISAHD</b>	Insurance System for Advancing Healthcare in Dubai

<b>IT</b>	Information Technology
<b>JCI</b>	Joint Commission International
<b>LFC</b>	Leadership for Change
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOE</b>	Ministry of Education
<b>MOHAP</b>	Ministry of Health and Prevention
<b>MOHRE</b>	Ministry of Human Resources and Emiratisation
<b>MSN</b>	Master of Science in Nursing
<b>NHWA</b>	National Health Workforce Accounts
<b>NMHPPD</b>	Nursing/Midwifery Hours per Patient Day
<b>NKPI</b>	National Key Performance Indicator
<b>NMC</b>	Nursing and Midwifery Council
<b>NRF</b>	National Research Foundation
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>PMO</b>	Prime Minister's Office
<b>PQR</b>	Professional Qualification Requirements
<b>RASA</b>	Research and Scholarship Awards
<b>RN</b>	Registered Nurse
<b>RWJF</b>	Robert Wood Johnson Foundation
<b>SDG</b>	Sustainable Development Goals
<b>SEHA</b>	Abu Dhabi Health Services Company
<b>SHA</b>	Sharjah Health Authority
<b>SHCC</b>	Sharjah Healthcare City
<b>SPC</b>	Standard Provider Contract
<b>SWOT</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>TMO/MOPA</b>	The Medical Office/Ministry of Presidential Affairs
<b>UHC</b>	Universal Health Coverage
<b>UOS</b>	University of Sharjah
<b>WHO</b>	World Health Organization



## Executive Summary

### 1.1 Executive Summary

The UAE National Strategy Framework for Nursing/Midwifery: A Roadmap to 2026 is considered the first of its kind in the UAE to address the multidimensional challenges faced by both nurses and midwives, who represent 47% of the country's healthcare workforce (MOHAP Statistics and Research Centre, 2019).

It is a five-year framework for action that outlines a roadmap for strengthening the nursing/midwifery profession in line with national, regional and international strategic directives, health priorities and best practices.

The central purpose of this strategy is to:

- reshape the image of nursing/midwifery within the UAE public and professional communities to drive an increase in the number of Emiratis engaged in the profession;
- drive excellence in nursing/midwifery practices;
- introduce nurse-led services and improve the quality and safety of our healthcare services.

The strategy targets the development of transformative nursing/midwifery leaders and role models who voice sector challenges, contribute to UAE Centennial 2071 strategy, health policy development and accelerate the progress of the UAE toward attaining a world-class healthcare system.

Additionally, the strategic interventions will support career progression, succession planning and the inclusion of nursing/midwifery clinical specialisation and advanced practice models. This will strengthen professional identity through autonomously governed practice and make the profession more attractive to Emiratis.

The journey towards developing this strategy began with collaboration between UAE nursing and midwifery leaders, under the direction and leadership of MOHAP, and other key non-nursing stakeholders and partners to identify the

multidimensional challenges in nursing/midwifery profession. A strategy to overcome those challenges was then prepared following a structured process, supported by WHO and ICN experts. The strategy integrates the strategic pillars underpinning UAE Centennial 2071, Emiratisation policies, the changing UAE healthcare climate and the UAE's commitment to UHC and meeting the SDGs. Furthermore, it is also aligned with regional and global health declarations and strategies (WHO, 2016, GAPFON, 2017, EMRO, 2016).

As part of the consultation process, meetings and workshops were held with key national and international stakeholders and partners to determine the most pressing challenges affecting the nursing/midwifery profession in the UAE and to agree the interventions required to overcome them. Transparency and the sharing of data were essential to the process.

Five interrelated and equally important issues were identified and they form the pillars of this strategy:

#### Effective Regulation, Governance and Leadership

1. Strengthen national nursing/midwifery governance and regulatory bodies to meet the national health priorities.
2. Establish mechanisms to institutionalise a regulatory framework while maintaining adequacy and alignment of existing regulations/laws/policies to national health priorities to ensure integrated people-centred services that are in line with UHC and the SDGs.
3. Develop legal frameworks for the regulation of nursing/midwifery education, practice, and continuing professional development.
4. Advocate and invest in political support at the highest level of health systems to ensure that policies are created to enhance

a major role for nurses/midwives at all levels and across the core sectors of service planning and management, governance, education, management of human resources, and evidence-based research to meet healthcare needs.

#### Nursing/Midwifery Workforce Management System

1. Establish mechanisms for continuous monitoring of the nursing/midwifery workforce using standard indicators to ensure maintenance of adequate numbers, distribution and an appropriate skill mix to meet national health priorities.
2. Develop and implement comprehensive policies and plans for sustaining the nursing/midwifery workforce aligned with the national health workforce strategy and Emiratisation policies.
3. Strengthen nursing/midwifery recruitment capacity with a special focus on the Emirati population in response to the national health workforce plan and Emiratisation policies.

#### Practice, Service and Quality

1. Develop transformative quality improvement standards for nursing/midwifery aligned with national healthcare priorities.
2. Identify mechanisms to ensure the nursing/midwifery workforce is appropriately prepared and enabled to practice to their full scope.
3. Introduce specialised/advanced practice roles for nurses/midwives with graduate level education that incorporate research and evidence-based practice to meet national health priorities.
4. Establish robust systems and structures for assessing the appropriate implementation of globally agreed nursing/midwifery practice/care standards to meet national health priorities.

#### Quality and Innovative Education and Professional Development

1. Strengthen the capacity and quality of nursing/midwifery undergraduate, postgraduate and continuing professional development education to meet national health priorities.
2. Establish a transformative global approach to the provision of evidence-based educational programmes.
3. Strengthen nursing/midwifery education to support research and evidence-based practice in achieving national health priorities.
4. Develop transformative national continuing professional development framework that meets the needs for professional practice and the UAE's efforts in accelerating progress towards UHC and the SDGs.

#### Research, Evidence-based Practice that is Responsive to National Health Priorities

1. Strengthen and develop a national research, culture for nursing/midwifery which responds to national health priorities.
2. Build and strengthen links between research, policy, education and practice to facilitate translation of research outcomes into practice.
3. Strengthen nursing/midwifery's impact on health policy and healthcare management through evidence.

The next phase will focus on planning the implementation of the strategy with national nursing and midwifery leaders in collaboration with institutional partners and stakeholders, including specific recommendations, action plans, measurable outcomes, evaluation and marketing plans.



## Executive Summary

### 1.2 Importance of the Strategy

The UAE Centennial Plan 2071 represents a long-term, full-vision plan that extends for 5 decades after 2021. It includes four strategic pillars forming a clear map for the long-term government work including healthcare. It aims to invest in future generations and make the UAE the best country in the world.

Nurses and midwives are critical to the delivery of essential healthcare services and strengthening healthcare systems. Nurses/midwives contribute to reductions in newborn, infant and maternal mortality in their role as skilled birth attendants and providers of neonatal care. It has been stated in the WHO Global Strategic Directions for Strengthening Nursing and Midwifery 2016-2020 that 87% of midwifery services can be provided by well-educated and competent midwives. They also help to promote and maintain the health and wellness of an ageing population within the community in line with the concept of active ageing.

Nurses/midwives work in a variety of healthcare settings, such as hospitals, clinics, primary healthcare centres, preventative medicine, schools, colleges, homecare, infection prevention, informatics, academia and leadership. In hospitals, they provide a wide range of services, from accident and emergency through to palliative care. As key players in crisis and post-crisis situations, they provide services ranging from trauma management to mental health and rehabilitation in post-emergency recovery.

This presents opportunities for nurses/midwives, who constitute 47% of the health workforce in the UAE, to have a role in shaping health at the policy, practice and educational levels.

However, the present fragmented nature of the nursing/midwifery profession in the UAE means there is a lack of a unified and influential national voice. This makes positioning nurses/midwives as key leaders in the global healthcare system challenging (WHO, 2016). The challenge is made all the more difficult because just 1.2%, or 665, of the 55,158 nurses (excluding military) in the UAE are Emirati (MOHAP Statistics and Research Centre, 2018).

The risk of not creating a unified voice for nursing/midwifery, both globally and regionally, is that there may be no coherent, unified message to advance nursing/midwifery (WHO, 2016, GAPFON, 2017).

The role of professional nurses/midwives is internationally recognised by the World Health Organization (WHO) through the WHO Framework for Action: Strengthening Nursing and Midwifery in the Eastern Mediterranean Region 2015-2025 and the WHO Global Strategic Directions for Strengthening Nursing and Midwifery 2016-2020. The documents outline robust strategies to:

- Ensure an educated, competent and motivated nursing and midwifery workforce within effective and responsive health systems at all levels and in different settings
- Optimise policy development, effective leadership, management and governance
- Maximise the capacities and potential of nurses and midwives through intra- and inter-professional collaborative partnerships, education and continuing professional development
- Mobilise political will to invest in building effective evidence-based nursing and midwifery workforce development.

The WHO Executive Board has designated 2020 as the 'Year of the Nurse and Midwife' in recognition of the essential and important contribution of nurses and midwives to achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs) (WHO, 2019).

The UAE National Strategy for Nursing/Midwifery: A Roadmap 2026 is a national policy document to strengthen the nursing/midwifery profession in the UAE. It provides policymakers, practitioners and other stakeholders at every level of the healthcare system with a flexible framework for action to enhance their capacity to develop the nursing/midwifery profession.

The UAE National Strategy for Nursing/Midwifery: A Roadmap 2026 is linked to the UAE Centennial 2071. It focuses on human capital development, specialized and advanced nursing care services establishment, research support and quality standards implementation. All of this would align with the pillar of diversified knowledge economy and support achieving future-focused government from nursing/midwifery angle. Also, the strategy places major emphasis on nursing/midwifery education aiming at excellence, innovation and best practices. Research and evidence-based practice is one of the strategy pillars which would set the foundations for ongoing development and enhancements to meet the national priorities and strategic directions.

Enhance and promote the status of nursing and midwifery profession in UAE

Unite the nursing and midwifery efforts under one strategic umbrella aiming at promoting the quality of life within the working environment and enhance the country readiness for health disasters and crises

Enhance the attractiveness of nursing and midwifery profession for UAE youths including development of initiatives to attract males into the profession and support Emiratization efforts

Develop the capabilities and qualifications of nurses and midwives supported with legislative frameworks to promote profession governance and regulation.



## Executive Summary

### 1.3 Development of the Strategy

The strategy was developed in partnership with national nursing leaders, nursing educators and practice nurses/midwives. These included representatives of the Ministry of Education, Department of Health-Abu Dhabi, Dubai Health Authority, Ministry of Human Resources and Emiratisation, Ministry of Community Development, Ministry of Interior, Sharjah Health Authority, National Qualification Authority, National Media

Council, hospitals initiatives under the Ministry of Presidential Affairs, and UAE academic institutions (University of Sharjah, Fatima College for Health Sciences, Higher Colleges of Technology and Mohammed Bin Rashid University of Medicine and Health Sciences.).

A systematic approach was used throughout the development of the strategy (see Figure 1).

The journey towards developing the strategy began in 2018 at the UAE Education and Human Resources Council meeting, which included discussions on nursing and Emiratisation. During the meeting, it was established that only 1% of nurses/midwives in the UAE are Emirati (excluding the military workforce). The Council recommended the development a national nursing policy outline to address:

- Enhancing the attractiveness of the nursing/midwifery profession to national talent, including developing specific initiatives to attract males to the profession.
- Unifying nurses/midwives under a national health strategy that addresses all challenges and identifies initiatives to develop national nursing/midwifery leadership models to drive change.
- Improving the community image and perception of nurses/ midwives.
- Creating a national framework for action and sustainable development for all sectors, including service providers and educators, to respond to national priorities and deliver evidence-based interventions that complement each other and support implementation of the framework.
- Invest in a sustainable health workforce to support Emiratisation policies.

The below phases are highlighted for their particular importance to developing the strategy:

#### Phase 1: Assessment of the Current Status of Nursing/Midwifery in UAE

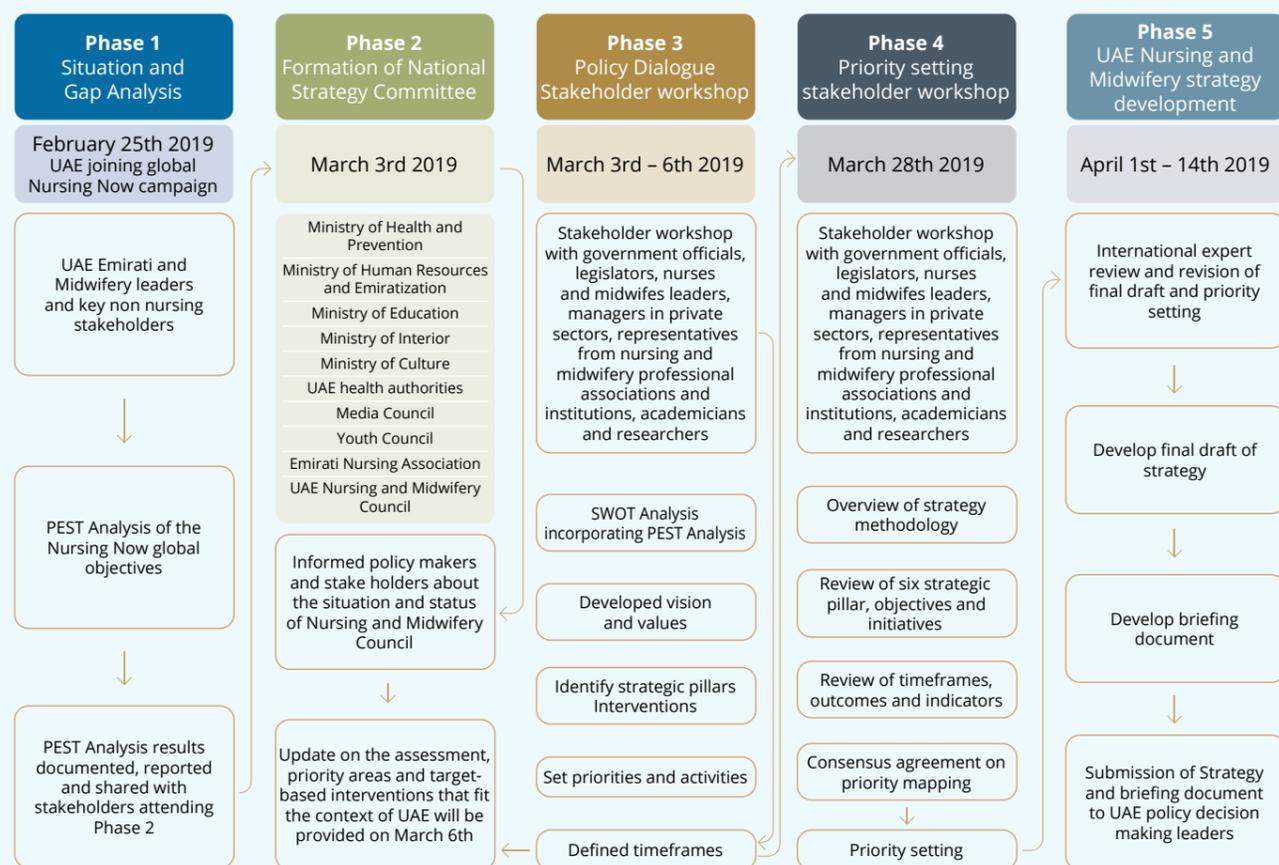
This included analysis of data from regulatory authorities, education providers and service providers, as well as relevant national, regional and international literatures. The primary method used for data collection was focus groups, including roundtable discussions with key stakeholders and experts from appropriate institutions to discuss the challenges facing nurses/ midwives in the UAE.

#### Phases 2 & 3: Policy Dialogue to Identify Key Challenges and Opportunities

These phases identified the main challenges and opportunities facing the nursing/midwifery profession in the UAE. A SWOT analysis (see Appendix 06) was conducted during a four-day workshop attended by more than 150 Emirati nurses/midwives, nursing students, community people and non-nursing partners. Other valuable actions taken during these phases included:

- Developing the strategy framework in line with global and regional best practice.
- Identifying the strategic priorities.
- Identifying the strategic pillars by reviewing and reshaping the strategic framework with stakeholders.

