



The Barbados National Strategic Plan for Nursing

2025-2035

*Shaping a Resilient
Healthcare Workforce*



PRODUCED BY THE MINISTRY OF HEALTH AND WELLNESS
BARBADOS

Acknowledgements

The Ministry of Health and Wellness extends its sincere gratitude to the planning committee and all individuals and organizations involved in developing the Strategic Plan for Nursing in Barbados for the next decade.

This plan represents a bold vision for the future of nursing, reflecting the dedication and commitment of professionals from frontline nurses to policymakers, who contributed their expertise and insights. Your collective efforts have laid the foundation for a stronger, more compassionate healthcare system.

We acknowledge the hard work, discussions, and collaboration that shaped this plan, which honours the legacy of nursing in Barbados and focuses on excellence in care, professional development, and equity.

To our nursing community: this plan affirms your value and promises to support and empower you as we tackle future healthcare challenges together. Thank you for your remarkable contributions. The future of nursing in Barbados is brighter because of you.

The Foreword by the Minister of Health and Wellness



It is with great pride that I present the *Nursing Strategic Plan 2025–2035*, a transformative national roadmap that reaffirms our commitment to strengthening nursing and midwifery services in Barbados. This ten-year strategy provides a clear framework to ensure our nurses and midwives are empowered, equipped, and supported to respond to the changing health needs of our population.

Nurses and midwives remain the cornerstone of our health system. From our polyclinics to the Queen Elizabeth Hospital, they are the compassionate caregivers, advocates, and skilled professionals who touch lives across every level of care. Their heroism and dedication, particularly during the COVID-19 pandemic, highlighted not only their critical role but also the urgent need to invest more intentionally in their development and well-being.

Developed through broad stakeholder consultation, this strategy outlines five priority areas: governance and leadership, workforce planning and development, models of care and services, work environment and research and technology. At its heart lies the recognition that no health system can thrive without a capable, motivated, and adequately resourced nursing workforce.

Aligned with global and regional commitments such as the WHO Global Strategic Directions for Nursing and Midwifery, this plan reflects Barbados' pledge to invest in people and in the future of healthcare. It envisions a future where nursing is not only a noble calling, but also a dynamic and fulfilling career.

I extend sincere gratitude to all who contributed to this strategy and call on every stakeholder to work together as we elevate nursing and midwifery in support of a stronger, more resilient Barbados.

Message from the Chief Nursing Officer



As Chief Nursing Officer, I am deeply honoured to present this Strategic Plan for Nursing in Barbados a visionary framework that reflects our unwavering commitment to elevating the nursing profession and strengthening our national health system.

Nurses are the heart of healthcare. Across every parish and through every stage of life, they deliver compassionate, evidence-informed care that promotes wellness, prevents illness, and supports recovery. Their dedication and resilience are the foundation upon which our health services stand.

This plan arrives at a pivotal moment, aligning with the emerging global definition of nursing one that recognises nurses not only as caregivers, but as leaders, educators, advocates, and innovators. It also acknowledges the urgent need to integrate climate change into nursing education and practice, ensuring our workforce is equipped to respond to environmental health challenges that increasingly affect our communities.

This strategic plan is more than a document; it is a call to action. It invites bold collaboration across sectors, disciplines, and communities. It champions a future where nurses are empowered, respected, and equipped to lead transformative change in health care.

I extend my sincere gratitude to the many nurse leaders, educators, and stakeholders who contributed their insights, expertise, and passion to the development of this plan. Your commitment to the profession and to the people of Barbados is deeply appreciated.

Together, we will create a nursing workforce that excels clinically and leads in innovation and advocacy. By uplifting nursing, we enhance the health and well-being of every Barbadian. Let's move forward with unity and purpose. Let this plan be our shared compass as we shape a healthier, more resilient Barbados, one nurse, one patient, one community at a time.

List of Abbreviations

AED	Accident and Emergency Department
AI	Artificial Intelligence
AMR	Antimicrobial Resistance
BCC	Barbados Community College
BNA	Barbados Nurses Association
BSN	Bachelor of Science in Nursing
CARICOM	Caribbean Community and Common Market
CNO	Chief Nursing Officer
CPD	Continuing Professional Development
CPE	Continuing Professional Education
CSSD	Central Sterilisation Supplies Department
CVA	Cerebrovascular Accident
DNS	Director of Nursing Services
GoB	Government of Barbados
HIS	Hospital Information Systems
HRIS	Human Resources Information System
HIV/AIDS	Human Papillomavirus / Acquired Immunodeficiency Syndrome
ICM	International Council of Midwives
ICN	International Council of Nurses
IHR	International Health Regulations

IPE	Interprofessional Education
IT	Information Technology
KPIs	Key Performance Indicators
LPNs	Licensed Practical Nurses
MHW	Ministry of Health and Wellness
NCOB	Nursing Council of Barbados
NCDs	Non-communicable Diseases
NPs	Nurse Practitioners
PAHO	Pan American Health Organization
PHC	Primary Health Care
QEH	Queen Elizabeth Hospital
RENr	Regional Examination for Nursing Registration
RNB	Regional Nursing Body
RNs	Registered Nurses
SDGs	Sustainable Development Goals
SCPE	Shaw Centre for Paediatric Excellence
STI	Sexually Transmitted Infection
SOPs	Standard Operating Procedures
UN	United Nations
UWI	University of the West Indies
WHO	World Health Organization

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INTRODUCTION

The Barbados Nursing Strategic Plan 2025-2035 provides a national framework to strengthen the nursing profession and ensure its alignment with evolving health priorities and population needs. Nursing is central to the delivery of safe, accessible, and equitable healthcare, and plays an important role in achieving national health goals and Universal Health Coverage.

This strategy is grounded in national, regional, and global priorities. It aligns with key frameworks such as the WHO Global Strategic Directions for Nursing and Midwifery (2021–2025), the State of the World’s Nursing Report (2025), the Regional Nursing Body Strategic Plan for Nursing and Midwifery 2020- 2024, and supports the National Strategic Plan for the Prevention and Control of NCDs, the National Cancer Control Plan, and the National Adolescent Health Strategy. It reflects Barbados' commitment to quality care, workforce sustainability, and health system resilience.

Organised around strategic areas such as governance, education and training, workforce development, service delivery, research, and digital transformation, the strategy sets out a roadmap for strengthening the nursing profession. The strategy provides an overview of nursing in Barbados and includes a comprehensive situation analysis, vision, mission, defined strategic goals and objectives, performance indicators, and makes the case for a governance framework to ensure the effective and efficient implementation of the strategy.

The strategy was developed through a participatory and inclusive process led by the Ministry of Health and Wellness (MHW), in collaboration with the Barbados Nurses Association (BNA), academic institutions, other government ministries and departments, non-governmental organisations (NGOs), the private sector and regional partners, including the Pan American Health Organization (PAHO). This collaborative approach ensured that the perspectives of key stakeholders were incorporated, resulting in a strategy that is contextually relevant, forward-looking, and responsive to national and regional health priorities.

This strategy is a call to action for nurses, midwives, educators, healthcare leaders, policymakers, and all to unite and work towards a shared vision of universal healthcare for all Barbadians. It sets the foundation for a stronger, resilient healthcare system, empowering nurses to deliver exceptional care in the years to come.

BACKGROUND /CONTEXT

This nursing strategy is being introduced at a time of significant change in Barbados' health landscape. The country is experiencing an epidemiological transition, marked by a rise in non-communicable diseases (NCDs), increasing mental health challenges, and an ageing population.

The World Health Organization (WHO) estimated that in 2016, NCDs accounted for 83% of all deaths in Barbados, with 29% of deaths due to Cardio Vascular Disease (CVD), 23% to cancer, 9% to diabetes, 4% to chronic respiratory diseases, and 18% to other NCDs; the total risk of premature mortality from NCDs was 16% (20% for men, 13% for women). The 2015 Health of the Nation Survey revealed that over 65% of adults were obese, 40% had hypertension, and 20% had diabetes. According to the WHO Global School Health Survey (GSHS) conducted in 2012 across 26 schools in Barbados, 31.5% of students were found to be overweight and 14.4% were classified as obese.

Additionally, the Barbados National Registry for Chronic Non-Communicable Disease reported an annual incidence of 330 heart attacks, with nearly half occurring in women. Nurses are central to the management of chronic conditions such as diabetes, hypertension, and cardiovascular disease, requiring enhanced skills in patient education, prevention, treatment, and long-term care.

The dual burden of managing NCDs alongside reemerging infectious diseases, such as measles and public health emergencies like the COVID-19 pandemic has led to workforce challenges and sustainability. The COVID-19 pandemic exposed critical

gaps in workforce management, infrastructure, and policy, underscoring the need for a more engaged and well-supported nursing workforce.

There has been a noticeable increase in both the incidence of mental health conditions and the demand for care, particularly for issues such as anxiety, depression, and stress-related disorders. These issues have been amplified by the socio-economic challenges brought on by the COVID-19 pandemic, climate change, and other stressors impacting communities. Nurses are now required to play a greater role in identifying early signs of mental health concerns, providing initial support, and working collaboratively with mental health specialists to deliver holistic care.

Furthermore, the ageing population has increased the demand for specialised nurses in gerontology, palliative care, and clinical rehabilitation. World Health Organization (WHO) statistics and recent census data have revealed that by 2030, approximately one in six people will be aged 60 or older. The most recent census already shows that one in five Barbadians is over 65, and one in four is over 60.

Additionally, Barbados has committed to several key initiatives from the World Health Organization and the Pan American Health Organization (PAHO) that focus on enhancing healthcare delivery and improving health outcomes. These initiatives include the Global Strategy on Human Resources for Health: Workforce 2030, the PAHO Strategy for Universal Health Coverage, the Global Strategic Directions for Nursing and Midwifery 2021-2025, the WHO Global Action Plan on the Prevention and Control of Non-Communicable Diseases, and the WHO Global Action Plan on Antimicrobial Resistance (AMR).

As the demands of the healthcare system change, the nursing profession is expected to play an even more central role in delivering quality, accessible care. With the growing demand for new specialties, alongside the integration of telemedicine and health information systems, nurses are required to adapt to these advancements. Additionally, emerging challenges such as the health impacts of climate change and the rising threat of antimicrobial resistance (AMR) demand proactive, informed

responses. Nurses will be essential in monitoring, educating, and implementing preventive strategies to mitigate these risks, making their involvement critical to national and regional health security efforts.

Nurses will need to assume stronger leadership roles and lead transformative changes within the sector. They will be expected to spearhead innovative solutions, lead interdisciplinary teams, and actively contribute to the design and implementation of policies that improve health outcomes. Future nursing leaders must be equipped to guide clinical decision-making, champion patient-centered care, and engage with communities to promote health and well-being. These expanded responsibilities will be essential to building a more resilient, equitable, and responsive healthcare system, one in which nurses remain at the forefront of protecting and advancing public health.

Governance and Strategic Leadership, Ministry of Health and Wellness

The Ministry of Health and Wellness is the primary government body responsible for healthcare policy, regulation, and improving health outcomes in Barbados. It aims to ensure equitable access to quality care for all citizens through effective governance and strategic leadership.

Key Areas of Governance and Leadership:

1. **Policy development and Implementation:** The MHW develops evidence-based policies to tackle health issues like non-communicable diseases, public health emergencies, mental health, and the needs of an ageing population, ensuring accountability and transparency among healthcare institutions.
2. **Regulation and oversight:** The Ministry oversees standards, licensing, and accreditation of healthcare facilities and professionals, collaborating with organisations like the Nursing Council of Barbados to maintain ethical standards and practice guidelines.
3. **Workforce planning and development:** To address healthcare shortages, the MHW focuses on training, recruiting, and retaining skilled professionals. A

bilateral agreement with Ghana has facilitated the recruitment of nurses specialised in various fields. Additionally, a Nurse Practitioner programme launched in October 2024 with Chamberlain University aims to enhance healthcare delivery by integrating advanced practitioners into the system.

4. Investment in technology: The Ministry promotes the use of technology, such as telemedicine and Hospital Information Systems, to improve healthcare communication and decision-making.
5. Collaborative Leadership Model: The MHW collaborates with stakeholders, including the Barbados Nurses Association, community organisations, and international entities like PAHO and WHO, to strengthen the health system and advocate for policy reform.

Overview of Nursing in Barbados

International and Regional Governance Structures

Nursing governance in Barbados emphasises commitment to global and regional healthcare partnerships, aligning with international health agendas. Collaborating with organisations such as the International Council of Nurses (ICN), WHO, PAHO, and the Regional Nursing Body (RNB), Barbados ensures its nursing standards meet international requirements while addressing local healthcare challenges. The ICN supports Barbados with frameworks to enhance nursing governance and tackle workforce issues, including migration, while the RNB assists Barbados through knowledge-sharing, policy harmonisation, and technical support in curriculum and workforce planning.

National Governance Structures

Nursing governance in Barbados is guided by regulatory frameworks designed to uphold high professional standards and align with national healthcare priorities. The Nursing Council of Barbados, established under the Nurses Act, is responsible for overseeing training, licensure and certification, scope of practice, ongoing professional development, and ethics and disciplinary action.

The Chief Nursing Officer (CNO) plays a key role in aligning nursing policies with national healthcare goals and oversees programmes aimed at improving the quality of nursing services. The Barbados Nurses Association (BNA) advocates for nursing professionals, facilitating development and partnerships regionally and internationally.

Education

The Barbados Community College (BCC) is the sole institution in Barbados dedicated to the domestic training of Registered Nurses. The BCC prepares future healthcare professionals through its comprehensive nursing programme. The curriculum for nursing education is developed and approved by the Nursing Council of Barbados to meet national standards for nursing practice. This collaboration between the College and the Nursing Council is essential to ensuring that nursing graduates are well prepared to address the needs of patients.

The Department of Nursing at BCC offers a Bachelor of Science (BSc) in Nursing. Students must complete the Regional Examination for Nursing Registration to become licensed as Registered Nurses. Additionally, BCC provides specialised training programmes in Midwifery, Community Health Nursing, Psychiatric Nursing, Community Mental Health Nursing, and Gerontology.

Additionally, the University of the West Indies (UWI), Cave Hill Campus, supports nursing education by offering graduate-level training in Nursing Administration and Nurse Education. UWI also provides a Postgraduate Diploma in Paediatric Nursing, which was initially supported by the Shaw Centre for Paediatric Excellence (SCPE). The SCPE has contributed to advancing the training of nurses in paediatric care and strengthening quality improvements in this area.

The Pan American Health Organization, through its collaborating centres, supports the revision of some of the nursing curricula at BCC to align with international standards and provides training for nursing tutors in various aspects of teaching.

Description of the Nursing Workforce

The nursing workforce in Barbados operates across both public and private sectors, with the majority employed in the public healthcare system. Nurses deliver care across primary, secondary, and tertiary levels, while also extending their expertise to non-traditional sectors such as education, defense, hospitality, tourism, correctional facilities, and social welfare services.

The nursing workforce in Barbados is comprised of Registered Nurses (RNs), Registered Midwives, Community Health Nurses, Community Mental Health Nurses, Public Health Nurses, Psychiatric Nurses, and specialists in other fields. Data from the Nursing Council, as of December 2024, indicate a registry of approximately 1,439 Registered Nurses and 132 Midwives. However, it is important to note that this figure includes individuals who may be retired, employed abroad, or engaged in other professions while maintaining their registration status. As a result, the actual number of nurses actively providing care within Barbados is likely smaller.

Supporting roles such as Nursing Assistants, Trainee Nursing Assistants, Health Aides, and Nurse Auxiliaries ensure the smooth functioning of the healthcare system in Barbados. These support staff assist with patient care, contribute to maintaining hygienic environments, and support nurses in delivering essential services. Their contributions are particularly important in community settings and long-term care facilities, where they provide hands-on support to vulnerable populations and help alleviate the workload of Registered Nurses and Midwives. Together, these supporting arms of nursing form the backbone of Barbados' healthcare delivery system, ensuring accessibility and quality care for all.



Nursing Services

Primary Care Nursing

Primary care serves as the cornerstone of a robust healthcare system, as evidenced by notable advancements in public health outcomes. It encompasses health promotion, disease prevention, treatment, and rehabilitation, ultimately enhancing overall health and well-being. Primary care services are delivered at the nine polyclinics and two satellite clinics across Barbados.

The implementation of the Expanded Programme on Immunisation and Maternal and Child Health Programmes, supported by public health nurses, has significantly reduced the incidence of communicable diseases, including tuberculosis, polio, diphtheria, tetanus, whooping cough, mumps, and measles.

However, after the COVID-19 pandemic, there was a marked decline in vaccine coverage. This necessitated the implementation of targeted initiatives to recapture defaulters. Initiatives included extending clinic hours to include Saturdays and launching awareness campaigns that emphasised the critical importance of vaccines in safeguarding children's health.

Another innovative stride is the nurse-led "Healthcare on Wheels" initiative a mobile clinic programme that has successfully brought essential healthcare services directly to communities. In its inaugural year, the programme reached over 2,000 Barbadians, delivering crucial screening services for NCDs and various cancers. This community-based approach enhances accessibility to care and also strengthens the trust and connection between nurses and the populations they serve.

Nurses also work in port health and epidemiological surveillance, particularly in the context of Barbados' thriving tourism industry and the increased visits from cruise ships. Their responsibilities include monitoring the health of incoming travellers, conducting screenings, and implementing disease prevention measures to protect both the local population and visitors from potential health risks. This aspect of nursing is important in maintaining public health security and supporting the robust tourism sector in Barbados.

Since the opening of the first polyclinic at Warren's in 1976, the scope of services has expanded significantly. Initially focused on maternal and child health, sexually transmitted infection (STI) management, screening, and contact tracing, polyclinic services now include:

- Family Health
- Men's and Women's Health
- Adolescent Health
- School Health
- Care of the Elderly
- Rehabilitative Services
- Management of Non-Communicable Diseases (NCDs)
- Acute and Urgent Care
- District Nursing Services
- Communicable Diseases (including HIV/AIDS)
- Mental Health
- Health Education
- Nutrition Education
- Epidemiological Surveillance
- O&G Clinic Services

Primary Health Care (PHC) has proven effective in addressing the healthcare needs of communities, as evidenced by a consistent rise in service utilisation across polyclinics in recent years. However, the increasing prevalence of lifestyle-related health challenges, such as poor dietary habits, sedentary behaviour, and growing mental health concerns, has placed mounting pressure on PHC nursing services. This strain is further compounded by the surge in non-communicable diseases (NCDs) and the growing demand for integrated, long-term care, underscoring the urgent need for advanced nursing education and training.

The expanding recognition of Nurse Practitioners (NPs) reflects their critical role in modern healthcare delivery. According to the American Nurses Association, NPs are capable of providing 60–80% of primary and preventive care services effectively.

Their integration into the healthcare system not only promises to alleviate workforce pressures but also offers significant benefits in advancing nursing research, amplifying patient advocacy, and reinforcing public health and preventive care initiatives.

Acute Care

The Queen Elizabeth Hospital (QEH) is Barbados' main public institution for acute, secondary, and tertiary care, featuring 550 beds. It provides comprehensive healthcare services and serves as a referral center for the Eastern Caribbean. The Director of Nursing Services (DNS) manages nursing care, supported by two Assistant Directors of Nursing, ten Senior Nursing Officers, and one Theatre Manager. Nursing is organised into five Directorates, Surgical, Medical, Women and Children, Diagnostic and Therapeutics, and Accident and Emergency to enhance expertise and streamline operations, ultimately aiming to optimise patient care.