Figure 1: UAE Nursing/Midwifery Strategy Development Methodology





### 3.1 Vision and Framework

The concept of the strategy vision includes supporting nurses and midwives, as part of the multi-disciplinary healthcare team, to lead a world-class healthcare system and contribute to improving health outcomes and the wellbeing of UAE society, accelerating progress towards UAE 2071 Centennial Universal Health Coverage and Sustainable Development Goals.

**" Nursing and Midwifery: Excellency in Care, Efficiency in Leadership in light of International Standards toward Pioneer and Sustainable Health for UAE Community"**



#### Caring

The care process is respectful, supportive, honest, sensitive and protective, preserving the dignity and humanity of the person, family, group or community receiving the care.



#### Partnership

All partners work towards common objectives by acting collaboratively and supporting each other's efforts and are willing to involve all national, regional and international stakeholders.



#### Relevance

Health services and nursing/midwifery human resources development, management and deployment systems are guided by health needs, evidence and best practices.



#### Social Responsibility

All partners promote a flexible approach with active local involvement, reflecting the political, economic and cultural realities, and in line with national health policies and strategic priorities.



#### Leadership

Nursing and midwifery professionals have vision and advocate for quality care, involvement in decision making and foster collaboration within interdisciplinary teams.



#### Responsiveness

Nurses and midwives are aware of and responsive to current and emerging national and global social, political and economic health challenges in moving towards UHC and achieving the SDGs and national health priorities.



#### Ethical Values

Health services respond to health needs and are planned and provided in a way that strives for equity, integrity, fairness and respect, as well as being gender-sensitive and respectful of human rights.



#### Innovation

Adopting evidence-based mechanisms and standards for best practices that promote relevant education and research, competent practices, effective professional regulation and dynamic leadership.

**Strategy enablers are:**

- National Collaboration
- Technology and Artificial Intelligence (AI) Infrastructure
- Transformational Leaders
- Conclusive Regulations

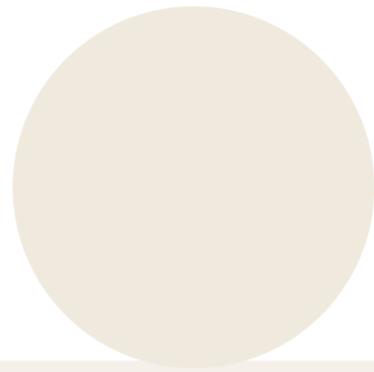
A world-class nursing/midwifery workforce will be developed and maintained through a focus on five strategic areas:

1. Effective Regulation, Governance and Leadership
2. Sustainable Nursing/Midwifery Workforce Management System
3. Transformative Practice, Service and Quality Care
4. Quality and Innovative Education and Professional Development
5. Advanced Research, Evidence-Based Practice Responsive to National Health Priorities

Together, the vision, the guiding principles and the strategic areas provide the framework for the UAE's new nursing and midwifery strategy (see Figure 4).

**Figure 4: UAE Nursing/Midwifery Strategy Framework**





# National Strategy

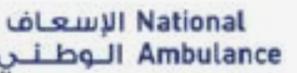
## UAE Nursing and Midwifery Strategy Map

**Vision**  
**" Nursing and Midwifery: Excellency in Care, Efficiency in Leadership in light of International Standards toward Pioneer and Sustainable Health for UAE Community"**





# Stakeholders

 <p>وزارة الصحة والوقاية المجتمعية MINISTRY OF HEALTH &amp; PREVENTION</p>	 <p>وزارة تنمية المجتمع MINISTRY OF COMMUNITY DEVELOPMENT</p>	 <p>وزارة الثقافة وتنمية المعرفة MINISTRY OF CULTURE &amp; KNOWLEDGE DEVELOPMENT</p>	 <p>وزارة شؤون الرئاسة MINISTRY OF PRESIDENTIAL AFFAIRS</p>	 <p>وزارة التربية والتعليم MINISTRY OF EDUCATION</p>	 <p>وزارة الموارد البشرية والتوطين MINISTRY OF HUMAN RESOURCES &amp; EMIRATISATION</p>
 <p>وزارة الداخلية Ministry of Interior</p>	 <p>هيئة الصحة بدبي DUBAI HEALTH AUTHORITY</p>	 <p>مدينة دبي الطبية Dubai Healthcare City</p>	 <p>دائرة الصحة DEPARTMENT OF HEALTH</p>	 <p>كلية فاطمة للعلوم الصحية FATIMA COLLEGE OF HEALTH SCIENCES</p>	 <p>National الإسعاف الوطني Ambulance</p>
	 <p>صحة SEHA شركة أبوظبي للخدمات الصحية Abu Dhabi Health Services Co. P.S.C.</p>	 <p>مدينة الشارقة للرعاية الصحية Sharjah Healthcare City ثقافة الرعاية . Culture of care.</p>	 <p>شرطة دبي DUBAI POLICE</p>	 <p>جمعية الممرضين الإماراتية Emirates Nursing Association</p>	
 <p>المؤسسة الاتحادية للشباب FEDERAL YOUTH AUTHORITY</p>	 <p>الهيئة الاتحادية للموارد البشرية الحكومية Federal Authority For Government Human Resources</p>	 <p>كليات التقنية العليا HIGHER COLLEGES OF TECHNOLOGY</p>	 <p>المجلس الوطني للإعلام National Media Council</p>	 <p>جامعة الشارقة UNIVERSITY OF SHARJAH</p>	 <p>المجلس الإماراتي للممرضين MBRU UAE NATIONAL STRATEGY FOR NURSING / MIDWIFERY</p>



## Strategy Governance and Implementation

### 4.1 Implementation Plan

Implementation of this strategy at the national level and within local institutions is under the responsibilities of the National Committee for Nursing and Midwifery Affairs which is established by Ministerial Decree (283) for the Year 2020. It requires commitment, collaboration and coordination between all partners. There are numerous factors that will support the implementation of the strategy at the national level including:

- The UAE Centennial 2071
- The acceleration committee
- Regional and global nursing and healthcare strategies
- The mandatory accreditation of healthcare facilities
- The availability of nursing programmes in different universities
- The availability of scholarship programmes

The framework of the strategy has been agreed by all the key stakeholders. Further meetings will now take place to determine implementation programs and deadlines. National taskforce teams will be formulated for the implementation of the strategy with defined terms of reference and programs/initiatives/projects management process and tools. The strategy document will be reviewed and republished on annual basis with the aim of realising all the objectives within the specified timeframes and share the achievements.

Nursing and midwifery leaders across the UAE have identified and agreed on five areas that urgently need to be addressed in order to strengthen the nursing/midwifery profession to meet the national agenda target of achieving a world-class healthcare system. Priority interventions and actions have been defined and these will lay the foundations for a brighter future for the nursing/midwifery profession in the UAE. A future in which nurses and midwives receive the recognition and prestige they deserve, and sufficient and sustainable numbers of Emirati nurses/midwives contribute to the health and wellbeing of our nation.





## Strategy Governance and Implementation

### 4.2 Strategy Indicators

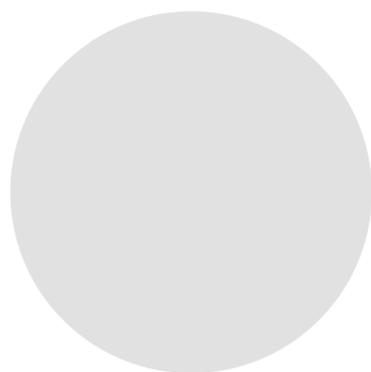
The monitoring process for the implementation of the UAE National Strategy for Nursing / Midwifery is incorporating three levels of indicators :

- National Indicator
- Strategic Pillar/Objective Indicator
- Enablers/Programs/Initatives Indicator

	National Indicator	Current Status/ Baseline	Target by End of 2026	Responsible Party
UAE National Strategy for Nursing/ Midwifery	<b>Nursing/Midwifery Emiratization Rate</b> <small>*Percentage of Emirati Nursing/Midwifery workforce to the total Nurses/Miwives in UAE*</small>	2.1%	4%	MOHAP
	<b>Emirati Students Enrollment to BSN</b> <small>*Percentage of Emirati students freshly enrolled to BSN program from the total Emirati high school graduates*</small>	low	10% of Emirati High School Students every year	MOE
	<b>UAE Community Perception on Nursing/ Midifery</b> <small>*Percentage of UAE community view on Nursing/ Midwifery as career option for Emirati population*</small>	68%	95% positive	MOHAP

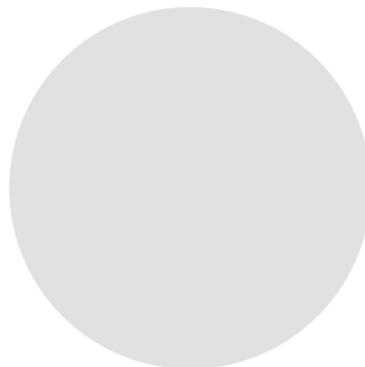
Strategic Pillar/ Objective	Strategic Pillar/ Objective Indicator	Current Status/ Baseline	Target by End of 2026	Responsible Party
Effective Regulation and Leadership	<b>National Nursing/Midwifery Act</b> <small>*Official release of a comprehensive national Nursing/ Midwifery Act*</small>	Not present	Act is released	MOHAP
	<b>Nurses/Midwives within Main Committees</b> <small>*Percentage of Nursing/Midwifery related committees where nurses/midwives are included as members *</small>	Minimum Presence	50%	MOHAP
Sustainable Nursing / Midwifery Workforce Management System	<b>National Nursing/Midwifery Workforce Data Access and Accuracy</b> <small>*Real time/ on-demend availability of Nursing/ Midwifery workforce data which is accurate, up to date and accessible to key stakeholders with maintained confidentiality and security*</small>	Data is available through NHWA yet requires coordination to get the updated data as maual extract, clean and assure accuracy	98%	MOHAP/ MOHRE

Strategic Pillar/ Objective	Strategic Pillar/ Objective Indicator	Current Status/ Baseline	Target by End of 2026	Responsible Party
	<b>Emirati Nurse/Midwife Graduate Recruitment</b> <small>*Recruitment of Emirati Nurse/Midwife graduate especially into private sector within 6 months post graduating BSN program*</small>	Few cases reported of delayed recruitment with almost 0% recruitment in private sector	100% recruitment within 6 months from graduation	MOHRE
	<b>Emirati Nurse/Midwife Graduate Recruitment in Private Sector</b>		50% of recruited graduates are in private sector	MOHRE
	<b>Turnover Rate for Nurses/Midwives in Clincial and Academia Settings</b>	No baseline available	5% in general 1% for Emirati	MOHAP/ MOE
	<b>Nurses/Midwives Resilience Rate in Clincial and Academia Settings</b>	No baseline available	80%	MOHAP
Transformative Practice, Service and Quality Care	<b>UAE Community Satisfaction with Nursing/Midwifery Care</b>	No baseline available	95%	MOHAP
	<b>Number of Established Unique Nursing/ Midwifery-led Specialized Care</b>	None being provided currently	2	MOHAP
Quality and Innovative Education and Professional Development	<b>Nursing/Midwifery Students Drop Out Rate for all Nursing/Midwifery Programs</b>	Average 20% for BSN	Less than 5% for all enrolled students and less than 2% for Emirati	MOE
	<b>Nurses/Midwives Satisfaction Rate in Clincial and Academia Settings</b>	No baseline data for satisfaction in Academia settings	95%	MOHAP/ MOE
Advanced Research, Evidence Based Practice Responsive to National Health Priorities	<b>Collaborative Nursing/Midwifery Research Srudies</b> <small>*Percentage of research studies done in collaboration between service providers and academia*</small>	There is collaboration yet not evident	50% of all published studies with nurse/ midwife as first author	MOHAP
	<b>Nursing/Midwifery Research Studies Growth Rate</b>	Average annual increase by 11.23% from 2008 to 2018	Increase by 30% on annual basis	MOHAP



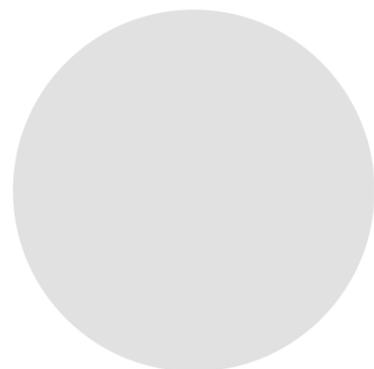
## Strategy Governance and Implementation

Strategic Pillar/Objective	Enablers/ Initiatives/ Programs	Enablers/ Initiatives/ Programs Indicator	Start Time	End Time	Responsible Party	Current Status/Baseline	Target by 2026
Effective Regulation Governance and Leadership	Strengthen the Governance Structure & Process of Nursing/Midwifery.	Number of institutions incorporating national Nursing/Midwifery strategy within their operational plans.	January, 2022	December, 2026	• MOHAP	• 0%	• 100% of targeted facilities .
		Established Chief Nursing/Midwifery Officer (CNMO) role at government level.	January, 2022	December, 2023	• MOHAP	• Not existing	• Established CNMO role by end of 2023.
	Develop Transformative "UAE Nursing/Midwifery Act"	Awareness level of the terms/articles within "UAE Nursing/Midwifery Act"	January, 2022	January, 2023	• MOHAP	• 0%	• 100% for targeted professionals and community members.
	Align Current Laws/ Regulations/ Policies Related to Nursing/Midwifery	Percentage of laws/regulations/policies aligned	January, 2023	January, 2025	• MOHAP	• 0%	• 100% of identified laws/regulations / policies.
		Awareness level of the updates introduced to aligned laws/regulations/policies.	July, 2024	January, 2025	• MOHAP	• 0%	• 100% for targeted professionals and community members.
	Develop National Nursing /Midwifery Regulatory Frameworks	Regulatory Framework Adoption Rate among Healthcare and Academic Institutions	January, 2022	March, 2024	• MOHAP	• 0% as no standardized framework yet practices around those areas exist	• 100% of targeted facilities.
	Develop Blockchain Supported "UAE Nursing/Midwifery Licensing System"	Percentage of licensing systems linked via Blockchain technology.	March, 2022	March, 2024	• MOHAP	• None. Multiple licensing systems across UAE which are not linked.	• 100%
		Acheivement Rate of National Standardised Licensure Exam.	March, 2022	March, 2024	• MOHAP	• Licensure exam exist yet not standarised at national level.	• 100%
	Strengthen Nursing/Midwifery Leadership Capacity and Involvement	Percentage of Nurses/Midwives in Senior Leadership Position who Completed the Policy Making Training Programs <small>(This only account for the training programs meeting the approved criteria and standards for training programs)</small>	July, 2022	December, 2026	• MOHAP	• Training programs exist yet at different level and following different standards/ criteria.	• 100% of targeted Nurses/Midwives
		Number of Governance Initiatives with Emirati Nurses/Midwives Active Involvement	July, 2022	December, 2026	• MOHAP	• Yet to be studied.	• 1 Initiative/Targeted Facilities annually



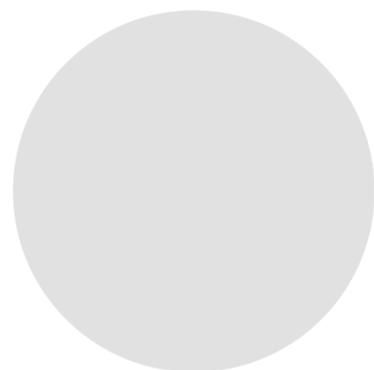
## Strategy Governamce and Implementation

Strategic Pillar/Objective	Enablers/ Initiatives/ Programs	Enablers/ Initiatives/ Programs Indicator	Start Time	End Time	Responsible Party	Current Status/Baseline	Target by 2026
<b>Sustainable Nursing/ Midwifery Workforce Management System</b>	• Establish AI Supported "UAE Workforce Projection Model for Nursing/ Midwifery"	• Acheivement Rate for AI Supported "UAE Workforce Projection Model for Nursing/ Midwifery"	January, 2022	December, 2024	• MOHAP	• No Unified Nursing/ Midwifery workforce projection model at national level.	• 100%
		• Utilization Rate of the New System for short-term, long-term and health crises workforce planning.	January, 2024	December, 2026	• MOHAP	• 0%	• 100% by Targeted Facilities
	• Develop "UAE Nursing/ Midwifery Safe Staffing Model"	• Adoption Rate of the "UAE Nursing/ Midwifery Safe Staffing Model"	March, 2023	March, 2026	• MOHAP	• 0%	• 100% by Targeted Facilities
		• Return of Investment (ROI) Analysis on Implementation of the "UAE Nursing/ Midwifery Safe Staffing Model".	March, 2025	March, 2026	• MOHAP	• No analysis as the model yet to be developed.	• 1 published national analysis/ case study.
	• Optimize Nursing/ Midwifery Recruitment Capacity and Process	• Nursing/ Midwifery Workforce Diversity Rate	January, 2023	December, 2026	• MOHAP	Following presented in Nursing workfoce in UAE. <ul style="list-style-type: none"> <li>• 19% Males</li> <li>• 43% Indian</li> <li>• 29% Philipino</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Male Nurses to 30%.</li> <li>• Limit single expat nationality representation to 20% and below.</li> </ul>
		• Nursing/ Midwifery Scholarship Programs Uptake	January, 2023	December, 2026	• MOHAP	• Scholarships are offered across UAE.	• 100% of the annually targeted high school students.
	• Enhance Nursing/ Midwifery Emiratization Initiative	• Number of influential community leaders and ambassadors to support the initiative.	January, 2022	December, 2026	• MOHAP	• Support is evident especially with the COVID-19 pandemic.	• 2/Emirate
		• Number of Emirati nurse leaders in higher positions in health and non-health sectors	January, 2022	December, 2026	• MOHAP	• There are Emirati nurse leaders in higher positions in health sectors.	• 10% increase from baseline
		• Compliance Rate with the Standards of national marketing campaigns on Nursing/ Midwifery.	January, 2023	December, 2026	• MOHAP	• None as standards as yet to be developed.	• 100%
	• Develop Technology-Enabled "UAE Nursing/ Midwifery Workforce Planning System"	• Acheivemt Rate for Technology-Enabled "UAE Nursing/ Midwifery Workforce Planning System"	April, 2023	December, 2026	• MOHAP	• No National Nursing/ Midwifery Workforce Planning System.	• 100%
	• Implement "UAE Nursing Midwifery Talent Management Program"	• Number of Publications on success stories under "UAE Nursing/ Midwifery Talent Management Program".	January, 2023	December, 2023	• MOHAP	• None as the program is yet to be developed. Many stories on nurses/ midwives success are published on local media.	• At least 10/year
		• Percentage of Nurses/ Midwives who were part of the "UAE Nursing/ Midwifery Talent Management Program".	January, 2024	December, 2026	• MOHAP	• No national program for Nursing/ Midwifery talent management	• At least 40% of nurses/ midwives in UAE
	• Develop "UAE Nursing/ Midwifery Career Path & Professional Titles"	• Acheivemt Rate for implementing the "UAE Nursing/ Midwifery Career Path & Professional Titles"	January, 2022	December, 2026	• MOHAP/ MOHRE	• There are variation between professional titles and career path for nurses/ midwives in UAE.	• 100% all over the UAE
		• Percentage of alignment with regulatory and licensing frameworks and mandates.	January, 2024	December, 2026	• MOHAP/ MOHRE	• Yet to be studied	• 100%



## Strategy Governamce and Implementation

Strategic Pillar/Objective	Enablers/ Initiatives/ Programs	Enablers/ Initiatives/ Programs Indicator	Start Time	End Time	Responsible Party	Current Status/Baseline	Target by 2026	
<b>Transformative Practice, Service and Quality Care</b>	• Develop Outcome- Focused National Nursing/Midwifery Clinical Excellence Model	• Percentage of facilities certified as compliant to the National Nursing/Midwifery Clinical Excellence Model.	July, 2022	December, 2026	• MOHAP	• No National Nursing/Midwifery Clinical Excellence Model exist.	• 100% of Targeted Facilities.	
	• Implement "Emirati Nursing/Midwifery Care Model"	• Percentage of facilities integrated the Emirati Nursing/Midwifery Model of Care into practice models	April, 2022	April, 2023	• MOHAP	• Model is implemented in Emirates Health Services facilities.	• 100% of Targeted Facilities.	
	• Develop National Nursing/ Midwifery Job Descriptions at All Levels.	• Percentage of standardised job titles with job description in place.	January, 2023	December, 2023	• MOHAP	• Job descriptions exist at institutional level based on different job titles.	• 100% for identified job titles.	
	• Develop National Nursing/ Midwifery Mentorship, preceptorship & Clinical Supervision Framework.	• Percentege of Nurses/Midwives enrolled into the mentorship program	• Percentage of Nurses/Midwives enrolled into the mentorship program	January, 2024	January, 2025	• MOHAP	• Some facilities have mentorship program/ activities yet require review andstructuring.	• 30% of nurses/ midwives
		• Percentege of Nurses/Midwives enrolled into the preceptorship program	• Percentage of Nurses/Midwives enrolled into the preceptorship program	January, 2024	January, 2025	• MOHAP	• Some facilities have preceptorship program/ activities yet require review andstructuring.	• 100% of new nurses/midwives within targeted facilities.
		• Adoption Rate for the Nursing/Midwifery clinical supervision framework.	• Adoption Rate for the Nursing/Midwifery clinical supervision framework.	January, 2024	January, 2025	• MOHAP	• Some facilities have clinical supervision activities yet require review andstructuring.	• 100% of targeted facilities.
	• Develop National E-Database for Nursing/Midwifery Sensitive Indicators	• Percentage of facilities enrolled into the National E-Database for Nursing/Midwifery Sensitive Indicators.	January, 2023	December, 2026	• MOHAP	• No National E-Database for Nursing/Midwifery Sensitive Indicators exist in UAE. Few nursing measures are being monitored at national level by PMO.	• 100% of targeted facilities.	
	• Introduce Specialist and Advanced Nursing/ Midwifery Roles with Full Scope of Practice	• Percentage of specialized nurses/midwives practicing within their area of speciality.	• Percentage of specialized nurses/midwives practicing within their area of speciality.	April, 2024	December, 2026	• MOHAP	• There are academic programs and licensing category supporting specialized nurse role in UAE.	• 30% of nurses/ midwives in UAE
• Percentage of advanced practice nurses/midwives practicing within the defined scope of practice.		• Percentage of advanced practice nurses/midwives practicing within the defined scope of practice.	April, 2025	December, 2026	• MOHAP	• Need for academic programs and defined scope of practice supported by proper legislation for this role in UAE.	• 10% of nurses/ midwives in UAE	



## Strategy Governamce and Implementation

Strategic Pillar/Objective	Enablers/ Initiatives/ Programs	Enablers/ Initiatives/ Programs Indicator	Start Time	End Time	Responsible Party	Current Status/Baseline	Target by 2026
<b>Quality and Innovative Education and Professional Development</b>	• Develop National Nursing/ Midwifery Academic Education Excellence Model	• Percentage of Academic Institutions certified as compliant to the National Nursing/ Midwifery Academic Education Excellence Model.	January, 2023	December, 2026	• Ministry of Education	• No National Nursing/ Midwifery Academic Education Excellence Model.	• 100% of Targeted Facilities.
	• Enhance Accreditation for Nursing/Midwifery Academic & Clinical Programs	• Adoption Rate for the standards and criteria for nursing/midwifery clinical placement and internships.	January, 2022	January, 2023	• MOHAP	• Multiple internship programs exist.	• 100% of targeted facilities.
	• Develop National Nursing/ Midwifery Academic Curriculum Design Process	• Adoption Rate for the National Nursing/ Midwifery Academic Curriculum Design Process.	January, 2023	July, 2023	• Ministry of Education	• Different process for curriculum design.	• 100% of targeted academic institutions.
	• Develop National Competency Framework of Programs	• Percentage of Nursing/Midwifery academic programs with established national competency framework.	January, 2023	December,2026	• Ministry of Education	• No national competency framework for Nursing/Midwifery academic programs.	• 100% of targeted programs.
		• Adoption Rate for the established competency framework within the curriculum.	January, 2024	December, 2026	• Ministry of Education	• To be studied once competency frameworks are in place.	• 100%
	• Establish Postgraduate Nursing/Midwifery Specialization and Advanced Practice Academic Programs	• Number of new Postgraduate Nursing/Midwifery Specialization and Advanced Practice Academic Programs.	January, 2023	December, 2026	• Ministry of Education	• Few programs exist yet not covering all areas of specialization required to meet national health priorities.	• At least 1 program- new specaility area/ year
		• Program Admission Rate	January, 2023	December, 2026	• Ministry of Education	• To be studied per each program.	• 10% of nurses/ midwives
		• Program Drop-Out Rate	January, 2023	December, 2026	• Ministry of Education	• To be studied per each program.	• Less than 5% for all enrolled students and less than 2% for Emirati
	• Develop National Nursing/Midwifery Professional Development Framework for all Categories.	• Adoption Rate for the implementation of the National Nursing/Midwifery Professional Development Framework per each Category.	March, 2023	December, 2023	• MOHAP/ Ministry of Education	• Professional development framework exist mostly at service side where none evident in the academia side.	• 100% by taregeted facilities and categories.
	• Establish an Emirati novice and student nurse association governed by Emirates Nursing Association.	• Number of Members within the Emirati Novice and Student Nurse Association.	January, 2022	December, 2022	• ENA	• No such association present currently.	• 100% of Targeted Members.



## Strategy Governamce and Implementation

Strategic Pillar/Objective	Enablers/ Initiatives/ Programs	Enablers/ Initiatives/ Programs Indicator	Start Time	End Time	Responsible Party	Current Status/Baseline	Target by 2026
Advance Research, Evidence-based Practice Responsive to National Health Priorities	<ul style="list-style-type: none"> <li>Establish National Nursing /Midwifery Research Mentorship Program.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of nurses/midwives enrolled as mentees</li> </ul>	January, 2022	July, 2022	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>30% of nurses/ midwives in UAE</li> </ul>
		<ul style="list-style-type: none"> <li>Published projects as part of National Nursing / Midwifery Research Mentorship Program.</li> </ul>	January, 2023	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>10% increase annually</li> </ul>
	<ul style="list-style-type: none"> <li>Establish National Nursing/Midwifery Research E-Hub</li> </ul>	<ul style="list-style-type: none"> <li>Achievement Rate toward establishing National Nursing/Midwifery Research E-Hub.</li> </ul>	January, 2022	January, 2025	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>
		<ul style="list-style-type: none"> <li>Utilization Rate of the National Nursing/Midwifery Research E-Hub.</li> </ul>	January, 2025	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>5% increase in quarterly basis.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish National Nursing/Midwifery Research Agenda</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders representation in the National Nursing/ Midwifery Research Agenda workshop</li> </ul>	January, 2022	December, 2022	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100% of targeted stakeholders.</li> </ul>
		<ul style="list-style-type: none"> <li>Percentage of Research Agenda Themes addressed by Published Researchs with Nurse/Midwife as first author.</li> </ul>	January, 2023	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>
	<ul style="list-style-type: none"> <li>Establish National Nursing/Midwifery Research Framework Model</li> </ul>	<ul style="list-style-type: none"> <li>Adoption Rate of the National Nursing/Midwifery Research Framework Model.</li> </ul>	January, 2022	July, 2022	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100% by targeted facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop National Nursing/Midwifery Research &amp; EBP Professional Development Program</li> </ul>	<ul style="list-style-type: none"> <li>Program Outcome in terms of Learner Competency Level.</li> </ul>	July, 2022	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>To be studied once program is established.</li> </ul>	<ul style="list-style-type: none"> <li>100% transition from baseline competency level to upper level by all attendees.</li> </ul>
		<ul style="list-style-type: none"> <li>Percentage of nurses/midwives enrolled to the professional development program</li> </ul>	July, 2022	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>To be studied once program is established.</li> </ul>	<ul style="list-style-type: none"> <li>30% of nurses/ midwives per each sector ( clinical, leadership, academia)</li> </ul>
	<ul style="list-style-type: none"> <li>Establish National Nursing/Midwifery Research Recognition Program</li> </ul>	<ul style="list-style-type: none"> <li>Acheivement Rate toward National Nursing/ Midwifery Research Recognition Program</li> </ul>	July, 2022	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>0%</li> </ul>	<ul style="list-style-type: none"> <li>100%</li> </ul>
<ul style="list-style-type: none"> <li>Establish Institutionalized Nursing/Midwifery Research Excellence Centers</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Institutions certified as Research Excellence Centers</li> </ul>	January, 2023	December, 2026	National Health Research Center - MOHAP	<ul style="list-style-type: none"> <li>None certified as program to be initiated</li> </ul>	<ul style="list-style-type: none"> <li>100% of targeted facilities.</li> </ul>	



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# Appendixes

## Appendix 01 Body of Evidence to Show that BSN Nurses Increase Patient Safety

Date of Publication	Author	Summary
March 2019	The Joint Commission Journal of Quality and Patient Safety, Dr. Maya Djukic, New York University	BSN for RNs could help safeguard the quality of patient care.
July 2017	BMJ Quality and Safety, Dr. Linda Aiken	A greater proportion of professional nurses at the bedside is associated with better outcomes for patients and nurses.
October 2014	Medical Care, Olga Yakusheva, University of Michigan	A 10% increase in the proportion of baccalaureate-prepared nurses on hospital units was associated with lowering patient mortality by 10.9% and significantly lower readmission rates and shorter lengths of stay.
March 2013	Health Affairs, nurse researcher Ann Kutney-Lee	A 10-point increase in the percentage of nurses holding a BSN within a hospital was associated with an average reduction of 2.12 deaths for every 1,000 patients - and for a subset of patients with complications, an average reduction of 7.47 deaths per 1,000 patients.
February 2013	Journal of Nursing Administration, Mary Blegen	Hospitals with a higher percentage of RNs with baccalaureate or higher degrees had lower congestive heart failure mortality, decubitus ulcers, failure to rescue, and postoperative deep vein thrombosis or pulmonary embolism and shorter length of stay.
October 2012	Medical Care, Researchers University of Pennsylvania	Better outcomes were attributed in large part to investments in highly qualified and educated nurses, including a higher proportion of baccalaureate-prepared nurses.
January 2011	Journal of Nursing Scholarship, Dr. Deborah Kendall-Gallagher, Linda Aiken	No effect of specialisation was seen in the absence of baccalaureate education.
August 2008	Health Services Research, Dr. Christopher Friese	Moving to a nurse workforce in which a higher proportion of staff nurses have at least a baccalaureate-level education would result in substantially fewer adverse outcomes for patients.
May 2008	Journal of Nursing Administration, Dr. Linda Aiken	Every 10% increase in the proportion of BSN nurses on the hospital staff was associated with a 4% decrease in the risk of death.
January 2007	Journal of Advanced Nursing, Dr. Ann E. Tourangeau, University of Toronto and the Institute for Clinical Evaluative Sciences, Ontario	10% increase in the proportion of baccalaureate-prepared nurses was associated with 9 fewer deaths for every 1,000 discharged patients.
September, 2003	Journal of the American Medical Association (JAMA), Dr. Linda Aiken	Surgical patients have a "substantial survival advantage" if treated in hospitals with higher proportions of nurses educated at the baccalaureate or higher degree level.