Under this system, patient-centered care is delivered in specialised areas such as hemodialysis, peritoneal dialysis, gynecology, oncology, psychiatry, surgery, ophthalmology, orthopedics, critical care, renal transplantation, ear, throat and nose, infection prevention and control, and pediatrics. Nurses perform key roles across all specialties and subspecialties and they are highly trained in fields such as midwifery, psychiatric nursing, gerontology, oncology, neonatology, and diabetes management. The QEH has 648 registered nursing posts, including 134 Ghanaian Registered Nurses, 30 Board-created registered nurse posts, and 33 sessional posts.

Currently, nursing staff provide 24-hour coverage across 23 wards, 12 operating theatres, 4 ICUs, and other departments, with an average daily census of approximately 460 patients. Medicine, obstetrics, gynecology, surgery, and pediatrics are the leading in-patient services utilised at the QEH. The high demand for medical services is primarily driven by the rise in NCDs, the ageing population, and violence. Daily occupancy consistently exceeds 100% in the four medical wards. However, as surgical care trends shift globally toward more day surgery options, the QEH aims to strategically position itself for modernisation and innovation in acute surgical care.

Over the last decade, QEH has significantly expanded its services, which now include cardiac surgery, neurosurgery, renal transplantation, scoliosis surgery, and renal dialysis services. Plans include the following enhancements:

- Expansion of the Surgical Intensive Care and Burns Unit from 10 to 12 beds.
- Expansion of the Medical Intensive Care Unit from 10 to 12 beds.
- Increased renal services, including expanded peritoneal dialysis community services.
- Establishment of renal transplantation surgery as the preferred treatment option, increasing transplant opportunities.
- Further development of the Cardiac Services Suite.
- Completion of three operating theatres in the Lion's Eye Care Centre; and
- Continued expansion of the Day Care Unit.

Nursing services will be essential for the hospital's growth, with a focus on specialised roles such as Nurse Practitioners and various specialty nursing areas. The demand for competent nursing personnel emphasises the need for strategic positioning in healthcare delivery. The QEH aims for transformation across five key domains: Service Delivery, Workforce, Infrastructure, Finance and Procurement, and ICT. This vision will adhere to evidence-based practices within a clinical governance framework, monitored by Key Performance Indicators (KPIs) through the Balanced Scorecard tool.

Active quality improvement groups will replicate successful initiatives across all Directorates. The QEH will conduct annual workforce planning exercises to address staffing gaps and develop recruitment and retention strategies. Strengthening senior nursing leadership will ensure better governance and input into healthcare policy. Training programmes for midwives and nurses will be optimised to meet health system demands, allowing nurses to work fully within their education and training in safe environments. Comprehensive documentation among the nursing team will maintain care quality, support research, identify trends, and improve patient outcomes.

Gerontological Nursing

Geriatric hospitals focus on providing comprehensive, specialised care for older adults through therapeutic, rehabilitative, palliative care and the management of

age related conditions aimed at improving independence and quality of life. This care is provided at three locations, namely, St. Michael, St. Phillip and St. Lucy District Hospitals.

The St. Michael District Hospital (Geriatric Hospital), recognised as the largest geriatric care facility within the District Hospitals network, is responsible for assessing elderly patients and recommending their placement in appropriate facilities. Its scope extends beyond patient assessments to include the management of acute illnesses, such as pneumonia, stroke, coronary artery disease, diabetes mellitus, uncontrolled hypertension, psychiatric disorders, and post-surgical conditions. Additionally, the hospital specialises in addressing pressure injuries, incorporating procedures like debridement when necessary.

The hospital offers a monthly geriatric outpatient clinic at the Branford Taitt Polyclinic, providing medical assessments, rehabilitation, and social services to help elderly patients maintain independence and delay institutional care. Many clients have co-morbidities, cognitive impairments like dementia, and physical disabilities requiring intensive nursing care. The client population includes the following percentages affected by non-communicable diseases: Diabetes Mellitus 25%, Hypertension 37%, Heart Disease 8%, Kidney Disease 5%, and Cancer 3%.

In response, the hospital advocates for the adoption of advanced practice nursing roles, including Nurse Practitioners and Clinical Nurse Specialists, to deliver holistic and specialised care. It emphasises the need for community-based strategies supported by gerontological nurses to enhance service delivery and accessibility, ensuring that care remains effective and sustainable within the community context.

The construction of a new, state-of-the-art Geriatric Hospital scheduled for completion by year-end 2025 marks a significant milestone. The facility, designed to accommodate an 8 % increase in capacity over the current 278 patients, introduces advanced equipment and technologies. This expansion will necessitate specialised training for nursing staff to operate the new equipment and cater to the unique needs of elderly clients. Proposed areas for staff specialisation include Clinical Rehabilitation, Diabetes Care, Wound Management, and Community-based care for the elderly. This vision paves the way for transformative changes in geriatric care, utilising innovation, specialised expertise, and community-centered approaches to address the complex needs of an ageing population.

Additionally, to meet evolving demands, the MHW recommends patient acuity-based staffing models to align nursing resources with residents' care needs while ensuring safety. The block staffing model is also a viable option for maintaining adequate staffing levels. Collaborative care models that involve multidisciplinary teams aim to optimise comprehensive care planning. The development of policies and standard procedures will be essential for improving operations and the quality of care in the new facility

The St. Philip District Hospital, established in the late 19th century, is the second largest facility for elderly care with 150 beds, serving a balanced gender demographic of 51% female and 49% male clients. Many patients face mental and physical health challenges, highlighting the complex care needs. Currently, three of its seven wards are being renovated to enhance patient care.

The St. Lucy District Hospital serves as a specialised transitional care facility, accepting referrals solely from the Queen Elizabeth Hospital. With a bed capacity of 36, it focuses on chronic conditions, including hypertension (58%), diabetes (48%), stroke (33%), and dementia (18%). A multidisciplinary team approach ensures comprehensive care for these clients.

Together, these facilities highlight Barbados's commitment to strengthening geriatric care infrastructure and adopting holistic care models that ensure specialised, patient-centered service delivery.

Psychiatric and Community Mental Health Nursing

The demand for mental health services in Barbados has increased significantly. Recent data shows that twice as many individuals sought help at government polyclinics post COVID-19 compared to before the pandemic. Although Barbados' suicide rate is below the global average, recent incidents have raised concerns. As of July 2024, the Psychiatric Hospital had 499 patients, with 60% identified for reintegration into the community. However, stigma and lack of community support hinder their transition.

Current trends indicate an increase in admissions, including patients referred for evaluation, psycho-geriatric patients, poly-substance users, and teenagers seeking mental health services for substance abuse and deviant behaviours.

Based on the 2022 to 2023 statistics on the leading causes of hospitalisations, schizophrenia was noted to be the most prevalent diagnosis for both males and females in 2022 and 2023. The second most prevalent diagnosis for males in 2022 and 2023 was psychotic disorder. For females, the second most prevalent diagnosis in 2022 was bipolar disorder; however, in 2023 this was replaced by psychotic disorder. Overall, the male patient population continues to exceed the allocated capacity.

In order to cater to this patient population, the Nursing Services have been subdivided into five firms. Services provided include:

- Acute and Forensic Services;
- Two Psycho- geriatric services: North & South;
- Rehabilitative Services
 - Quarter-Way House,
 - Drug Rehabilitation Unit,
 - Sheltered Workshop
 - Central Sterilisation Supplies Department (CSSD).
- Community Services
 - Out-patient Clinic;
 - Child and Adolescent Mental Health Clinic (Child Guidance Clinic)
 - Assessment Unit
 - Community Mental Health Nursing Services;
 - Prison Clinic;
 - Assessment and recommendations in the Magistrate's Court;
 - Support to the Hospital's Mental Health Action Plans (Suicide Prevention, Work Place Mental Health Wellness, Maternal Mental Health, Psychological First Aid and the Anti-Stigma Campaign)

- Health Promotion and Outreach activities.

The increasing demand for mental health services highlights the critical role of nurses in addressing these challenges. By providing comprehensive care, advocating for community support, and reducing stigma, nurses are pivotal in improving mental health outcomes for patients.

Other public sector nursing services

Other public sector areas where nursing services are provided include:

- The Barbados Defence Force; and
- The Barbados Prison Service.

Additionally, the Ministry of Training and Tertiary Education employs nurses, to provide training at the Barbados Community College. Nurses also deliver services at health clinics within the Samuel Jackman Prescod Institute (SJPI), the Barbados Community College, and the University of the West Indies, Cave Hill Campus.

Private Sector

The private healthcare sector offers comprehensive nursing care through various facilities, including private hospitals like Bayview Hospital, which provide tailored inpatient and outpatient services. Private nursing homes cater to the long-term care needs of the elderly and those with chronic illnesses, while emergency clinics operate 24/7.

Home healthcare agencies play a crucial role, allowing registered nurses to offer personalised care in patients' homes, which enhances recovery. Additionally, private medical practices and wellness centers utilise skilled nurses in specialties such as palliative care and chronic disease management, promoting a multidisciplinary approach to patient care.

The sector's ongoing growth demonstrates its adaptability in addressing healthcare challenges, emphasising quality and specialisation alongside a rising demand for skilled registered nurses.

SITUATION ANALYSIS

SWOT FRAMEWORK

To effectively advance the nursing profession in Barbados and guide the successful implementation of planned reforms, a comprehensive SWOT analysis was undertaken. This assessment offers critical insights into the internal and external factors influencing nursing practice, workforce development, and the broader healthcare system.

By systematically examining the profession's strengths, weaknesses, opportunities, and threats, the analysis highlights areas requiring urgent attention, identifies capacities that can be leveraged, and uncovers emerging opportunities to be pursued.

The findings from this process form the foundation for evidence-based decision-making and inform the development of a strategic framework aligned with national health priorities and international healthcare standards. A synopsis of the key SWOT highlights is presented below, with the comprehensive analysis provided at **Appendix I**.

SWOT ANALYSIS



STRENGTHS

- What in nursing is Barbados doing well?
- What does nursing want to build on?

OPPORTUNITIES

- What external forces is nursing well positioned to act and benefit upon?
- What can nursing capitalize on?



WEAKNESSES

- What are the internal barriers that can limit or interfere with nursing reaching its desired future state?

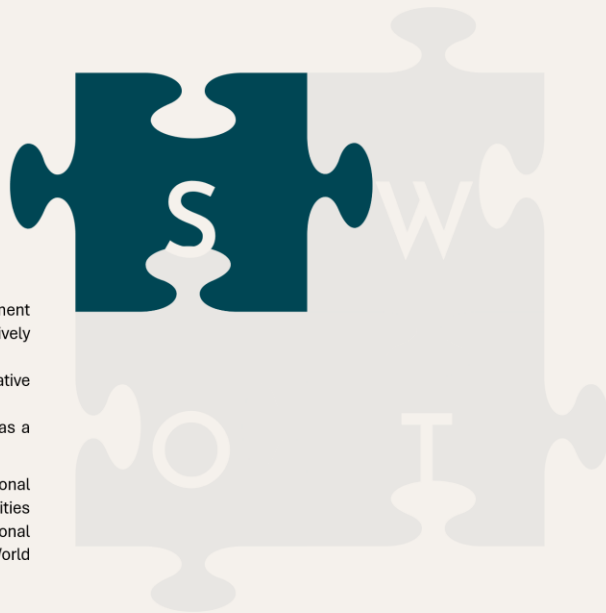
THREATS

- What are the external forces or barriers that may prevent nursing from reaching its objectives?
- What does nursing need to mitigate?

STRENGTHS

Governance and Regulation

- The Chief Nursing Officer (CNO) plays a key role within the management team of the Ministry of Health and Wellness (MHW) and actively participates in policy-level decision-making processes.
- The Nursing Council of Barbados (NCOB) provides oversight, legislative direction, and continuous monitoring of nursing practices.
- Nursing is a key focus area for the MHW and has been identified as a priority for strategic action.
- The profession benefits from established international and regional networks, which provide essential support, guidance, and opportunities for collaboration. These include organisations such as the International Council for Nurses, the International Council for Midwives, the World Health Organization, and the Regional Nursing Body.



STRENGTHS

Service Provision

- Proficiency in diverse areas, including public health, midwifery, paediatrics, wound management, diabetes care, critical care, and community nursing.
- Services are strategically aligned with the mandate of the Ministry of Health and Wellness framework, encompassing a holistic blend of preventive, curative, and rehabilitative care.
- Robust governmental support aimed at expanding the scope and practice of nursing roles to enhance healthcare delivery.



STRENGTHS

Education and Training

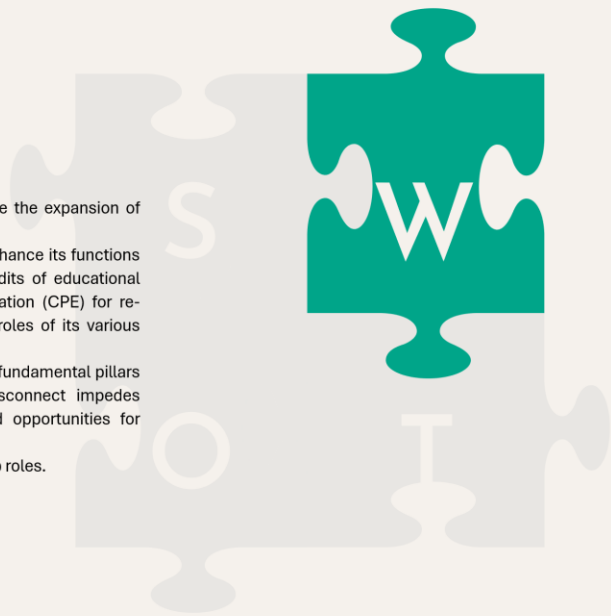
- Implementation of the Bachelor of Science in nursing programme in alignment with established regional and international nursing education standards.
- The role of the Barbados Community College is captured in the legal framework
- Provision of financial resources dedicated to training and professional development initiatives via the Learning and Development Directorate.
- Formal agreements with international institutions and agencies (Chamberlain University, Shaw Centre for Paediatric Excellence)



WEAKNESSES

Governance and Regulation

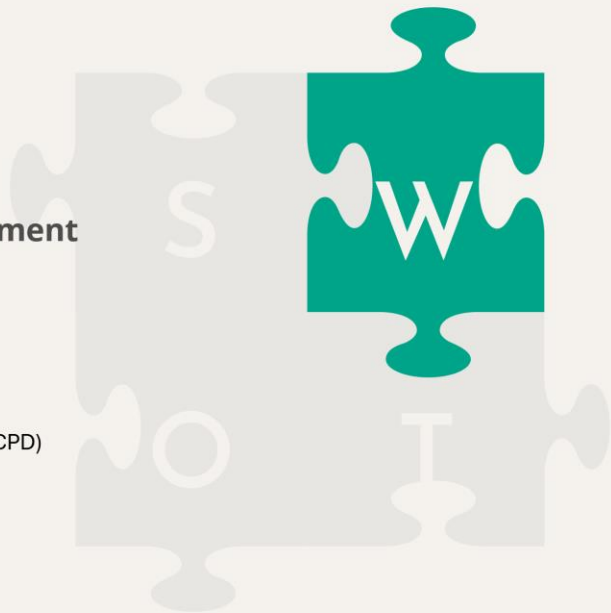
- Current legislation governing nursing does not adequately facilitate the expansion of nursing responsibilities, roles and scope of practice.
- The existing framework of the (NCOB) constrains its capacity to enhance its functions in critical areas such as the provision of training, conducting audits of educational nursing programmes, implementing continuing Professional Education (CPE) for re-licensure, and facilitating and expanding the diverse operational roles of its various committees.
- There is a notable lack of structured collaboration among the three fundamental pillars of nursing: Administration, Education, and Legislation. This disconnect impedes cohesive policy development, effective workforce planning, and opportunities for professional advancement
- There is an absence of a succession plan for senior nurse leadership roles.



WEAKNESSES

Workforce Planning and Development

- Recruitment and Retention Challenges
- Low Enrollment of Nursing Students
- Limited Career Pathways.
- Gaps in Nursing Education and Training
- Deficient Continuous Professional Development (CPD) Programmes
- Ageing Workforce
- Insufficient Local/Regional Research



WEAKNESSES

Service Delivery

- Limited interprofessional collaboration
- Inconsistent application of standard operating procedures (SOPs)
- Quality assurance gaps
- Limited technological integration to improve service delivery
- Inadequate implementation of evidence-based practices to improve patient outcomes



WEAKNESSES

Work Environment

- Resource deficiencies
- Limited non-financial incentives
- Increased exposure to occupational risks
- Inadequate support and insufficient administrative and emotional support
- Non-commensurate entry-level salaries
- High patient-to-nurse ratios and inadequate staffing to meet healthcare demands
- Staffing shortages



OPPORTUNITIES

- Modernizing service delivery with mobile services and restructured care models.
- Collaboration with WHO, PAHO, ICN, ICM, and RNB to enhance governance and leadership in nursing and midwifery.
- Utilizing media and marketing strategies to raise the profile of nursing
- Development of centers of excellence for specific clinical areas
- Strengthening political support for advancing nursing and healthcare initiatives
- Use of AI to support clinical decision making and daily nursing services to improve patient outcomes
- Use of existing agreements to improve nursing governance i.e., NCOB
- Expand the use of IT for remote and online training



THREATS

- Workforce Migration: (external and internal) Aggressive international recruitment of nurses leading to a loss of the local workforce
- Ageing Population: an increasing elderly population drives higher demands for healthcare services, significantly increasing nursing workloads
- Rising Non-Communicable Diseases (NCDs Increasing patient complexity)
- Community Challenges: The rise in violence, accidents, and injuries increases the demand for emergency and rehabilitative care
- Policy Gaps: delays in updating legislation and implementing progressive policies limit the advancement of nursing practices and governance
- Climate Change: Adverse effects on health, community work, and working conditions due to extreme weather events and environmental shifts
- Inadequate Remuneration : Misaligned remuneration with academic and professional expectations



Summary of the SWOT analysis

In summary, the SWOT analysis revealed a number of inherent strengths, and weaknesses and the evolving challenges of the local and regional health landscape. A key strength lies in the presence of a skilled and committed nursing workforce, which continues to support expanding health services, particularly in areas such as primary and community care. Nurses remain a central pillar of the healthcare system, demonstrating resilience and professionalism despite increasing demands.

However, the profession faces persistent internal weaknesses. Staffing shortages, recruitment difficulties, and limited career advancement pathways have undermined the system's ability to retain qualified nurses. Compounding these issues are outdated legislative and regulatory frameworks that do not adequately reflect modern nursing roles or support evolving scopes of practice. These challenges align with the WHO's reports on global nursing and midwifery shortages and difficulties in education and regulation. Additionally, difficult working conditions including high workloads, limited resources, and inadequate compensation contribute to job dissatisfaction and burnout among nursing personnel.