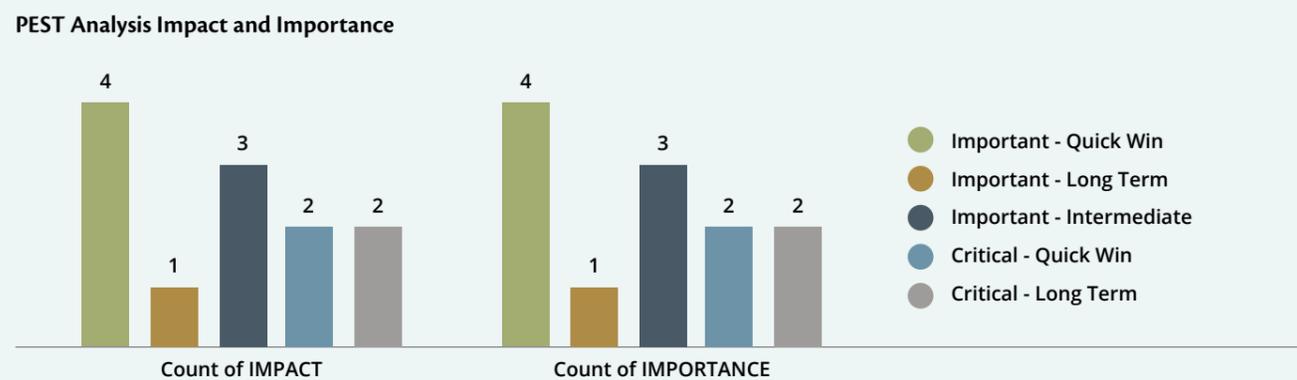
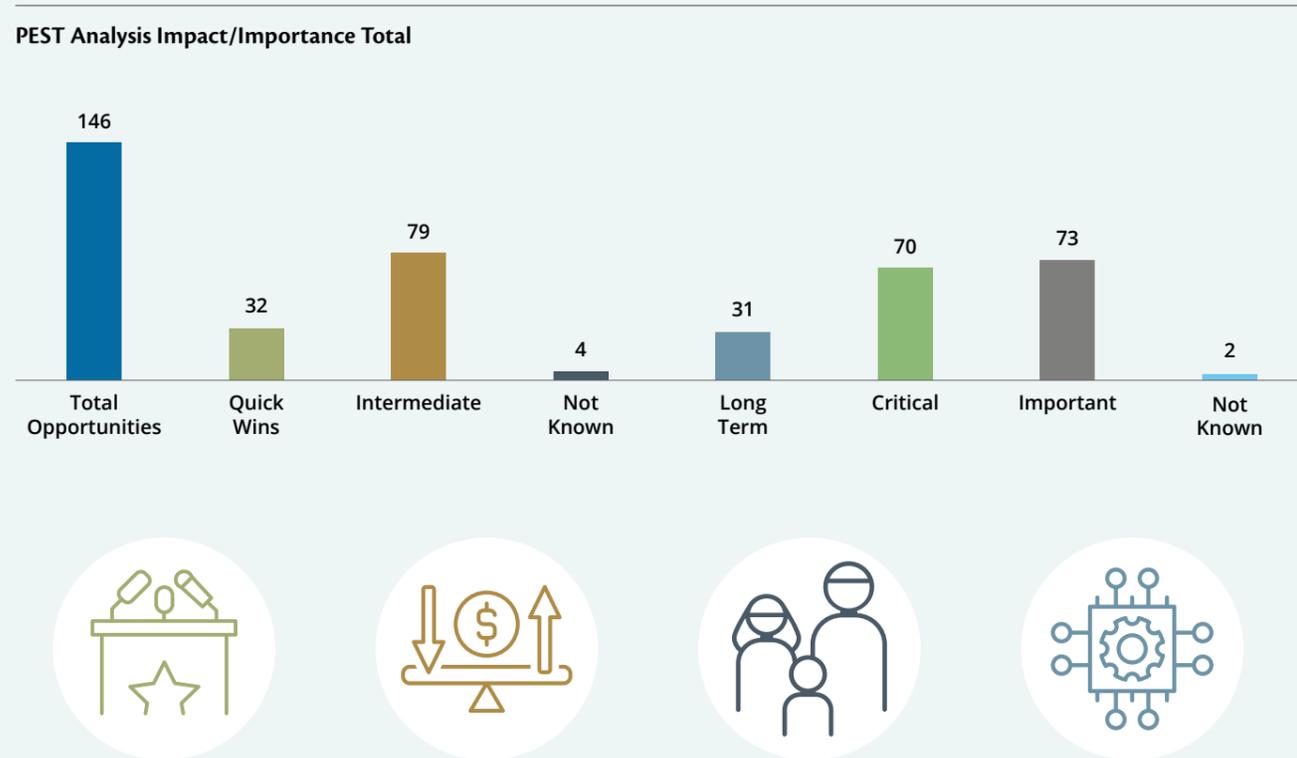
## Appendix 02 Admission Requirements to Bachelor in Nursing Programmes in UAE

Academic Institutions	Admission Criteria				
	High School	English Proficiency	International Students	Age	Others
University of Sharjah	75% Scientific Section Licensed school from UAE Ministry of Education	EmSAT 1400, IELTS 5 or equivalent	Graduated from a school recognised by the official education authority in the country of study.	-	The applicant should not have been expelled from the UOS or any other institution for academic or disciplinary reasons.
Gulf Medical University	70% General Track/ Stream or Abu Dhabi Education Council Aggregate score of 60% or above in Biology, Chemistry, Physics/ Mathematics in the 12th Grade	EmSAT 1100, IELTS 5 or equivalent	Varied requirements according to education system as per UAE Grade Equivalence.	Complete 17 years of age on or before the 31st December in the year of admission.	All applicants evaluated for cognitive and non-cognitive traits demonstrating their aptitude for the chosen area of study by the Admissions Committee. Includes a personal interview.
Fatima College of Health Sciences	70% - UAE Nationals 90% - Non-UAE Nationals Original or attested high school certificates from Ministry of Education	EmSAT 1100, IELTS 5 or equivalent	Degree equated from the Ministry of Education in UAE (along with the transcript).	-	-
Higher Colleges of Technology	60% - UAE Nationals/ Advanced Stream 70% - UAE Nationals/ General Stream 85% - Non-UAE Nationals/Both Streams	EmSAT 1100, IELTS 5 or equivalent	-	-	Pre-admission to bachelor programmes is offered for applicants not meeting admission criteria.
University of Wollongong in Dubai	70%	EmSAT 1100, IELTS 5 or equivalent	Varied requirements according to the education system.	-	-
RAK Medical & Health Sciences University	70% Advanced Stream or Abu Dhabi Education Council	EmSAT 1100-1225, IELTS 5 or equivalent	Varied requirements according to the education system.	-	-



Appendixes  
Appendix 03  
PEST Analysis Result

Appendix 04  
Nursing/Midwifery and Health Stakeholders in UAE



It is vital to identify the key stakeholders for nursing/midwifery in order to assure their involvement and buy-in.

**Table 1: Nursing/Midwifery Stakeholders in UAE**

Nursing and Midwifery Stakeholders	Responsibilities
<b>The Cabinet (Council of Ministers)</b>	The Cabinet is the executive authority of the federation under the supreme control of the president and Federal Supreme Council; it manages all internal and foreign affairs of the federation under the constitution and federal laws.
<b>Ministry of Health and Prevention*</b>	Responsible for implementation of healthcare policy in all areas of technical material as well as coordination with the ministries of state and cooperation with the private sector locally and internationally.
<b>Ministry of Education*</b>	Strategic supervision of the education sector across the board and preparing students in public education to increase their productivity in order to achieve the sustainable development of UAE society.
<b>Health Authorities* (Dubai, Abu Dhabi)</b>	<p><b>Dubai:</b> Responsible for the strategic oversight of the entire health sector in Dubai and enhancing private sector engagement. Provides services through DHA healthcare facilities including hospitals and PHC centres.</p> <p><b>Abu Dhabi:</b> Regulatory body for the healthcare sector in the emirate of Abu Dhabi. It shapes the regulatory framework, inspects against regulations, and enforces standards.</p>
<b>Nursing Professionals Councils/Associations *</b>	<p><b>UAE NMC:</b> Regulates the nursing/midwifery profession, promotes and advances nursing/midwifery services, protects and promotes the health and safety of the public based on the highest standards.</p> <p><b>UAE Associations:</b> Aim to strengthen the nursing profession to promote the professional development of all nurses and foster high standards of nursing practice, as well as promoting the safety and wellbeing of nurses in the workplace.</p>
<b>Sharjah Health Authority*</b>	Responsible for transforming and enhancing healthcare services.
<b>Federal Authority of Human Resource (FAHR) *</b>	Management of human resources of ministries and federal authorities. Studying and proposing policies and legislation related to HR at the government level.
<b>Ministry of Human Resource and Emiratisation*</b>	Proposing federal laws to regulate labour market and labour affairs and supervise their implementation. Managing the labour market to increase productivity and create jobs. Drafting Emiratisation policies to increase the number of Emiratis in employment.
<b>Ministry of Finance*</b>	Implementing all fiscal, monetary and industrial policies related to the UAE's economic development. Preparing the federal budget, allocating the federal budget and managing the federal government's financial position.



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Appendix 04  
Nursing/Midwifery and Health Stakeholders in UAE

Nursing and Midwifery Stakeholders	Responsibilities
<b>International Health Organisations</b>	<p><b>ICN:</b> Works to ensure quality nursing care for all, sound health policies globally, the advancement of nursing knowledge, and the presence worldwide of a respected nursing profession and a competent and satisfied nursing workforce.</p> <p><b>WHO:</b> Works worldwide to promote health, keep the world safe, and serve the vulnerable. Its goal is to ensure that a billion more people have universal health coverage, to protect a billion more people from health emergencies, and provide a further billion people with better health and wellbeing. To further universal health coverage, the WHO is:</p> <ul style="list-style-type: none"> <li>• focusing on primary health care to improve access to quality essential services</li> <li>• working towards sustainable financing and financial protection</li> <li>• improving access to essential medicines and health products</li> <li>• training the health workforce and advising on labour policies</li> <li>• supporting people's participation in national health policies</li> <li>• Improving monitoring, data and information.</li> </ul>
<b>Department of Education and Knowledge *</b>	<p>Responsible for developing education and educational institutions in the emirate of Abu Dhabi. Implementing innovative educational policies, plans and programmes to improve education. Supporting educational institutions and staff to achieve the objectives of national development in accordance with the highest international standards.</p>
<b>Institute of Applied Technology (IAT)*</b>	<p>Tasked with leading the development of career-based technical education in Abu Dhabi and providing specialist programmes relating to science and technology.</p>
<b>Abu Dhabi Centre for Technical and Vocational Education and Training (ACTVET) *</b>	<p>Providing accredited nursing/midwifery training and educational programmes in line with the best international standards to prepare students for the labour market.</p>
<b>The Federal National Council</b>	<p>The Federal National Council is the consultative council or the parliamentary body of the UAE. It has 40 members.</p>

\* These stakeholders are included in the taskforce committee

## Appendix 05 Nursing/Midwifery Programmes in the UAE

Academic Institutions	Nursing and Midwifery Programmes	Programme Duration
<b>RAK Medical and Health Sciences University</b>	<ul style="list-style-type: none"> <li>• Bachelor of Science in Nursing</li> <li>• RN-BSN Programme (Bridging)</li> <li>• Master of Science in Nursing                             <ul style="list-style-type: none"> <li>- Adult Health Nursing</li> <li>- Mental Health Nursing</li> <li>- Pediatric Health Nursing</li> <li>- Community Health Nursing</li> </ul> </li> </ul>	4-year undergraduate programme with 143 credit hours
<b>University of Sharjah</b>	• Bachelor of Science in Nursing RN	4-year undergraduate programme with 137 credit hours of which the basic BSN programme comprises 89 credit hours.
	• RN-BSN BSN Programme (Bridging)	2 years with 54 credit hours
<b>Higher Colleges of Technology (Fujairah and Sharjah)</b>	• Bachelor of Science in Nursing	2-year postgraduate bridging programme with 50 credit hours.
<b>Fatima College of Health Sciences</b>	<ul style="list-style-type: none"> <li>• Bachelor of Science in Nursing</li> <li>• RN-BSN Programme (Bridging)</li> </ul>	4-year undergraduate programme with 137 credit hours of which the basic BSN programme comprises 89 credit hours.
<b>Gulf Medical University</b>	<ul style="list-style-type: none"> <li>• Bachelor of Science in Nursing</li> <li>• RN-BSN Programme (Bridging)</li> </ul>	2-year programme
<b>University of Wollongong in Dubai</b>	<ul style="list-style-type: none"> <li>• Bachelor of Nursing</li> <li>• Master of Nursing</li> </ul>	4-year undergraduate programme



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## Appendix 06 Student Capacity of Nursing Programmes in the UAE

Programme	University/College	Capacity
BSc in Nursing	Gulf Medical University	50
	University of Sharjah	60
	Higher Collages of Technology - Fujairah	100
	Higher Collages of Technology - Sharjah	100
	Fatima College of Health Sciences - Abu Dhabi	150
	Fatima College of Health Sciences - Ajman	150
	Fatima College of Health Sciences - Al Ain	150
	Fatima College of Health Sciences - Al Dhafra	-
	RAK Medical & Health Sciences University	65
<b>Total BSN Nurses that can be graduated per year at country level</b>		<b>825</b>
BSc in Nursing (Bridging)	Gulf Medical University	50
	University of Sharjah	100
	Fatima College of Health Sciences - Abu Dhabi	10
	Fatima College of Health Sciences - Al Ain	10
	RAK Medical & Health Sciences University	90
<b>Total RNs that can be graduated with BSN per year at country level</b>		<b>260</b>
Master's in Nursing	RAK Medical & Health Sciences University	24

## Appendix 07 Research Grants in the UAE

Research Grant	Description
<b>Emirates Foundation</b>	Established in 2005, The Emirates Foundation acts as the governing body of an endowment supported by the Abu Dhabi government and private companies. The Foundation funds research, scholarships and initiatives in six core areas of interest: <ul style="list-style-type: none"> <li>• Education</li> <li>• Science &amp; Technology</li> <li>• Arts &amp; Culture</li> <li>• Social Development</li> <li>• Environmental Development</li> <li>• Public Awareness</li> </ul>
<b>National Research Foundation</b>	The National Research Foundation (NRF) was established in 2008 to provide research leadership and funding support on a competitive basis to researchers in the UAE. Research & Scholarship Awards (RASA) are granted through an annual application cycle in mid-December each year.
<b>Moonshot Initiative</b>	This initiative led by VPS Healthcare aims to encourage more individuals into careers in clinical research. It offers five Emirati nursing students a two-week residential stay at top research institutions in the US.
<b>Al Jalila Foundation</b>	The foundation supports biomedical research with the aim of improving healthcare in the UAE. Launched on 2 April 2014, the foundation offers two research funding schemes - Fellowships and Seed Grants - in the research areas of cancer, cardiovascular diseases, diabetes, obesity and mental health.



## Appendix 08 UAE Nursing/Midwifery Policy Mapping

### Governance, Legislation, Policy & Partnership

- The Decision of the Ministers Cabinet No. (6) for the year 2013 regarding the organisational structure of the Ministry of Health in Article 20 - Organisational Units of the Deputy Assistant Undersecretary for the Hospital Sector in Article 24 – Department of Nursing
- Administrative Decision No. (41) for the year 2010 regarding the formation of institutional excellence teams for the Sheikh Khalifa Government Excellence Programme.
- Ministerial Decree No. (354) for the year 1992 concerning the specialties of the Department of Nursing.

### Management of Nursing & Midwifery/ Nursing & Midwifery Workforce

- Ministerial Decision No. (24) for the year 2010 regarding the formation of the UAE Nursing and Midwifery Council.
- Ministerial Resolution No. (1300) for the year 2010 regarding the restructuring of the licensing and evaluation committee for nurses and midwives.
- The Decision of the Ministers Cabinet No. (10) of 2009 regarding the establishment of the UAE Nursing and Midwifery Council.
- Ministerial Decision No. (964) of the year 2005 regarding the committee for organising the practice of nursing and midwifery professions and evaluations.

### HRH Management

- Linking of Federal Government employees with the National Identity card.
- Circular No. (25) for the year 2009 regarding the transfer of the balance leaves to the employees' annual leave.
- Circular dated 6/11/2008 regarding work contract with inclusive contract staff from the Director General of the Ministry of Health.
- Ministerial Decree No. (1044) for the year 2008 regarding the internal regulations of Nursing Institutes.
- The Decision of the Ministers Cabinet No. (41) for the year 2006 regarding the granting of accompaniment a patient to non-citizens.
- Circulation No. (31) for the year 2006 regarding the granting of accompaniment a patient to non-citizens.
- Council of Ministers Decision No. (12) for the year 2003 regarding the Executive Regulations of Federal Law No. (21) of 2001 concerning the civil service in the Federal Government.
- Letter dated 10/6/2002 from the office of the agent regarding the equivalence of medical certificates and health sciences.
- Circular on 8/5/1993 No. D / 1/125/93 regarding the equivalence of the Higher Diploma of the Higher Colleges of Technology.