Among the most pressing external threats is the migration of skilled nurses, which reflects a broader Caribbean trend. Many nurses are leaving for countries like the United States, Canada, and the United Kingdom in search of higher salaries, improved working conditions, and greater career opportunities. This ongoing migration places a significant strain on the nurses who remain. These pressures are further exacerbated by the epidemiological transition marked by rising rates of non-communicable diseases (NCDs), increased mental health challenges, and an ageing population, all of which intensify the demand for nursing services.

Despite these challenges, there are several strategic opportunities for the advancement of nursing in Barbados. These include the development of specialised roles such as advanced practice nurses and nurse educators, the integration of digital health technologies like telemedicine and artificial intelligence, and the

promotion of stronger, more collaborative models of primary healthcare delivery. Additionally, regional initiatives such as the Managed Migration Programme offer frameworks to better balance workforce supply and demand while supporting local health system sustainability.

To secure the future of healthcare in Barbados, there is an urgent need for increased investment in the nursing profession. Building a resilient and adaptable workforce will require the implementation of comprehensive retention strategies, modernising education and regulation, improving workplace conditions, and creating clear, sustainable career pathways. With these reforms, the nursing profession will be better equipped to meet the country's evolving health needs and deliver quality, equitable care to all Barbadians.

Strategic Vision for Advancing Nursing in Barbados

The Ministry of Health and Wellness has taken important steps to address long-standing challenges within the nursing profession. However, these efforts have highlighted the need for a more coordinated, long-term strategy to ensure sustainable progress and system-wide impact.

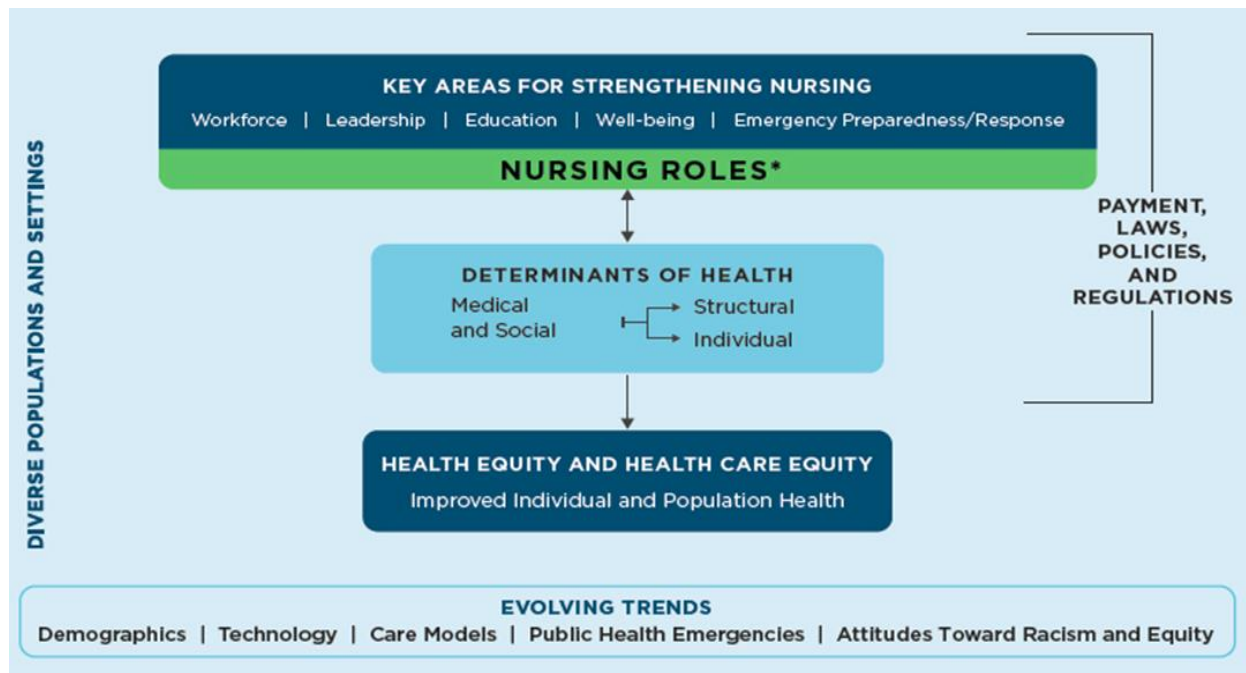


Insights from the situational analysis have informed the development of a comprehensive ten-year strategic plan, outlining short, medium, and long-term priorities. The strategic priorities for action include Models of Care and Service Delivery, Workforce Planning and Development, supported by Governance and Leadership, Working Environment and Research and Technology. The overarching aim is to strengthen nursing resilience and capacity, equipping the workforce to respond to emerging health needs while supporting professional advancement and retention.

Key areas identified for investment include leadership development, workforce expansion, education reform, staff well-being, and improved working conditions. The strategy also prioritises the integration of digital tools and the creation of specialised nursing roles to meet changing healthcare demands. The diagram below reinforces the foundational principles on which the strategy has been developed. Strengthening these key areas of nursing is essential to expanding nursing roles and maximising their contribution to improved health outcomes. By enabling nurses to address both medical and social determinants of health at structural and individual levels, the profession contributes directly to improving health equity and overall population health.

It also highlights the importance of supportive systems, including payment structures, laws, policies, and regulations, which must align to sustain nursing's

impact. Set against evolving trends like demographic shifts, technology, public health emergencies, and equity concerns, the framework underscores the need for a responsive and well-resourced nursing workforce capable of leading healthcare transformation in Barbados.



Framework adapted from NASEM (2021), The Future of Nursing 2020–2030: Charting a Path to Achieve Health Equity.

The strategy’s vision and mission, grounded in ten core values, chart a bold course for the future of nursing in Barbados. Developed through robust collaboration with key stakeholders, this strategy reflects a united commitment to empowering nurses as leaders, innovators, and advocates at every level of the healthcare system. Ongoing engagement with partners is essential to advancing the goals of the Nursing Strategic Plan. A stakeholder collaboration matrix outlining areas for collaboration is attached at **Appendix II**.

OUR NURSING



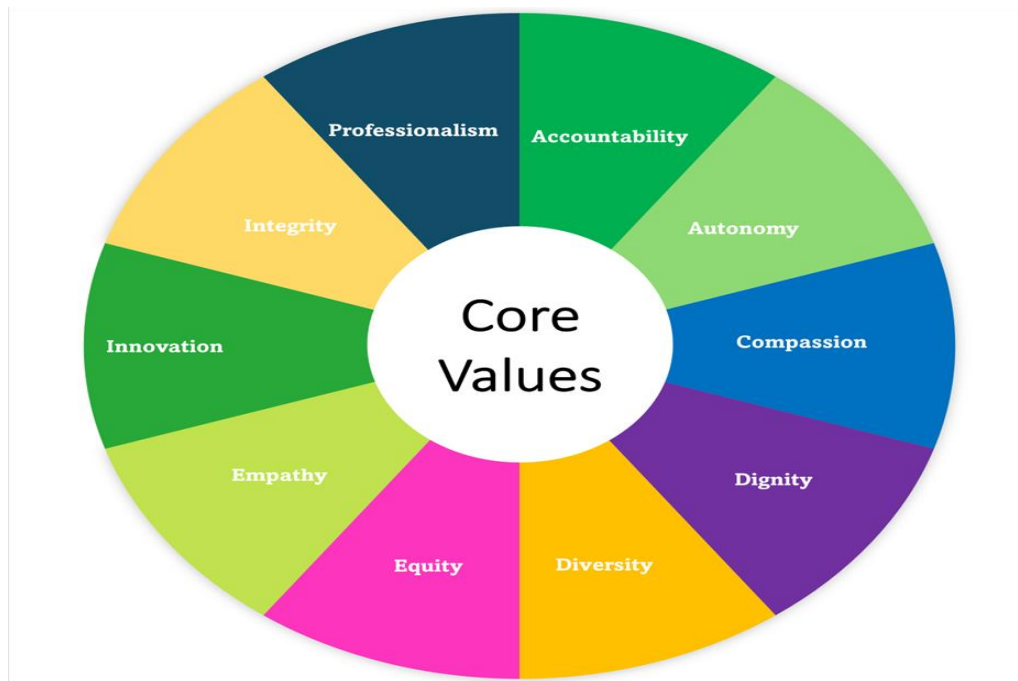
Vision

Transformational nursing that is innovative, resilient and sustainable with a focus on patient and family-centered care.

Mission

To provide compassionate, evidence-based practice that is accessible and empowers individuals and communities to achieve optimal health through a competent, disciplined and reliable nursing workforce, which supports a culture of advocacy, trust and collaboration.