### Nursing/Midwifery/HRH Education, Production & Development, national Nursing/Midwifery, Recruitment of National Students, others

- Ministerial Decision No. (964) of the year 2005 regarding the committee for organising the practice of nursing and midwifery professions and evaluations.
- The Decision of the Ministers Cabinet No. (245/9) for the year 1998 regarding the appointment and settlement of the status of graduates of the certificate of completion and diploma programmes issued by the Higher Colleges of Technology
- The Decision of the Ministers Cabinet No. (29/1) for the year 1997 regarding the exemption of UAE citizens with the nursing diploma to fill the post of senior charge nurse.
- The Decision of the Ministers Cabinet for the year 1981 on 16/3/1981 regarding the exclusion of graduates of nursing school and UAE citizens who have a nursing diploma from one year experience.

### Education, Training , Professional Development

- Circular No. (194) for the year 2013 regarding the establishment of Fatima College of Health Sciences.
- Ministerial Decree No. (778) for the year 2010 regarding the formation of the supervisory committee and guidance for the development of the Nursing Institutes Administration.
- Circular No. (121) for the year 2009 regarding the importance of professional development and continuing medical education for medical, technicians and pharmaceutical staff.

### Nursing/Midwifery Practice

- Ministerial Decision No. (24) for the year 2010 regarding the formation of the UAE Nursing and Midwifery Council.
- The Decision of the Ministers Cabinet No. (10) of 2009 regarding the establishment of the UAE Nursing and Midwifery Council.
- Ministerial Decision No. (964) of the year 2005 regarding the committee for organising the practice of nursing and midwifery professions and evaluations.
- Federal Law No. (5) of 1984 concerning the practice of non-medical profession and pharmacists.

### HRH Planning, Working Environment, Incentives, Others

- Circular No. (1) for the year 2010 regarding insurance against liability for medical errors and occupational hazards.
- Ministerial Decision No. (17) for the year 2005 regarding the amended salary scale.
- The Decision of the Ministers Cabinet No. (538/6) for the year 1998 regarding the promotion for employees of the Federal Government from non-citizens who reached the end of the entitlement.

### Evidence/Research

- Circular No. (19) for the year 2010 regarding health research.

### Cooperation and Collaboration

- Circular No. (194) for the year 2013 regarding the establishment of Fatima College of Health Sciences.

### Others

- A letter from the Office of the Director General of the Ministry of Health dated 24/12/2008 and No. 319/2008 regarding the contract with the Australian company Wright Andasusix regarding the evaluation of the working doctors, nurses and technicians.



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# Appendix 09 The Strategic Action Plan

**Strategic Pillar (Objective)** **Effective Regulation Governance and Leadership**  
Strengthen nursing/midwifery governance, leadership and regulation to ensure sustainable and robust regulatory policies and practices to protect the public and contribute to the achievement of UAE Centennial 2071, universal health coverage and the sustainable development goals

Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Strengthen national nursing/midwifery governance and regulatory bodies to meet the national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the Governance Structure &amp; Process of Nursing/ Midwifery.</li> </ul>	January, 2022	December, 2023	<ul style="list-style-type: none"> <li>Evaluate current governance structure and process for nursing/midwifery at the national, subnational, and institutional level against best practices.</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Gap analysis summary of national nursing/midwifery governance structure and process.</li> </ul>
				<ul style="list-style-type: none"> <li>Adapt best practices for Nursing/Midwifery governance within the context of UAE.</li> </ul>			<ul style="list-style-type: none"> <li>National Nursing/Midwifery Governance Structure and Process.</li> </ul>
				<ul style="list-style-type: none"> <li>Communicate the governance structure and process with nursing/ midwifery professionals and the public.</li> </ul>			<ul style="list-style-type: none"> <li>Communication plan and outcomes.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish the role and job description of the government Chief Nursing/Midwifery Officer (CNMO) in line with WHO and ICN.</li> </ul>			<ul style="list-style-type: none"> <li>Approved CNO job description.</li> </ul>
				<ul style="list-style-type: none"> <li>Enhance nursing/midwifery leaders' involvement in policy and decision making related to education and practice.</li> </ul>			<ul style="list-style-type: none"> <li>Approved legislation to involve nurses/midwives in policy and decision making at all levels of healthcare system.</li> </ul>
				<ul style="list-style-type: none"> <li>Ensure implementation and evaluation of regulation and governance.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policies to govern regulators.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish a monitoring and evaluation system to follow up, monitor and evaluate the national strategy and institutional strategic plans for nursing/midwifery development.</li> </ul>			<ul style="list-style-type: none"> <li>Identified evaluation system and performance indicators.</li> </ul>
				<ul style="list-style-type: none"> <li>Build interdisciplinary and inter-sectoral collaboration to ensure the coherence of policies and regulations in all sectors for better health outcomes.</li> </ul>			<ul style="list-style-type: none"> <li>National committees and collaborative policies-related initiatives.</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Establish mechanisms to institutionalise regulatory framework while maintaining adequacy and alignment of existing regulations/ laws/policies to national health priorities to ensure integrated people-centered services that are in line with UHC and SDGs.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Transformative "UAE Nursing/Midwifery Act"</li> </ul>	January, 2022	January, 2023	<ul style="list-style-type: none"> <li>Perform initial review of UAE nursing/midwifery regulation interms of:                             <ul style="list-style-type: none"> <li>- Current Status and its mandate.</li> <li>- Best practices and legal terms that governs Nursing/Midwifery clinical practice, regulation, education, workforce, leadership, research,innovation and crisis management.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> </ul>	MOHAP	<ul style="list-style-type: none"> <li>Review summary and recommendations</li> </ul>
				<ul style="list-style-type: none"> <li>Develop "UAE Nursing/Midwifery Act" and associated legislation, governance, accountability, responsibility, definitions and reporting structures following UAE regulatory standards and process.</li> </ul>			<ul style="list-style-type: none"> <li>"UAE Nursing/Midwifery Act"</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation of "UAE Nursing/Midwifery Act" through communication, awareness programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication and monitoring plan</li> </ul>
	<ul style="list-style-type: none"> <li>Align Current Laws/ Regulations/ Policies Related to Nursing/ Midwifery</li> </ul>	January, 2023	January, 2025	<ul style="list-style-type: none"> <li>Review and develop regulatory policies related to Nursing/Midwifery to respond to global, regional and national changes and health needs following UAE regulatory standards and process.</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>EHSE</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> </ul>	MOHAP	<ul style="list-style-type: none"> <li>Revised and developed policies</li> </ul>
				<ul style="list-style-type: none"> <li>Ensure current regulatory laws related to nursing/ midwifery are aligned with best practices and strategic directions following UAE regulatory standards and process.</li> </ul>			<ul style="list-style-type: none"> <li>Aligned regulatory laws</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation of updated laws/ regulations/ polices through communication, awareness programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication and monitoring plan</li> </ul>
				<ul style="list-style-type: none"> <li>Evaluate the performance of the regulatory bodies related to nursing/midwifery regulations.</li> </ul>			<ul style="list-style-type: none"> <li>Approved framework to evaluate performance of regulatory bodies.</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Develop National Nursing /Midwifery Regulatory Frameworks:                             <ul style="list-style-type: none"> <li>- Scope of practice, standards and competencies frameworks / specialization.</li> <li>- Professional code of conduct.</li> <li>- Patient and professional rights.</li> <li>- Standards and policies to support the implementation of nursing/ midwifery specialisations, career ladder and succession planning.</li> <li>- Professional Development Framework.</li> <li>- Performance Appraisal</li> </ul> </li> </ul>	January, 2022	March, 2024	<ul style="list-style-type: none"> <li>Perform initial review of UAE nursing/midwifery regulatory frameworks in terms of:                             <ul style="list-style-type: none"> <li>- Current Status and its mandate.</li> <li>- Best practices.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Expert nurses/ midwives</li> <li>National regulatory bodies</li> <li>Federal Authority for Human Resources</li> <li>Ministry of Human Resources &amp; Emiratisation</li> <li>Legislation representatives</li> <li>ICN/WHO representatives</li> </ul>	• MOHAP	<ul style="list-style-type: none"> <li>Review summary and recommendations</li> </ul>
				<ul style="list-style-type: none"> <li>Develop National nursing/midwifery regulatory frameworks following UAE regulatory standards and process.</li> <li>Assure effective implementation of "UAE Nursing/ Midwifery Act" through communication, awareness programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>National nursing/midwifery regulatory frameworks</li> <li>Defined communication and monitoring plan</li> </ul>
	<ul style="list-style-type: none"> <li>Develop Blockchain Supported "UAE Nursing/Midwifery Licensng System"</li> </ul>	March, 2022	March, 2024	<ul style="list-style-type: none"> <li>Evaluate current criteria and structure of nursing/ midwifery fitness to practice at the national, subnational, and institutional levels.</li> </ul>	<ul style="list-style-type: none"> <li>UAE NMC</li> <li>Legal advisor</li> <li>Legislation stakeholders</li> <li>Expert nurses/ midwives</li> <li>National regulatory bodies</li> <li>Ministry of Finance</li> <li>Federal Authority For Government Human Resources</li> <li>Ministry of Human Resources &amp; Emiratisation</li> </ul>	• MOHAP	<ul style="list-style-type: none"> <li>Optimized criteria and structure of nursing/midwifery fitness to practice.</li> </ul>
				<ul style="list-style-type: none"> <li>Ensure mandatory regular renewal of registration of all nurses/midwives including academic faculty staff and clinical instructors.</li> </ul>			<ul style="list-style-type: none"> <li>Established mandatory licesnse renewal for all Nursing/ Midwifery categories</li> </ul>
				<ul style="list-style-type: none"> <li>Develop and implement a standardised national licensure exam.</li> </ul>			<ul style="list-style-type: none"> <li>Standarised national licensure exam.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish a block-chain system to facilitate the management of licensing/re-licensing process.</li> </ul>			<ul style="list-style-type: none"> <li>Blockchain Supported "UAE Nursing/Midwifery Licensng System"</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Advocate and invest in political support at the highest level of health systems to ensure that policies are developed to promote a major role for nurses/midwives at all levels and across the major sectors of service planning and management, governance, education, management of human resources, and evidence-based research to meet healthcare needs.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen Nursing/Midwifery Leadership Capacity and Involvement</li> </ul>	July, 2022	December, 2026	<ul style="list-style-type: none"> <li>Assign a minimum of one Emirati nurse to be trained at the government leadership programmes to strengthen and promote the image of the profession.</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>EHSE</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Cabinet policy developers</li> <li>Government representatives</li> <li>Legislation experts</li> <li>Multi-sectoral advisory taskforce</li> <li>Public health policy department</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Nurses enrolled in government leadership programmes.</li> </ul>
				<ul style="list-style-type: none"> <li>Analyse the emerging issues, opportunities and best practices to promote a major role for Emirati nurses/midwife leaders in policy and decision making.</li> </ul>			<ul style="list-style-type: none"> <li>Summary report of nurses' involvement in policy development.</li> </ul>
				<ul style="list-style-type: none"> <li>Ensure that Emirati nurses/midwives play a major role in the governance of nursing/midwifery services and actively participate at every level of policy formulation, programme planning development and implementation to meet national health priorities.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policies to support Emirati nurses/midwives to participate in the development of health policies, programme planning and implementation.</li> </ul>
				<ul style="list-style-type: none"> <li>Design and integrate innovative training programs for strengthening Evidence-Based Policy Making of Nurses/ midwives to provide the best available scientific evidence on emerging health/nursing policy issues for national politicians and policy/ decision makers in the health care sector.</li> </ul>			<ul style="list-style-type: none"> <li>Approved criteria and standards for training programmes.</li> </ul>
				<ul style="list-style-type: none"> <li>Invest in building the capacity of Emirati nursing directors/officers/leaders with the required leadership and policy-making skills.</li> </ul>			<ul style="list-style-type: none"> <li>Identified budget requirements and framework for education and development of nursing/ midwifery in leadership and policy development.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish policies/competencies for engaging Emirati nursing/ midwifery directorate/s, professional associations of nurses/midwives in policy dialogue/discussions and development.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policies for engaging Emirati nursing/ midwifery directorate/s, professional associations of nurses/ midwives in policy dialogue/discussions and development.</li> </ul>
				<ul style="list-style-type: none"> <li>Include policy and leadership development in undergraduate and postgraduate curricula.</li> </ul>			<ul style="list-style-type: none"> <li>Criteria for inclusion/ competencies and guidelines for integrating leadership and policy in undergraduate and postgraduate curricula as well as accreditation systems for education and services.</li> </ul>



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**Sustainable Nursing/Midwifery Workforce Management System**  
Resource planning and management to scale up and sustain the nursing/midwifery workforce with appropriate quantity, quality, distribution, skill-mix, and relevance to respond to national health needs and priorities.

Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Establish mechanisms for continuous monitoring of the nursing/midwifery workforce using standard indicators to ensure maintenance of adequate numbers, distribution and an appropriate skill-mix to meet national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish AI Supported "UAE Workforce Projection Model for Nursing/Midwifery"</li> </ul>	January, 2022	December, 2026	<ul style="list-style-type: none"> <li>Perform initial review of current workforce projection models in terms of:                             <ul style="list-style-type: none"> <li>- Current in use and their validity.</li> <li>- Best practices.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Federal Authority for Human Resources</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> <li>Ministry of Human Resources &amp; Emiratisation</li> <li>Finance experts</li> <li>Statisticians</li> <li>IT Experts/ AI Company</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Review summary and recommendations.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop "UAE Workforce Projection Model for Nursing/Midwifery" that includes common sets of indicators required for planning, decision making and monitoring nursing/midwifery workforce.</li> </ul>			<ul style="list-style-type: none"> <li>"UAE Workforce Projection Model for Nursing/Midwifery" that supports:                             <ul style="list-style-type: none"> <li>- Short and long term workforce planning.</li> <li>- Workforce projection during health crises.</li> </ul> </li> </ul>
				<ul style="list-style-type: none"> <li>Develop versatile, sustainable, performant, and explainable AI solution for the developed "UAE Workforce Projection Model for Nursing/Midwifery".</li> </ul>			<ul style="list-style-type: none"> <li>Request for proposal (RFP)</li> <li>Trusted AI solution accessible to all involved stakeholders.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation and utilization of the solution through communication, focused training programs, monitoring process including AI solution reevaluation and publications release.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> <li>Publication on the AI Supported "UAE Workforce Projection Model for Nursing/Midwifery".</li> </ul>
				<ul style="list-style-type: none"> <li>Promote utilization of model findings to inform policy on education and practice.</li> </ul>			<ul style="list-style-type: none"> <li>Data-driven policy on education and practice supported with publications on several case studies.</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Develop "UAE Nursing/Midwifery Safe Staffing Model"</li> </ul>	March, 2022	March, 2026	<ul style="list-style-type: none"> <li>Invest in NHWA to facilitate and coordinate the collection and updating of baseline data for monitoring and evaluation of nursing/midwifery data supported by "UAE Nursing/Midwifery Licensng System".</li> <li>Evaluate national and international evidence-based nursing/midwifery Hours per Patient Day (NHPPD) and benchmarks to ensure safe staffing levels based on acuity metrics.</li> <li>Assure effective implementation of the "UAE Nursing/Midwifery Safe Staffing Model" through communication, focused training programs, monitoring process including impact evaluation and publications release.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Human Resources &amp; Emiratisation</li> <li>Finance Experts</li> <li>EHS</li> <li>DOH</li> <li>DHA</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> <li>Federal Authority for Human Resources</li> <li>NHWA</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Effective collaboration and follow-up with NHWA a focal point.</li> <li>Efficient integration with "UAE Nursing/Midwifery Licensng System"</li> <li>"UAE Nursing/Midwifery Safe Staffing Model"</li> <li>Defined communication, training and monitoring plan.</li> <li>Publication on the "UAE Nursing/Midwifery Safe Staffing Model".</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Strengthen the nursing/ midwifery recruitment capacity with a special focus on the Emirati population in response to the national health workforce plans and Emiratisation.</li> </ul>	<ul style="list-style-type: none"> <li>Optimize Nursing/Midwifery Recruitment Capacity and Process</li> </ul>	January, 2022	December, 2024	<ul style="list-style-type: none"> <li>Review and assess the adequacy of current recruitment plans and compare with nursing and health workforce strategic plan to meet the healthcare priorities and Emiratisation efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Human Resources &amp; Emiratisation</li> <li>Finance Experts</li> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> </ul>	• MOHAP	<ul style="list-style-type: none"> <li>Review summary and recommendations</li> </ul>
				<ul style="list-style-type: none"> <li>Optimize national recruitment policies in review of best practices and WHO global code of practice on the international recruitment of health personnel in collaboration with Ministry of Human Resources and Emiratisation.</li> </ul>			<ul style="list-style-type: none"> <li>Approved standards and benchmarks that are in line with WHO code of practice for the recruitment of health personnel.</li> <li>Approved policies to regulate national salary and benefit structures for nurses.</li> <li>Approved minimum wages for nurses in the country.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish methods and standards for recruitment and retention of nurses/ midwives.</li> </ul>			<ul style="list-style-type: none"> <li>Approved criteria and standards for recruitment and retention of nurses/midwives.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective recruitment process through communication, awareness programs and monitoring process</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication and monitoring plan.</li> </ul>
				<ul style="list-style-type: none"> <li>Enrich the local market capacity by optimizing the Nursing/Midwifery scholarship programs for Emiratis of both genders.</li> </ul>			<ul style="list-style-type: none"> <li>Well-established and coordinated Nursing/Midwifery scholarships programs .7</li> </ul>
				<ul style="list-style-type: none"> <li>Develop recruitment plan for attracting male students to join nursing workforce.</li> <li>Propose option for attracting male and female students to join nursing workforce.</li> </ul>			<ul style="list-style-type: none"> <li>Recruitment plan for attracting male students to Nursing/ Midwifery.</li> </ul>
				<p>For example:</p> <ul style="list-style-type: none"> <li><b>Option 01:</b> Limit to national services training to 6 months if they want to join nursing and complete.</li> <li><b>Option 02:</b> Join national services training for 3 months (summer training). Then start nursing education in September including 3+3 credits for a course on national services over the first two semesters.</li> <li><b>Option 03:</b> Join national services training and receive nursing education during the service.</li> <li><b>For Female Students:</b> Waive the national services training and give three credit hours course on national services during nursing education programme.</li> </ul>			