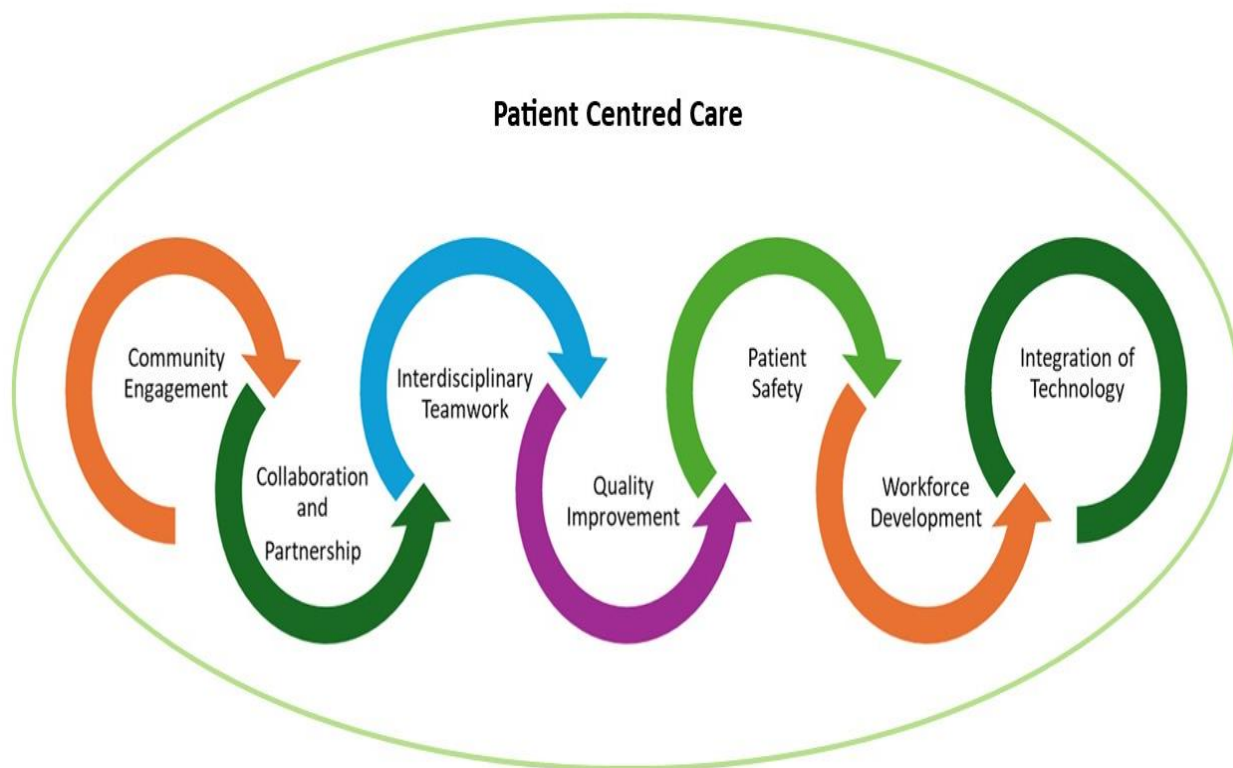
Core Values



- **Accountability** – Taking responsibility for clinical decisions and actions.
- **Autonomy** – Ability to think critically and make independent decisions about the nursing profession and patient care.
- **Compassion** – display understanding and genuine concern and desire to alleviate the suffering of patients while acknowledging their vulnerabilities.
- **Dignity** – Ensuring self-esteem and self-worth are maintained.
- **Diversity** – Recognising uniqueness among individuals, ideas, values and cultures.
- **Equity** – Promoting fair and just access to healthcare.
- **Empathy** – Acknowledging individual emotions, understanding their needs and providing support.
- **Integrity** – Adhering to professional standards and ethics.

- **Professionalism** – Commitment to excellence and maintenance of high standards of conduct and practice through adherence to professional and ethical standards.
- **Innovation:** the process of bringing about new ideas, methods, products, services, or solutions that have a significant positive impact and value.

KEY STRATEGIES



PRIORITY AREAS FOR ACTION



Governance and Leadership



The aim is to strengthen leadership and governance in nursing, laying the foundation for a more responsive, accountable, and empowered profession. Robust governance will not only enhance regulatory oversight and ensure high standards of practice but also foster a culture of transparency and shared accountability. By investing in leadership development at all levels, the nursing profession will be positioned to play a central role in shaping health policy, driving system improvements, and championing quality, patient-centred care.

Priority Issues:

- The structure of the Council is misaligned with existing legislation.
- Outdated legislation guiding nursing practice.
- Partial implementation and enforcement of regional and international standards for nursing education and practice.

- The need for updated policies at the Council level to guide the scope of nursing practice.
- Absence of a framework for structured collaboration among MHW Nursing Administration, Education, and the Nursing Council.
- There is an absence of a structured succession plan for senior nursing leadership.
- Inadequate nursing management structure within the MHW.

STRATEGIC GOAL:

A more effective leadership and governance structure designed to align with international standards and best practices.

Strategic Objectives and Timelines:

Timeline

Establish clinical governance committees to monitor and evaluate nursing practice, with a focus on patient safety, quality of care, adherence to clinical guidelines, and professional accountability, in keeping with regional and international standards.

By March
2026

Strengthen the nursing legislative and regulatory framework to align with international standards and best practices, ensuring clear scopes of practice, licensure requirements, and professional regulation across the healthcare system.

By October
2026

Establish a fully functioning Secretariat for the Council to ensure compliance with legislation.

By December
2026

Establish a structured framework to support collaboration among MHW Nursing Administration, Education and the Nursing Council.

By December
2026

Establish a dedicated subcommittee responsible for developing, reviewing, and advising on national nursing policies to strengthen the nursing workforce.

By January
2027

Enhance the nursing management structure within MHW for improved governance and operational efficiency.

By March
2027

Establish a structured succession planning programme that supports leadership continuity and facilitates career development for senior nursing roles.

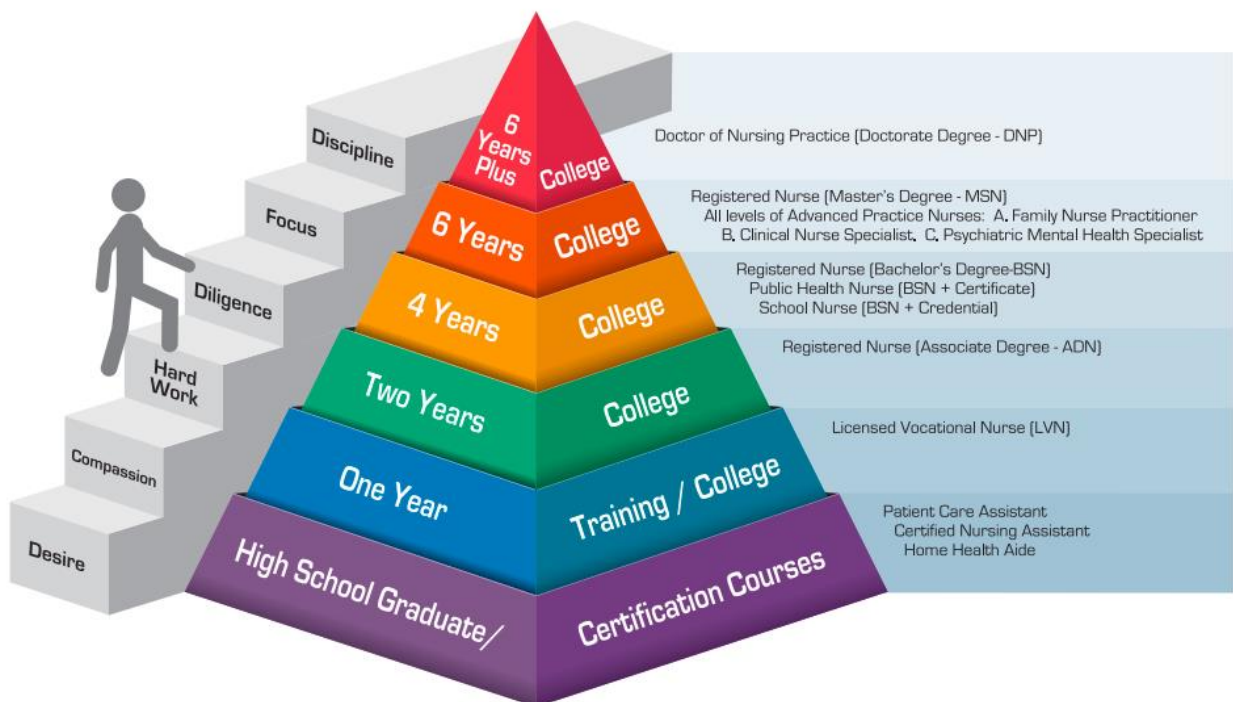
By January
2028

Key Performance Indicators (KPIs):

1. Clinical Governance committees in place.
2. Number of legislative amendments.
3. NCOB Secretariat in place.
4. Number of policies and regulations developed.
5. Number of standards for nursing education and nursing practice fully implemented and enforced.
6. A structured framework to support collaboration in place.
7. Succession programme in place
8. New nursing management structure in place at MHW.

Workforce Planning and Development

Nursing Career Pathways



An adequately staffed and well-trained workforce is essential for delivering quality healthcare. Strengthening workforce planning and training will help address critical challenges such as recruitment, retention, workforce shortages and professional development, ensuring that the nursing profession remains responsive to evolving healthcare demands. By enhancing education and training programmes, aligning curricula with international standards, and fostering career advancement opportunities, the nursing workforce will be better equipped to provide safe, efficient, patient-centered care.

Priority Issues:

- Recruitment and retention challenges.
- Inadequate nursing supply to meet public and private sector demand.
- Low enrollment of student nurses.
- Insufficient data and human resources to support workforce planning and analysis.
- Absence of a digital Human Resources database for effective planning and decision-making.
- Inadequate workforce to meet growing demands in specialised healthcare areas, including renal transplant, critical care, gerontology, mental health, diabetic clinics, wound care, and midwifery.
- Limited career pathways for nurses.
- Absence of a strategy for the graduate nurse who is unable to pass the RENR.
- Limited availability of Continuous Professional Development (CPD) programmes.
- Insufficient preceptorship training.
- Shortage of qualified nurse educators to meet training needs.
- Gaps in accreditation, quality assurance, and standardisation of nursing education.
- Outdated and inadequate skills laboratories to support training requirements.
- The absence of a mechanism to facilitate the transition of candidates with BSc degrees in natural sciences or a health-related field into the nursing profession.
- Limited interprofessional education and collaboration among nursing, medical, and allied health students during training.

STRATEGIC GOAL:

A resilient, responsive and fit-for-purpose nursing workforce capable of meeting current and future healthcare demands.

Strategic Objectives and Timelines:

Timeline

Enhance human resource flexibility in nursing by establishing a new Licensed Practical Nurse (LPN) category to support service delivery and optimise the use of nurses not passing RENR.

**By April
2027**

Enhance the public image of nursing, increase enrollment in nursing education programmes, and attract and retain qualified nurses across all levels of the healthcare system through a targeted marketing strategy.