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Enhance Nursing/Midwifery Emiratisation Initiative</li> </ul>	January, 2022	December, 2026	<ul style="list-style-type: none"> <li>Conduct a national survey to identify community perception of the profession.</li> <li>Develop community awareness programmes with the support of the community of national health priorities in relation to nursing and midwives' specialisation.</li> <li>Identify influential community leaders to support the nursing/midwifery marketing campaigns.</li> <li>Develop innovative recruitment campaigns to encourage Emirati families and students to study nursing/midwifery.</li> <li>Appoint Emirati nurse leaders in higher positions in health and non-health sectors to ensure high visibility of nursing role models among Emiratis.</li> <li>Establish special nursing/midwifery friends' groups from community members/ different organisations (religious leaders, social, economic, political, academic and others) as well as school students and schoolteachers.</li> <li>Establish special recognition and excellence awards for community ambassadors/Emirati nurses/midwives who promote the profession.</li> <li>Establish an innovative recognition system for new and old recruits of Emirati students and nurses.</li> <li>Employ the media / ICT to celebrate the success, achievements and stories of nursing/midwifery leaders, practicing nurses/midwives, nursing students, families of nurses as well as religious leaders.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Ministry of Human Resources &amp; Emiratisation</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Survey results and analysis of key themes.</li> <li>Community awareness programmes.</li> <li>Identified key community leaders, ambassadors and Emirati community influencers to support the campaigns.</li> <li>Defined requirements of increasing attractiveness of nursing/ midwifery as a profession through collaborative national marketing campaigns.</li> <li>Summary of the number of identified Emirati leaders in higher positions.</li> <li>Formation of community support groups.</li> <li>Approved criteria and standards for national recognition and excellence awards.</li> <li>Define recognition system for new and old Emirati recruits.</li> <li>Approved standards for national marketing campaigns to announce the achievements of Emirati nurses/midwives, students, families and community leaders/influencers.</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Develop Technology-Enabled "UAE Nursing/Midwifery Workforce Planning System"</li> </ul>	April, 2023	December, 2026	<ul style="list-style-type: none"> <li>Identify best practices in technology use for workforce planning and management.</li> <li>Implement advanced technologies in conduction of job interview and candidate evaluation especially for mass recruitment during health emergencies.</li> <li>Implement advanced technologies for nursing/midwifery workforce mobilization across the country whenever national requirements arise.</li> <li>Assure effective implementation of the new technologies through communication, focused training programs, monitoring process including impact evaluation and publications release.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Ministry of Human Resources &amp; Emiratization</li> <li>IT and Technology Experts</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Review summary and recommendations</li> <li>Advanced technologies in conduction of job interview and candidate evaluation.</li> <li>Advanced technologies for nursing/midwifery workforce mobilization across the country.</li> <li>Defined communication, training and monitoring plan.</li> <li>Publication on the new technologies.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement "UAE Nursing Midwifery Talent Management Program"</li> </ul>	January, 2023	December, 2023	<ul style="list-style-type: none"> <li>Perform initial review of current talent management program in terms of:                             <ul style="list-style-type: none"> <li>- Current programs.</li> <li>- Best practices.</li> </ul> </li> <li>Develop "UAE Nursing /Midwifery Talent Management Program"</li> <li>Assure effective implementation and utilization of the solution through communication, awareness programs, monitoring process and publications release.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Ministry of Human Resources &amp; Emiratization</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Review summary and recommendations.</li> <li>UAE Nursing /Midwifery Talent Management Program</li> <li>Defined communication, awareness and monitoring plan.</li> <li>Publications on success stories under "UAE Nursing/Midwifery Talent Management Program".</li> </ul>



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Develop "UAE Nursing/Midwifery Career Path &amp; Professional Titles"</li> </ul>	January, 2022	December, 2024	<ul style="list-style-type: none"> <li>Perform initial review of current Nursing/ Midwifery career path &amp; professional titles in terms of :                             <ul style="list-style-type: none"> <li>- Current programs.</li> <li>- Best practices.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Ministry of Human Resources &amp; Emiratization</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Review summary and recommendations.</li> </ul>
<ul style="list-style-type: none"> <li>Develop standarized "UAE Nursing/ Midwifery Career Path &amp; Professional Titles" supported with succession planning process.</li> </ul>				<ul style="list-style-type: none"> <li>Standarized "UAE Nursing/Midwifery Career Path &amp; Professional Titles"</li> </ul>			
<ul style="list-style-type: none"> <li>Assure alignment with regulatory and licensing frameworks and mandates.</li> </ul>				<ul style="list-style-type: none"> <li>Supportive regulatory and licensing systems.</li> </ul>			
<ul style="list-style-type: none"> <li>Assure effective implementation and utilization of the solution through communication, awarness programs, monitoring process and publications release.</li> </ul>				<ul style="list-style-type: none"> <li>Defined communication, awarness and monitoring plan.</li> <li>Publications on the impact of implementing standarized "UAE Nursing/Midwifery Career Path &amp; Professional Titles"</li> </ul>			



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**Strategic Pillar (Objective)** **Transformative Practice, Service and Quality Care**  
Nurses/midwives practice to the full extent of their education and experience to deliver quality care services.

Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Establish robust systems and structures for assessing the appropriate implementation of globally agreed nursing/midwifery practice/care standards to meet national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Outcome- Focused National Nursing/Midwifery Clinical Excellence Model</li> </ul>	July, 2022	December, 2024	<ul style="list-style-type: none"> <li>Perform initial review on nursing/midwifery practice, work environment and provision of services in terms of:                             <ul style="list-style-type: none"> <li>- Current practices</li> <li>- Best practices in clinical excellence</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>ENA</li> <li>Healthcare regulators</li> <li>Academic partners</li> <li>Government representatives</li> </ul>	MOHAP	<ul style="list-style-type: none"> <li>Review summary and recommendations.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop outcome-focused national Nursing/ Midwifery clinical excellence model with elements related to positive working environment and practice models.</li> </ul>			<ul style="list-style-type: none"> <li>Outcome-focused national Nursing/Midwifery clinical excellence model.</li> <li>Assessment methodology and recommended pathway to meet the model standards.</li> </ul>
				<ul style="list-style-type: none"> <li>Enhance clinical excellence by embracing international Nursing/Midwifery accreditation program which focuses on practice, education, management, quality improvement and positive work environment.</li> </ul>			<ul style="list-style-type: none"> <li>Recommended international Nursing/Midwifery accreditation program.</li> </ul>
				<ul style="list-style-type: none"> <li>Assess eligibility of all major healthcare providers to both national and international Nursing/Midwifery clinical excellence standards.</li> </ul>			<ul style="list-style-type: none"> <li>Assessment findings and recommendations.</li> <li>Action plans with defined timelines to meet the standards.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, comprehensive training programs, monitoring process and publications release.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> <li>Publication related to the implementation of outcome-focused national Nursing/Midwifery clinical excellence model.</li> </ul>
				<ul style="list-style-type: none"> <li>Implement "Emirati Nursing/ Midwifery Care Model"</li> </ul>			April, 2022
	<ul style="list-style-type: none"> <li>Assure effective implementation through communication, comprehensive training programs, monitoring process and publications release.</li> </ul>	<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> <li>Publications on the implementation of "Emirati Nursing/ Midwifery Care Model".</li> </ul>					



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Identify mechanisms to ensure the nursing/ midwifery workforce is appropriately prepared and enabled to practice to their full scope.</li> </ul>	<ul style="list-style-type: none"> <li>Develop National Nursing/ Midwifery Job Descriptions at All Levels.</li> </ul>	January, 2023	December, 2023	<ul style="list-style-type: none"> <li>Review, update, standardise and implement nursing/midwifery job descriptions at all levels and sectors as per best practices and national healthcare directions.</li> </ul>	<ul style="list-style-type: none"> <li>ENA</li> <li>Healthcare regulators and providers</li> <li>Academic partners</li> <li>Government representatives</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Standardised job descriptions at national level.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure regular review and updates in response to emerging Nursing/Midwifery specialization, changing demographics and epidemiological trends and national healthcare priorities following UAE regulatory process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined process, structure and criteria for job descriptions review.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, awareness programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, awareness and monitoring plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop National Nursing/ Midwifery Mentorship, preceptorship &amp; Clinical Supervision Framework.</li> </ul>	July, 2023	January, 2025	<ul style="list-style-type: none"> <li>Develop and update standards for national mentorship, preceptorship and clinical supervision with defined criteria and standards to incorporate mentoring the novice nurse.</li> </ul>	<ul style="list-style-type: none"> <li>ENA</li> <li>Healthcare regulators and providers</li> <li>Academic partners</li> <li>Government representatives</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Defined and adopted national standards and criteria for mentorship, preceptorship and clinical supervision.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, comprehensive training programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop transformative quality improvement standards for nursing/midwifery and align with national healthcare priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop National E-Database for Nursing/Midwifery Sensitive Indicators</li> </ul>	January, 2023	December, 2026	<ul style="list-style-type: none"> <li>Conduct initial review on the Nursing/ Midwifery sensitive indicators in terms of:                             <ul style="list-style-type: none"> <li>- Current indicators being measured</li> <li>- Best practices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>ENA</li> <li>Healthcare regulators and providers</li> <li>Academic partners</li> <li>Government representative</li> <li>IT Experts</li> <li>Research Experts</li> <li>Data Scientists</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>
<ul style="list-style-type: none"> <li>Develop a framework that outlines systematic method for developing, evaluating and updating Nursing/Midwifery sensitive indicators that strengthen the quality system and meet health priorities.</li> </ul>					<ul style="list-style-type: none"> <li>National framework for Nursing/Midwifery sensitive indicators management</li> </ul>		
<ul style="list-style-type: none"> <li>Establish the initial Nursing/Midwifery sensitive indicators at national level in collaboration with research experts and data scientists.</li> </ul>					<ul style="list-style-type: none"> <li>Well-defined national Nursing/Midwifery sensitive indicators.</li> </ul>		
<ul style="list-style-type: none"> <li>Design and deploy the National E-Database for Nursing/Midwifery Sensitive Indicators.</li> </ul>					<ul style="list-style-type: none"> <li>Request for Proposal.</li> <li>National E-Database for Nursing/Midwifery Sensitive Indicators.</li> </ul>		
<ul style="list-style-type: none"> <li>Assure effective implementation through communication, comprehensive training programs, access provision and monitoring process.</li> </ul>					<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> </ul>		



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Strategic Focus	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Introduce specialised/ advanced practice roles for nursing/ midwifery at graduate level of education that incorporate research and evidence-based practice to meet national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce Specialist and Advanced Nursing/ Midwifery Roles with Full Scope of Practice</li> </ul>	April, 2024	December, 2026	<ul style="list-style-type: none"> <li>Analyse national health priorities to identify specialisation education programme requirements at postgraduate, master and doctorate levels.</li> </ul>	<ul style="list-style-type: none"> <li>ENA</li> <li>Healthcare regulators and providers.</li> <li>Academic partners</li> <li>Government representatives</li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Summary report of identified priorities for specialisation/ advanced nurse programmes (align with education committee strategy).</li> </ul>
				<ul style="list-style-type: none"> <li>Utilise the WHO and ICN framework and recommendations for specialist practice to guide the development of specialised/ advanced practice.</li> </ul>			<ul style="list-style-type: none"> <li>Identified national framework and recommendations for specialised/advanced practice in line with WHO and ICN.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop standards and competency for accreditation and regulation of specialised/ advanced nursing/ midwifery programmes.</li> </ul>			<ul style="list-style-type: none"> <li>Defined standards and competencies for accreditation and regulation of specialised/advanced nursing/ midwifery programmes.</li> </ul>
				<ul style="list-style-type: none"> <li>Identify mechanisms to implement specialised/advanced nursing/ midwifery scope of practice.</li> </ul>			<ul style="list-style-type: none"> <li>Approved scope of practice for specialised/advanced nursing/ midwifery role.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish career pathways for approved advanced practice nursing/ midwifery that will enhance the attractiveness of nursing as a profession.</li> </ul>			<ul style="list-style-type: none"> <li>Defined standards and criteria for nursing/midwifery specialised/ advanced practice career planning.</li> </ul>
				<ul style="list-style-type: none"> <li>Identify clinical practice areas for nursing/ midwifery specialised/ advanced autonomous practice areas (Nurse-led activities).</li> </ul>			<ul style="list-style-type: none"> <li>Identified clinical practice areas for high level autonomy.</li> </ul>



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**Strategic Pillar** **Quality and Innovative Education and Professional Development**  
Nursing/midwifery education to produce adequate numbers of nurses with relevant knowledge and competencies to meet the national health priorities.

Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Strengthen the capacity and quality of nursing/ midwifery undergraduate, postgraduate and continuing professional development education to meet the national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Develop National Nursing/ Midwifery Academic Education Excellence Model</li> </ul>	January, 2022	March, 2024	<ul style="list-style-type: none"> <li>Review the current status of nursing/ midwifery education in the country within the framework of licensure and accreditation of MOE including number of schools, financing, governance, faculty development, students, curriculum, competencies, innovative teaching/learning resources, regulation, and accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare Regulators and Service Providers.</li> <li>ENA</li> <li>Academic partners</li> <li>Government representatives</li> <li>Regulation/ accreditation experts</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>Approved summary of status of nursing/midwifery education.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop standards that enhance educational programs response to population needs, satisfy professional requirements and enable people-centred services while addressing quantity, quality and relevance of nursing/ midwifery workforce to meet health agenda.</li> </ul>			<ul style="list-style-type: none"> <li>Defined criteria and standards for competency-based curricula for educators, student nurses and student midwives, and preclinical teachers.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop, evaluate and disseminate innovative approaches in all aspects of teaching including investment in the use of technology.</li> </ul>			<ul style="list-style-type: none"> <li>Developed and implemented innovative approaches in all aspects of education.</li> <li>Identified teaching/learning strategies that maximise the capacities and potential of nursing/midwifery students.</li> </ul>
				<ul style="list-style-type: none"> <li>Strengthen models of collaboration and partnership between services and education.</li> </ul>			<ul style="list-style-type: none"> <li>Identify collaboration model.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop policies/standards for faculty/ clinical experts, a joint appointment between the clinical area and academic institutions to integrate knowledge and clinical practice.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policy/standards for joint appointments.</li> <li>Joint appointment framework</li> </ul>
				<ul style="list-style-type: none"> <li>Define and unify national criteria for evaluation and periodic review of admission criteria outcomes, dropout rates, and failed entry rates.</li> </ul>			<ul style="list-style-type: none"> <li>Policy development to define admission and selection criteria.</li> </ul>
				<ul style="list-style-type: none"> <li>Incorporate all the above into one National Nursing/Midwifery Academic Education Excellence Model.</li> </ul>			<ul style="list-style-type: none"> <li>National Nursing/Midwifery Academic Education Excellence Model.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish database including updated annual information on admission criteria, outcomes and dropouts.</li> </ul>			<ul style="list-style-type: none"> <li>Summary report of drop out and failure to meet the requirements of entry.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, awareness programs and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, awareness and monitoring plan.</li> </ul>



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Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
	<ul style="list-style-type: none"> <li>Enhance Accreditation for Nursing/Midwifery Academic &amp; Clinical Programs</li> </ul>	January, 2022	January, 2023	<ul style="list-style-type: none"> <li>Strengthen the position of Emirati nursing/midwifery at the accreditation board.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare Regulators and Service Providers.</li> <li>ENA</li> <li>Academic partners</li> <li>Government representatives</li> <li>Regulation/ accreditation experts</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>Evident presence of Emirati nursing/midwifery at the accreditation board.</li> </ul>
				<ul style="list-style-type: none"> <li>Analyse current national accreditation standards and compare with global recommendations and best practices related to developing and implementing national accreditation standards for nursing/midwifery education.</li> </ul>			<ul style="list-style-type: none"> <li>Identified regulatory requirements for the implementation and maintenance of accreditation standards.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop standards and criteria for nursing/midwifery clinical placement and internships.</li> </ul>			<ul style="list-style-type: none"> <li>Approved standards and criteria for nursing/midwifery clinical placement and internship.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, awareness programs and monitoring process incorporating AI and technology as relevant.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, awareness and monitoring plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop National Nursing/ Midwifery Academic Curriculum Design Process</li> </ul>	July, 2022	July, 2023	<ul style="list-style-type: none"> <li>Establish mechanisms to incorporate curricula development with scope of practice, models of care, code of conduct/ ethics, governance and regulation of the profession and national health priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare Regulators and Service Providers.</li> <li>ENA</li> <li>Academic partners</li> <li>Government representatives</li> <li>Regulation/ Accreditation experts</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>Developed policies to govern curricula design requirements, professional regulation and accreditation</li> </ul>
				<ul style="list-style-type: none"> <li>Define standards and criteria for collaboration on curricula design between service and academic providers with established national evidence-based competencies.</li> </ul>			<ul style="list-style-type: none"> <li>Approved criteria for collaborative implementation of curricula design.</li> <li>Identified supportive multidisciplinary evidence-based research environment.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish mechanisms to introduce flexible and or blended learning models including part-time, distance learning and e-learning modes.</li> </ul>			<ul style="list-style-type: none"> <li>Define criteria, accreditation and regulation required to implement the option of alternatives modes of learning.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop National Competency Framework of Programs</li> </ul>	January, 2022	December, 2026	<ul style="list-style-type: none"> <li>Develop comprehensive process for Nursing/Midwifery academic programs' competency framework development as per best practices and MOE regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare Regulators and Service Providers.</li> <li>ENA</li> <li>Academic partners</li> <li>Government representatives</li> <li>Regulation/ Accreditation experts</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>National model for Nursing/Midwifery academic programs' competency framework development.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish competency framework as per the developed process for all levels of Nursing/Midwifery academic programs.</li> </ul>			<ul style="list-style-type: none"> <li>National competency framework for all levels of Nursing/Midwifery academic programs.</li> </ul>
<ul style="list-style-type: none"> <li>Assure effective implementation through communication, awareness programs, monitoring process and incorporation with program accreditation standards.</li> </ul>				<ul style="list-style-type: none"> <li>Defined communication, awareness and monitoring plan.</li> <li>Approved program accreditation standards incorporating the national competency framework.</li> </ul>			



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Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
3. Strengthening nursing/midwifery education to support research and evidence-based practice in achieving national health priorities.	<ul style="list-style-type: none"> <li>Establish Postgraduate Nursing/ Midwifery Specialization and Advanced Practice Academic Programs</li> </ul>	January, 2023	December, 2026	<ul style="list-style-type: none"> <li>Establish nursing/ midwifery education, post-basic and specialisation programmes to meet the country's needs.</li> </ul>	<ul style="list-style-type: none"> <li>Healthcare Regulators and Service Providers.</li> <li>ENA</li> <li>Academic partners</li> <li>Government representatives</li> <li>Regulation/ Accreditation experts</li> <li>International partners</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>Summary of required nursing/ midwifery specialisation programmes.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop standards and criteria for accreditation and regulation of specialised/advanced nursing/ midwifery programmes.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policy to govern structure, criteria and standards of specialisation/advanced practice nursing/ midwifery programmes.</li> <li>Defined accreditation standards and criteria.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop criteria for allocation of funding for specialisation/advanced nursing practice programmes through the scholarship programmes for Emiratis and expatriates.</li> </ul>			<ul style="list-style-type: none"> <li>Proposals for budget allocation for specialisation/advanced practice programmes.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop mechanisms for curricula development, competency frameworks, clinical outcomes and criteria for faculty and clinical nurses to teach the specialisation/advanced practice programmes.</li> </ul>			<ul style="list-style-type: none"> <li>Approved curricula design and competency frameworks.</li> <li>Approved standards and criteria for faculty/nursing teachers.</li> </ul>
				<ul style="list-style-type: none"> <li>Evaluate the quality of care and economic impact of implementing nursing/ midwifery specialised/ advanced practices.</li> </ul>			<ul style="list-style-type: none"> <li>Identified mechanism to evaluate impact and cost benefits of specialised/ advanced nursing/midwifery practice.</li> </ul>



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Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
4. Develop transformative national continuing professional development framework that meets the needs for professional practice and UAE efforts in accelerating progress towards UHC & SDGs.	• Develop National Nursing/ Midwifery Professional Development Framework for all Categories.	March, 2023	December, 2023	• Develop standards and criteria for a national nursing/midwifery CPD and competency framework that supports career pathways and succession planning.	<ul style="list-style-type: none"> <li>• MOE</li> <li>• Healthcare Regulators and Service Providers.</li> <li>• ENA</li> <li>• Academic partners</li> <li>• Government representatives</li> <li>• Regulation/ accreditation experts</li> <li>• International partners</li> </ul>	• MOHAP	• National framework for continuing professional development for all categories ( clinical/ non-clinical/ academic).
				• Revise, assess and standardise professional development programmes including mentorship, preceptorship and clinical supervision.			• Identified national professional development model and supportive programs.
				• Develop teaching and learning capacity to use innovative educational approaches and the use of educational and simulation technology.			• National mentorship (including remote approach), preceptorship and clinical supervision programs.
				• Develop and implement capacity building and professional development plan for nursing/ midwifery faculty, educators and leaders involved in leadership educational planning, management and evaluation.			• Inter-professional education and training programs including innovative educational and technology approaches.
				• Develop, implement and promote continuing professional development programs and opportunities for faculty, nurses, midwives, clinical teachers, mentors and preceptors.			• Continuing professional development framework for educators, with defined criteria and evaluation standards.
				• Establish and implement a national framework of faculty recognition criteria and competencies for nursing/midwifery education.			• Faculty education and competency standards and criteria.
	• Establish an Emirati novice and student nurse association governed by Emirates Nursing Association.	January, 2022	December, 2022	• Define the terms of reference and membership details for the Emirati novice and student nurse association.	<ul style="list-style-type: none"> <li>• MOE</li> <li>• Healthcare Regulators and Service Providers.</li> <li>• Academic partners</li> <li>• Government representatives</li> <li>• International partners</li> </ul>	• ENA	• Terms of reference and membership details for the Emirati novice and student nurse association.
				• Establish an Emirati novice and student nurse association governed by Emirates Nursing Association.			• Emirati novice and student nurse association
				• Support and empower the association.			• Support plan and initiatives.



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**Strategic Pillar**      **Advance Research, Evidence-based Practice Responsive to National Health Priorities**  
Strengthen nurses/midwives abilities and capabilities to engage in research and evidence-based practice that is responsive to national health priorities and informs policy development and practice.

Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Strengthen and develop a national research culture for nursing/midwifery which responds to the national health priorities and UAE Centennial 2071.</li> </ul>	<ul style="list-style-type: none"> <li>Establish National Nursing / Midwifery Research Mentorship Program.</li> </ul>	January,2022	July,2022	<ul style="list-style-type: none"> <li>Conduct a national ideation workshop to brainstorm the program development, opportunities available and anticipated challenges with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Research experts</li> <li>Academic Institutions</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center - MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Summary report on the workshop and its recommendations.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop the guiding document for the "National Nursing / Midwifery Research Mentorship Program" and circulate for stakeholders' approval. .</li> </ul>			<ul style="list-style-type: none"> <li>Approved guiding document for the "National Nursing / Midwifery Research Mentorship Program".</li> </ul>
				<ul style="list-style-type: none"> <li>Develop mentor and mentee onboarding phase to the program.</li> </ul>			<ul style="list-style-type: none"> <li>Onboarding requirements, self-assessment tools and learning plan.</li> </ul>
				<ul style="list-style-type: none"> <li>Invest in nurses with Advanced Nursing Practice who are emerging clinical leaders as mentors to support the implementation of evidence-based practice and provide education and support for other nurses/midwives and the healthcare team.</li> </ul>			<ul style="list-style-type: none"> <li>Identified Advance Practice Nurses as mentors within the "National Nursing /Midwifery Research Mentorship Program".</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation by communication, marketing, recognition and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, marketing and monitoring plan.</li> <li>Program recognition plan for mentors and mentees.</li> <li>Publications on the completed studies as part of the program.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish National Nursing/ Midwifery Research E-Hub</li> </ul>	January, 2022	January, 2025	<ul style="list-style-type: none"> <li>Develop a Nursing/Midwifery research database at national level and define a process to disseminate and implement the outcomes of nursing/midwifery research to inform policy and decision making through the E-Hub.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Research experts</li> <li>Academic Institutions</li> <li>IT Experts</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center - MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Approved policies for governing implementation and integration of research findings publications.</li> </ul>
				<ul style="list-style-type: none"> <li>Design the National Nursing/Midwifery Research E-Hub as national research network and resources platform. Also as support for the research mentorship program incorporating AI algorithms.</li> </ul>			<ul style="list-style-type: none"> <li>National Nursing/Midwifery Research E-Hub.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective utilization through communication, feedback mechanism, technical efficiency, awareness and adoption by main research stakeholders and endusers (nurses/midwives).</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, technical support and awareness plan.</li> <li>Defined adoption measures and monitoring plan.</li> </ul>



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Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Build and strengthen links between research, policy, education and practice to facilitate translation of research outcomes into practice.</li> </ul>	<ul style="list-style-type: none"> <li>Establish National Nursing/ Midwifery Research Agenda</li> </ul>	January, 2022	December, 2022	<ul style="list-style-type: none"> <li>Conduct national workshop led by Chief Nurse Officers/ UAE NMC/ academia, government representatives and other healthcare disciplines and research experts to identify priority national research agenda for nursing/midwifery.</li> </ul>	<ul style="list-style-type: none"> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare and academic providers</li> <li>Government/Cabinet representatives</li> <li>Legal advisors</li> <li>Community members</li> <li>Research experts</li> <li>Ministry of Human Resources &amp; Emiratisation</li> <li>Legislation representatives</li> <li>ICN/WHO representatives</li> <li>IT support</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center - MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Summary report on workshop national research agenda themes and recommendations.</li> </ul>
				<ul style="list-style-type: none"> <li>Integrate the nursing/midwifery research priorities into the national health strategy/institutions/agenda for research and innovation.</li> </ul>			<ul style="list-style-type: none"> <li>Identified criteria to benchmark progress against the national healthcare research and innovation strategies.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish a national marketing platform to inform policy, publish and disseminate the use of nursing/ midwifery research evidence to develop nursing/midwifery education, practice, and policies.</li> </ul>			<ul style="list-style-type: none"> <li>Developed marketing campaign to disseminate the use of nursing/midwifery research.</li> </ul>
				<ul style="list-style-type: none"> <li>In collaboration with academia and practice, evaluate the impact of the changes brought about by the implementation of research by analysing evidence of positive outcomes and cost-benefit of nursing/midwifery interventions.</li> </ul>			<ul style="list-style-type: none"> <li>Defined process to evaluate cost-benefit evidence-based practice.</li> </ul>
				<ul style="list-style-type: none"> <li>Analyse and apply advanced technology solutions including existing resources (nursing procedure standards) and artificial intelligence (virtual learning, dashboard, e-learning) to enable integration of research and innovation into clinical practice.</li> </ul>			<ul style="list-style-type: none"> <li>Summary of existing technology that enables integration of research and innovation into clinical practice.</li> </ul>



Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
3. Strengthen nursing/ midwifery's impact on health policy and healthcare management through evidence.	<ul style="list-style-type: none"> <li>Establish National Nursing/ Midwifery Research Framework Model</li> </ul>	January, 2022	July, 2022	<ul style="list-style-type: none"> <li>Conduct initial review on the Nursing/Midwifery research framework and capacity building in terms of :                             <ul style="list-style-type: none"> <li>- Current frameworks adopted</li> <li>- Best practices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MOHAP</li> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Legislation experts</li> <li>Research experts</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center - MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Review summary and recommendations.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop a national framework model for nursing/ midwifery research to build a body of evidence illustrating the effectiveness of nursing/midwifery practice.</li> </ul>			<ul style="list-style-type: none"> <li>National framework model for nursing/ midwifery research.</li> </ul>
				<ul style="list-style-type: none"> <li>Develop tool kit/guidelines for best practice in management of research (e.g. ethical and expert review, reporting of research findings, sharing research data, registration of clinical trials and the use of evidence for policy development).</li> </ul>			<ul style="list-style-type: none"> <li>Approved guidelines for the management of research (e.g. ethical and expert review, reporting of research findings, sharing research data, registration of clinical trials and the use of evidence for policy development).</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implentation through communication, awareness program, posting in the researh E-hub and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, awareness ad monitoring plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop National Nursing/ Midwifery Research &amp; EBP Professional Development Program</li> </ul>	July, 2022	December, 2026	<ul style="list-style-type: none"> <li>Establish the program curriculum based on the developed Nursing/Midwifery Research Framework Model</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Research experts</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center - MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>National Nursing/Midwifery Research &amp; EBP Professional Development Program Curriculum.</li> </ul>
				<ul style="list-style-type: none"> <li>Target nursing directors/officers/leaders/youth with the program in order to build capacities on required competencies in research innovation, leadership and policy development skills at all levels (education practice and continuing professional development for practice leaders and educators).</li> </ul>			<ul style="list-style-type: none"> <li>Identified requirements to build capacity for nursing/ midwifery research at all levels (pre-service education, in-service and CPD for leaders/practitioners and educators).</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation through communication, evaluation process and sharing program outcomes and impact.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication plan.</li> <li>Defined evaluation process of program outcomes and impact.</li> </ul>



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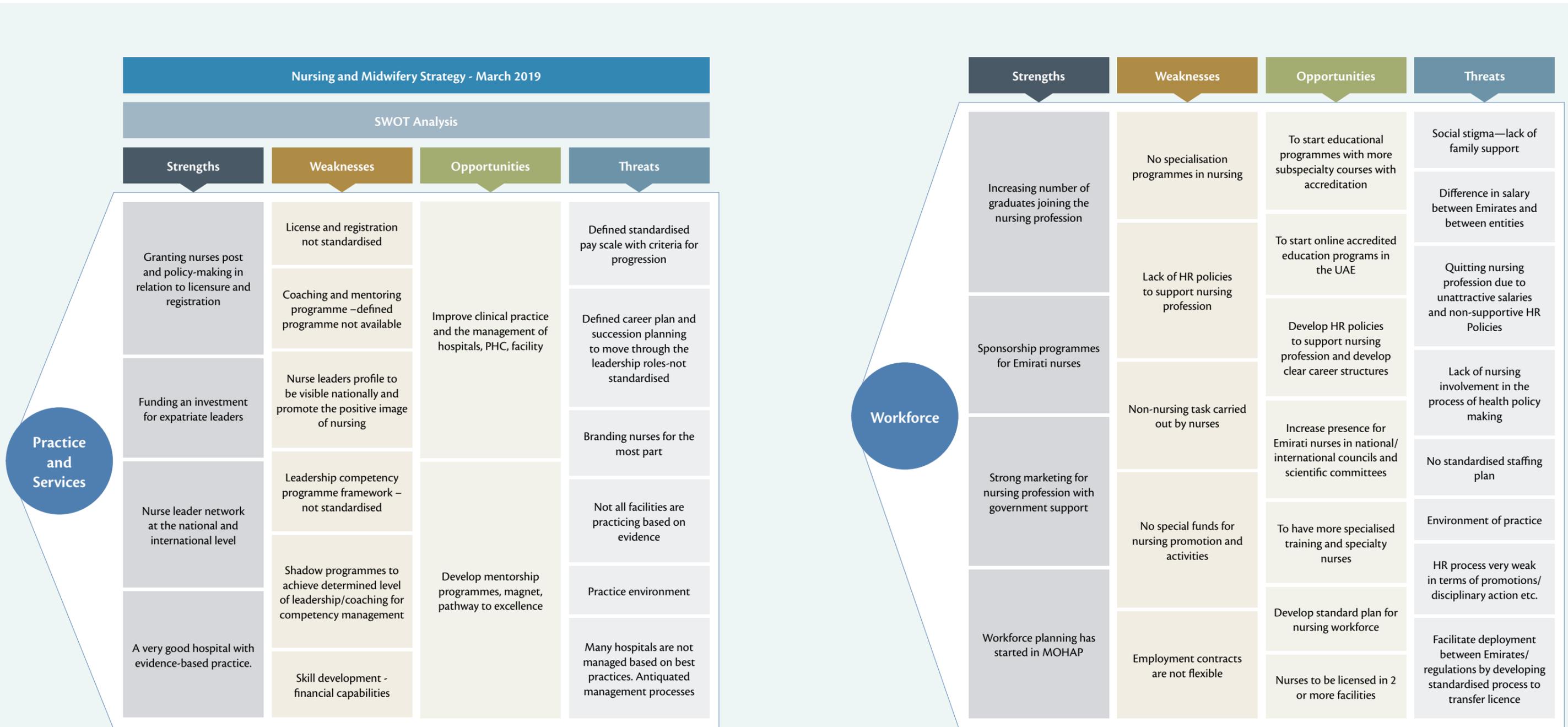
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Objectives	Initiatives/ Programs	Start Time	End Time	Activities	Involved Parties	Responsible Party	Outcomes
<ul style="list-style-type: none"> <li>Strengthen nursing/ midwifery's impact on health policy and healthcare management through evidence.</li> </ul>	<ul style="list-style-type: none"> <li>Establish National Nursing/ Midwifery Research Recognition Program</li> </ul>	July, 2022	December, 2026	<ul style="list-style-type: none"> <li>Establish a special mechanism to enhance excellence in evidence-based research at the national, local and institutional levels for youth, students and professionals across all sectors of education, practice, leadership, policy making etc.</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health Authority</li> <li>ENA</li> <li>Private sector representatives</li> <li>Other key stakeholders form major healthcare providers</li> <li>Government representatives</li> <li>Research experts</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center -MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Approved research award to enhance excellence in evidence-based research.</li> </ul>
				<ul style="list-style-type: none"> <li>Identify monetary and non-monetary incentives to encourage nurses/midwives to conduct, participate, and publish research and implement evidence-based programmes.</li> </ul>			<ul style="list-style-type: none"> <li>Approved policy/ies on incentives recognition of nurses/ midwives researchers are in place.</li> </ul>
	<ul style="list-style-type: none"> <li>Establish Institutionalized Nursing/Midwifery Research Excellence Centers</li> </ul>	January, 2023	December, 2026	<ul style="list-style-type: none"> <li>Draft the standards of the Nursing and Midwifery Research and Evidence-Based Practice Excellence Center .</li> </ul>	<ul style="list-style-type: none"> <li>EHS</li> <li>DHA</li> <li>DOH</li> <li>TMO/MOPA</li> <li>Dubai Healthcare City</li> <li>Sharjah Health</li> </ul>	<ul style="list-style-type: none"> <li>National Health Research Center -MOHAP</li> </ul>	<ul style="list-style-type: none"> <li>Defined standards and requirements to be awarded as Nursing/Midwifery Research Excellence Center.</li> </ul>
				<ul style="list-style-type: none"> <li>Establish the process of review and evaluation for the implementation of the developed standards.</li> </ul>			<ul style="list-style-type: none"> <li>Defined review and evaluation framework.</li> </ul>
				<ul style="list-style-type: none"> <li>Assure effective implementation and adoption through communication, training programs, self-assessment and monitoring process.</li> </ul>			<ul style="list-style-type: none"> <li>Defined communication, training and monitoring plan.</li> <li>Process integration within the research E-Hub.</li> </ul>



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Appendix 10  
SWOT Analysis





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SWOT Analysis

Youth

Strengths	Weaknesses	Opportunities	Threats
Universities (Wollongong) have opened nursing degrees	Nursing programmes not unified in universities	Youth council collaboration with MOHAP (nursing department)	Family misconceptions about nursing profession
Sharjah University has started giving master's degree	Sanad & Rahma/ nursing profession awareness to enter in school syllabus		Nursing programmes not unified in universities
HCT in RAK open nursing programme	Nursing profession is not well established and lacks adequate recognition		Emirati males are discouraged in entering nursing profession, due to salary and incentives not enough
Initiative programmes	Not aware of nursing image perspective view in the society	International exposure for youth	Career pathway not clear in nursing profession, within different entities (MOHAP/DHA/SEHA)
Salma award	Weakness hidden boundaries		Local nurses are viewed as not knowledgeable
Nurse Friendly Hospital award	The doctor is fully responsible in education/care plan about the patient, nursing have no input in this role		MOHAP Nurses attitude varies in DHA & HAAD
Nursing NOW participation	Lack of collaboration between healthcare providers	Giving the youth the chance to be part (Nursing Now/reflection on current UAE status)	Environment in which nurses work is not conducive to development, growth, increase status
Leadership for Change programme	The youth nurses are not involved in medical facility at the committee level		Medical model instead of multidisciplinary approach
Scholarship for students to complete MSC in nursing	Lack of specialised programmes in the country		Disengagement of some Emirati nurses (senior)
Social acceptance	Media is not investing in matters related to nursing profession	Training in upcoming events (escape room, virtual reality)	Lack of role models national + expatriate mentors
Participating in innovation	Multidisciplinary team approach is not well-established		Lack of branding and marketing access all the Emirates
	Leaves are not unified among districts & not valuable		
	Overtime are not valued/paid		
	Lack of specialised programmes in nursing		
	Nursing practice is varied among different districts/ Emirates		
	Lack of published research in identifying youth issues in nursing profession		

Policy and Leadership

Strengths	Weaknesses	Opportunities	Threats
Skill development (LFC)	The strategy of Emiratisation is partially implemented	Attractive and standardised salary package	No national career ladder for leadership positions
Presence of nursing association (ENA)	Partial involvement of nurse leaders in policy development		Lack of enrollment in nursing field (mainly male)
Nursing Awards programs (Salma, (GCC) Nusaiba, Prime Minister Award)	Absence of leadership competency programme	Transparent and competency-based career path	More expats in nursing Leadership
Scholarships	No implementation of EBP		Nurses not represented in the government
Top government support (Cabinet)	Lack of leadership programme	Nursing Now campaign	Poor work environments that do not support the development of nurse leaders
Promoting nursing as an attractive profession through initiatives	No career plan and succession planning to move through the leadership roles	The current national workforce needs some modification	Nurses are not visible in policy development on national level
Presence of UAE NMC	Absence of national data base for nursing and midwives		Nurses are not prepared to develop policies
Well-defined structured interview for leader position	Power differentiation between nurses and doctors	Government programme for leadership should be more available and accessible for nurses	Expectation of Emiratis want to be in positions without expertise
	No mentorship / internship/shadow programmes for national leaders		Management/leadership of some of the hospitals facilitate are substandard



Appendixes

Appendix 10  
SWOT Analysis

Regulation

Strengths	Weaknesses	Opportunities	Threats
Existence of strong organisations like UAE NMC and ENA	PQR needs to be updated	Attractive and standardised salary package	Fast expansion of the healthcare sector and educational institutions
Economic stability of UAE	Licensure exam and requirement to be unified		
UAE leaders clear vision 2021	Absence of Nursing Act	Transparent and competency-based career path	Inadequate workforce model
Committed to the development of nursing and midwifery profession			
Availability of scholarship programme	Weak disciplinary system for professional conduct	Nursing Now Campaign	Inactive ENA, NMC
Funding support for nursing education programmes			
Accredited educational institution	Lack of standardised salary package	National Strategy of Nursing	Lack of reviewing services, programmes
Unified UAE PQR all over the country			
Code of conduct, Scope of practice	Code and conduct are not reflected in law	Strengthen the leadership of the UAE NMC, ENA and the influence these organisations can have	Lack of nursing representation in government
Advanced technology			
Support of government for Nursing profession in innovation	Lack of advanced nursing practices licence exams		Lack of national workforce planning

Research

Strengths	Weaknesses	Opportunities	Threats
National vision and government support	Lack of research training programmes	Grants and funding for nursing research	Unavailability of standardised research database across the country
		Collaborate with academic partners in research studies/ publications	
Availability of E-library that is accessible for all nurses	Research doesn't exist in a manner that reflects nursing outcomes	Building the research capacity in nursing	Lack of research in nursing
		Using of massive data applications e.g., disease analysis, HR databases, medical record	
Established scientific committee for research at UAE level	Identification and set up of research/publication databases	Create a culture for multidisciplinary research and EBP	No clear pathway/ guidelines for nursing research publication
		Incentives for research to encourage research	
Innovation is part of UAE national agenda and strategy	Unavailability of unified federal database in the UAE	National strategy for nursing research	Regional and national research scientific committee has low vision on objectives and dominance of public sector representation
		Including nurses in ethics committees	
Funding and grants available but low vision on how to access this	Current research academic programmes are not linked or related to clinical innovation and solutions	Create a national nursing journal	
		Add protected time for nursing research	



Appendixes

Appendix 10  
SWOT Analysis

Education

Strengths	Weaknesses	Opportunities	Threats
Funding focus on Emiratiss	No regulation of academic programmes and programmes vary across institutions	Expansion of public and private providers with more private providers entering the market	Cost of sending nurses to international arena to gain specialised education and subsequent ROI and added value for the UAE
Undergraduates degrees available across most Emirates	Lack of funds for expatriate staff for professional development in academic institution	Standardised graduate programs for UAE with defined governance accountability and responsibilities	Online education\E-learning not recognized
Numerous academic providers across the Emirates	No collaboration on needs of service provider with academic partners	Service providers require specialised programmes in line with service needs in the country eg: midwifery, pediatrics, and critical care	Domination of public health care provider representatives on the scientific committees in the UAE
Nursing and midwifery professionals want to be stakeholders in determining education requirements for the UAE based on specialised needs of the community	Lack of partnership between service and education providers	Sharing resources such as skills lab between service and education providers	UAE education scientific committee standards need updating
	Option for using accredited hospitals in private sector for clinical placement of the growing number of students in wider range of specialisations	Building partnership between service providers and academic programme partners to provide community-specific healthcare needs programmes	Clinical environments are not conducive to facilitate education/development of nurses
	No specialised programme for Midwifery, Intensive Care, Pediatrics, Emergency, Neonatology and Chronic Disease Management	Blended education (virtual classroom) - development	Academic providers entering the market to drive business rather than provide service-need driven education
		Visiting expert nurses to train nurses (regulated)	High number of diploma nurses still in the system. Will affect internship programmes
Presence of scientific committee specifically for UAE with defined standards		Approve online programmes but should be regulated with standards	Lack of Western trained expert nurses in the clinical practice area that can guide students during training and internships
		Collaboration on research and publications between service and education partners with collaborative scientific meetings/conferences	Variation in entry requirements from academic providers across the UAE, requires standards and regulation
		Clinical practice competencies and standards to be embedded in the academic curricula	Lack of faculty. Poor execution of the curriculum in same universities
		Introduction of joint appointments between service and academic providers especially for specialisation programmes	Clinical tutors not licensed and this limits clinical supervision
		Career and succession planning framework to be determined in order to drive education and professional development needs	Weighting of assessment for clinical component of academic outcomes and assessment low in comparison to summative assessment
	Lack of standardised CNE programme requirements for professional development	Novice student association	Varied or absent graduate programmes across the UAE
		Inter-professional education and training in simulation labs	Lack of standardised career pathway criteria
Sponsorships are available for Emiratiss for BSN, Bridging and Master's	Teaching hospital accreditation is absent or varied across the Emirates	Standardisation of graduate programmes across the UAE	Lack of well-prepared preceptors
		Micro credentialing for specialisation fast-tracking	Absence of nurses in the process of teaching hospital accreditation







Appendixes

Appendix 11  
Table of Criteria for Evaluating the Proposed Strategic Pillars/Objectives

Identification of Objectives for Each Strategic Pillar

Strategic Pillar (01)		
S.No	Proposed Objectives Related to the Strategic Pillar	Identified Objectives Related to the Strategic Pillar (After Review)
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Evaluation of the Objectives Related to the Strategic Pillar

S.No	Strategic Pillar	Urgency			Relevance		Feasibility	
		1	2	3	Yes	No	Yes	No
1.		<input type="radio"/>						
2.		<input type="radio"/>						
3.		<input type="radio"/>						
4.		<input type="radio"/>						
5.		<input type="radio"/>						
6.		<input type="radio"/>						
7.		<input type="radio"/>						

Evaluation of the Priority of the Objective's Interventions

Strategic Pillar (01)									
Objective (01)									
S.No	Related Interventions	Urgency			Relevance		Feasibility		Responsible Stakeholder(s)
		1	2	3	Yes	No	Yes	No	
1.		<input type="radio"/>							
2.		<input type="radio"/>							
3.		<input type="radio"/>							
4.		<input type="radio"/>							

List additional objectives related to strategic pillar 01

Identify 3 factors that could contribute to the success of strategic pillar 01

1.
2.
3.

Additional Comments

Appendixes

Appendix 11  
Table of Criteria for Evaluating the Proposed  
Strategic Pillars/Objectives

External Stakeholders Workshop

Criteria Item/Indicator	Subject of Evaluation	Definition of Each Indicator	Evaluation Coding
Feasibility	Strategic Pillar	Are the activities aligned with the objectives and interventions? Are they realistic, achievable and fit for purpose?	Yes / No
Comprehensiveness	Involved Stakeholders	Does the list contain all parties involved in the related activity?	Yes / No
Appropriate	Responsible Party	Is the selected responsible party suitable to follow-up on the activity implementation?	Yes / No

Short-Term Interventions

Criteria Item/Indicator	Subject of Evaluation	Definition of Each Indicator	Evaluation Coding
Priority	Intervention	How important is the implementation of the intervention towards achieving the strategy?	First Year / Second Year



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