By July 2027

Strengthen Barbados' nursing workforce by integrating climate change adaptation and disaster preparedness into professional training, emergency response protocols, and nurse-led community initiatives.

**By May
2028**

Expand the nursing workforce supply by establishing a 24-month accelerated BSN programme for candidates with relevant academic backgrounds in natural sciences or health-related degrees.

**By
September
2028**

Strengthen Continuous Professional Development (CPD) programmes via a phased approach.

**By
December
2028**

Enhance the transition of newly registered nurses into professional practice through a structured one-year internship programme.

**By January
2029**

Leverage the expertise of retired nurses to address workforce gaps through targeted reintegration strategies and flexible contractual agreements.

**By January
2029**

Expand and diversify nursing education programmes to address national health priorities and align with international standards, including the development of specialised and administrative training tracks.

**By
December
2029**

Enhance the capacity of nursing through targeted training and skills development to improve community mental health, disease surveillance, emergency preparedness, and public health protection at points of entry.	By September 2030
Establish a structured career pathway for nurses, including advanced practice roles and leadership opportunities, to support retention and workforce motivation.	By December 2030
Strengthen the quality and alignment of nursing education programmes with national health priorities and international standards through accreditation and curriculum reform.	By September 2031
Enhance the quality of nursing education and competency-based training, in collaboration with the Ministry of Training and Tertiary Education and BCC, through the upgrading of skills laboratories in alignment with current clinical practice standards.	By September 2032
Improve the efficiency and accuracy of workforce planning and allocation through a modern, integrated HR information system that supports real-time data capabilities for informed decision-making.	By November 2032
Strengthen the capacity of nursing education by increasing the number of qualified nurse educators, in collaboration with the Ministry of Training and Tertiary Education and BCC, through targeted recruitment, training, and retention initiatives aligned with national needs and WHO standards.	By August 2033
In collaboration with stakeholders, establish and implement interprofessional education (IPE) initiatives that bring together nursing, medical, and allied health students during training to foster teamwork, collaboration, and integrated service delivery in clinical practice.	By September 2034
Strengthen and sustain inter-governmental cooperation to support ethical and effective recruitment and retention of nurses.	By December 2035

Key Performance Indicators (KPIs):

1. Marketing strategy developed and implemented.
2. Nurse retention rates.
3. Number of graduates from the accelerated BSN programme per year.
4. Percentage of nursing programmes applications and enrollments per year.
5. Percentage of nurses completing required CPD annually.
6. Percentage of nurses trained in climate-related health impacts and disaster response, actively participating in nurse-led community preparedness programmes.
7. Disaster Preparedness, Response, and Resilience Plan and Business Continuity Plan for Nursing in the Ministry of Health and Wellness completed.
8. One-year internship programme established.
9. Number of contractual agreements established and offered to retired nurses.
10. Number of collaborative specialised nursing training programmes.
11. Number of graduates from each specialised programme.
12. Career progression framework finalised and approved.
13. Number of nurses promoted to advanced practice or leadership roles per year.
14. Number of nurses trained annually in disease surveillance, international health regulations, and emergency response protocols.
15. Digital HR database operationalised.
16. Frequency of workforce reports generated from HRIS.
17. Percentage of labs meeting national clinical training standards.
18. LPN category recognised and legally approved.
19. Number of LPNs deployed annually.
20. Employment rate of LPNs within 6 months of certification.
21. Number of nurse educators recruited and trained annually.
22. Faculty-to-student ratio.
23. Nurse Educator retention rate.
24. Number of programmes reviewed and accredited annually.
25. Percentage of nursing programmes with revised curricula approved.
26. Number of faculty and preceptors trained in new curricula.

27. Percentage of nursing, medical, and allied health programmes that implement interprofessional education (IPE) modules or joint training sessions.

28. Number of nurses recruited through bilateral agreements.

Model of Care and Service Delivery



How to define important KPIs?

- Measurable
- Relevant
- Verifiable
- Useful for decision-making

The provision of quality nursing services is fundamental to the delivery of safe, efficient, and patient-centered healthcare. Strengthening nursing services ensures that nurses are equipped with the necessary resources, skills, and support to provide optimal care across all healthcare settings. This strategic focus aims to enhance service delivery by improving clinical standards, expanding access to nursing

services, fostering a culture of continuous quality improvement, and the use of appropriate models of care.

Priority Issues:

- Inadequate coverage of community-based programmes (e.g., school health initiatives, breastfeeding support groups, and workplace wellness activities).
- Inadequate adoption of patient- and family-centered care practices.
- Inconsistent application of Standard Operating Procedures (SOPs) across healthcare facilities.
- Need for appropriate nursing models that ensure suitability for effective and context-specific service delivery.
- Limited use of standardised monitoring and evaluation systems for nursing services, limiting the ability to track performance, ensure accountability, and drive continuous quality improvement.

Strategic Goal:

To deliver quality, patient-centered, evidence-based nursing care across all levels of care.

Strategic Objectives and Timelines:

Timeline

Expand mobile health clinic services to provide routine screenings and health check-ups for at-risk populations (e.g., adolescents, youth, and men).

By June 2026

Strengthen and revitalise programmes such as breastfeeding support groups, home visits, school health, adolescent health, rehabilitation, and workplace wellness initiatives.

By August 2026

Improve the effectiveness and responsiveness of nursing practice by reforming the care model through stakeholder engagement and evidence-based approaches.

By December 2026

Ensure consistency and quality of care by standardising standard operating procedures (SOPs) across all healthcare facilities.

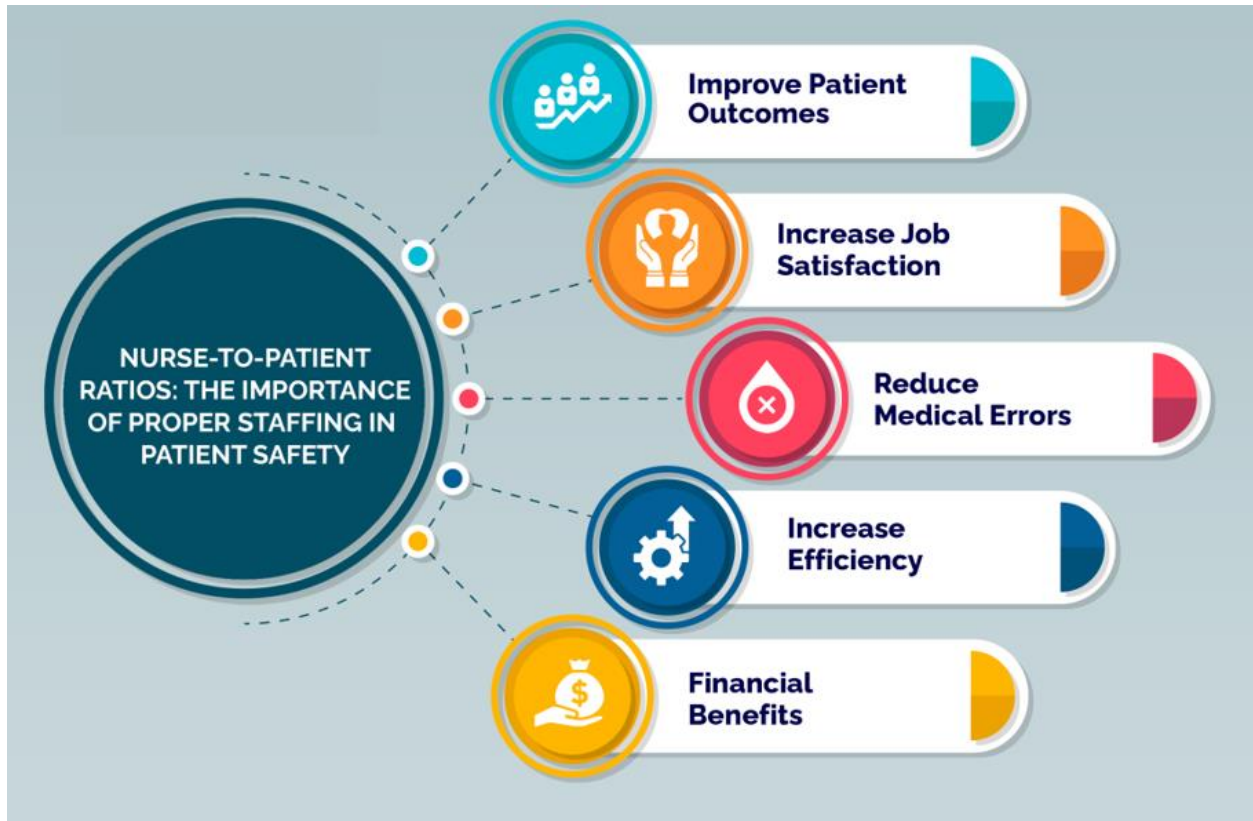
By July 2027

Improve collaboration with stakeholders to enhance patient- and family-centred care delivery.	By November 2027
Establish innovative nurse-led initiatives to engage the public in self-care, mental wellness, and disease prevention	By December 2027
Enhance the monitoring and evaluation of nursing services to support continuous quality improvement and accountability.	By January 2028

Key Performance Indicators (KPIs):

1. Percentage increase in mobile clinic visits by at-risk groups compared to the previous year.
2. Number of nurse-led innovative initiatives.
3. Number of initiatives e.g., school health, adolescent, breastfeeding, rehabilitation and workplace wellness conducted annually.
4. Percentage of home visits.
5. Number of nursing care models reviewed and updated in collaboration with partners to reflect best practices and local needs.
6. Number of SOPs standardised.
7. Adherence to standardised protocols.
8. Percentage of Plans for Care developed with input from patient/family.
9. Percentage of facilities involving nursing in patient case reviews.
10. Percentage of health facilities implementing standardised nursing service quality audits on a biannual basis.

Work Environment



A positive and supportive work environment is essential for the well-being of nursing staff and the delivery of quality patient care. Creating an optimal work environment involves not only fostering a culture of respect, collaboration, and continuous professional development but also addressing factors such as fair compensation, including salaries and allowances, and non-financial incentives like recognition, career development opportunities, and work life balance initiatives. By improving working conditions, such as adequate staffing levels, manageable workloads, safe workplace practices, and access to necessary resources, we can enhance nurse performance and ensure a healthier, more sustainable workforce. This strategic focus aims to address the key factors influencing the work environment, ultimately leading to a more motivated, engaged, and productive nursing workforce.

Priority Issues:

- Increased workload due to high patient-to-nurse ratios, leading to extended work hours and affecting work-life balance.
- Inequitable allocation of allowances across public healthcare facilities.
- Non-competitive entry-level nursing salaries that do not reflect responsibilities.
- Limited availability of non-financial incentives.
- Ageing infrastructure and environmental challenges, contributing to increased occupational hazards.
- Increasing incidents of workplace violence against nurses, combined with underreporting and limited institutional response systems, compromise staff safety, morale, and retention.

Strategic Goal:

To foster a work environment that enhances job satisfaction, promotes well-being, and maximises nursing productivity.

Strategic Objectives and Timelines:

Establish a fair and competitive salary structure that reflects entry-level responsibilities.	Timeline By December 2026
Enhance the existing mechanism to ensure the equitable distribution of allowances.	By December 2026
Optimise staffing levels using recognised patient acuity and dependency assessment tools.	By January 2027
Foster a supportive work environment by establishing structured, non-financial incentives in collaboration with key stakeholders (e.g., career development, wellness initiatives, recognition programmes)	By September 2027

Establish and implement a comprehensive workplace violence prevention programme for nurses, including enhanced reporting and support systems, targeted risk reduction strategies, and mandatory training in de-escalation, conflict resolution, and early warning sign recognition **By December 2027**

Key Performance Indicators (KPIs):

1. Entry-level salaries.
2. Equitable allocation of allowances.
3. Patient-to-nurse ratios.
4. Percentage increase in non-financial incentives.
5. Percentage of healthcare facilities with established workplace violence prevention programmes.
6. Number of nurses trained annually in de-escalation, conflict resolution and early warning sign recognition.

Research, Technology and Innovation



The integration of research, technology, and innovation is crucial for advancing nursing practice and improving patient care. Embracing these elements enables the nursing profession to stay at the forefront of medical advancements, enhance decision-making, and streamline care delivery. Research empowers nurses to implement evidence-based practices, while technology facilitates efficient workflows, better patient monitoring, and improved communication. Innovation in nursing can drive the development of new models of care and solutions to complex healthcare challenges. This strategic focus aims to foster a culture of research, support the adoption of cutting-edge technologies, and encourage innovative approaches that will improve patient outcomes.

Priority Issues:

- Inadequate adoption of technology and innovation to support delivery of nursing care.
- Limited locally generated and published research to inform nursing practice and improve patient outcomes.

Strategic Goals:

- To enhance patient care by utilising technology and innovation to foster communication, accessibility and data-driven decision-making.
- To cultivate a strong nursing research culture that contributes to evidence-based practices and improves patient outcomes.

Strategic Objectives and Timelines:

Timeline

Strengthen the capacity of nurses to deliver technology-enabled care through the use of telemedicine and electronic health records.	By April 2027
Advance digital health transformation by incorporating Artificial Intelligence into patient care, handover protocols, and information systems.	By December 2027
Strengthen evidence-based nursing practice by promoting the generation and dissemination of research in collaboration with strategic partners.	By December 2035

Key Performance Indicators (KPIs):

1. Number of nurses trained in the use of telemedicine.
2. Percentage utilisation of Artificial Intelligence.
3. Number of telemedicine consultations.
4. Number of nurses trained in the use of electronic health records.
5. Number of nurse-led or collaborative research studies published and disseminated annually.

Governance and Oversight

Effective implementation of the Barbados Nursing Strategic Plan 2025–2035 will require strong governance, multisectoral collaboration, and structured oversight. To this end, it is recommended that a formal governance mechanism be established to guide execution, monitor progress, and ensure alignment with national health priorities.

A two-tiered structure is proposed:

1. National Nursing Strategic Plan Steering Committee

This high-level, multisectoral body will provide strategic oversight, ensure political and institutional buy-in, and monitor progress towards the strategic goals. It should be chaired by a senior official within the Ministry of Health and Wellness and include representation from key stakeholders such as the Barbados Nurses Association, the Ministry of Training and Tertiary Education, the academic institutions, such as BCC, and development partners, e.g., PAHO.

2. Technical Working Group (TWG)

The TWG will be responsible for the day-to-day coordination and technical execution of the plan. It will support the Steering Committee with evidence-based recommendations, coordinate activity implementation, and monitor key performance indicators. Additionally, sub-committees of the Technical Working Group will be convened as needed to address specific thematic areas or technical priorities. The TWG should comprise technical experts from nursing, education, health planning, human resources, and digital health/information technology.

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APPENDIX I

COMPREHENSIVE SWOT ANALYSIS

Strengths
1. Governance and Regulation • The Nursing Council of Barbados (NCOB) is tasked with the oversight, legislative direction, and continuous monitoring of nursing practices within the country. • The Chief Nursing Officer (CNO) plays a key role within the management team of the Ministry of Health and Wellness (MHW) and actively participates in policy-level decision-making processes. • Nursing is a key focus area for the MHW and has been identified as a priority for strategic action. • The profession benefits from established international and regional networks, which provide essential support, guidance, and opportunities for collaboration. These include organizations such as the International Council for Nurses, the International Council for Midwives, the World Health Organization, and the Regional Nursing Body. • In terms of practice standards, the NCOB has implemented established guidelines, including the Standards for Nursing Education in the Commonwealth Caribbean and the Standards of Nursing and Midwifery Practice. • Additionally, regional and international frameworks are available to guide evidence-based practices and inform policy priorities for Nurses and Midwives. Such frameworks include the WHO Global Strategic Directions for Nursing 2021-2025 and the Strategic Plan for Nursing and Midwifery developed by the Regional Nursing Body for the period 2020-2024.
2. Service provision • Proficiency in diverse areas, including public health, midwifery, pediatrics, wound management, diabetes care, critical care, and community nursing. • Services are strategically aligned with the mandate of the Ministry of Health and Wellness framework, encompassing a holistic blend of preventive, curative, and rehabilitative care. • Nursing professionals are integral to this mandate, managing triage, patient education, and treatment protocols, and providing specialized care. • A tradition of home and school visits by public and community health nurses. • These comprehensive offerings particularly address maternal and child health alongside the management of non-communicable diseases.

- Robust governmental support aimed at expanding the scope and practice of nursing roles to enhance healthcare delivery.
- Initiatives are led by nursing professionals and are aimed at improving health service delivery and patient engagement. E.g. fall prevention programmes, Management of Pressure Injuries, Essential care for small babies, Neonatal Resuscitation and baby-friendly hospitals.
- 90 % of deliveries are delivered by midwives.

3. Education and Training

- The role of the Barbados Community College to train nurses is captured in the legal framework
- Implementation of the Bachelor of Science in nursing programme in alignment with established regional and international nursing education standards.
- Execution of a Memorandum of Understanding (MOU) with renowned international nursing training institutions, specifically Chamberlain University and Duke University School of Nursing.
- Establishment of a collaborative partnership with the SHAW Centre for Pediatric Excellence, encompassing the training of personnel through a Diploma in Pediatric Nursing and ongoing Quality Improvement initiatives.
- Engagement with the Pan American Health Organization and partnering with collaborating centers to enhance nursing curricula and advance the competencies of nurse educators.
- Provision of financial resources dedicated to training and professional development initiatives via the Learning and Development Directorate.

4. Work environment

- Each healthcare institution upholds professional standards and the legally sanctioned scope of nursing practice, aligning with ethical frameworks as established in the code of ethics.
- Nursing practice is fundamentally guided by the code of ethics, which delineates a set of non-negotiable ethical standards for practitioners.
- Nurses possess the inherent right to advocate for themselves and their patients unreservedly, without the fear of adverse consequences or retribution.
- Flexible work arrangements and compensation structures are often provided as part of a fair remuneration strategy, acknowledging the demands of nursing roles.

- Transportation services are arranged to enhance the safety of nursing staff travelling to and from work, particularly during late shifts at QEH and Psychiatric hospital.
- Some organisations have established wellness initiatives and staff clinics to support the health and well-being of their nursing personnel.
- Access to senior nurse managers is generally available to ensure that nurses can seek guidance and support in clinical and operational matters.
- An Employee Recognition Programme is in place at QEH and the Psychiatric Hospital.

Weaknesses

1. Governance and Regulation

- The existing framework of the (NCOB) constrains its capacity to enhance its functions in critical areas such as the provision of training, conducting audits of educational nursing programmes, implementing continuing Professional Education (CPE) for re-licensure, and facilitating and expanding the diverse operational roles of its various committees.
- Current legislation governing nursing does not adequately facilitate the expansion of nursing responsibilities, roles and scope of practice.
- Inadequate monitoring and review of Standard Operating Procedures to ensure compliance.
- There is a notable lack of structured collaboration among the three fundamental pillars of nursing: Administration, Education, and Legislation. This disconnect impedes cohesive policy development, effective workforce planning, and opportunities for professional advancement.
- The Nursing Administration lacks sufficient technical and administrative support, thereby limiting the capacity to develop necessary policies and protocols. This lack of support limits focused leadership on areas such as quality improvement, regulatory compliance, staff management, and clinical governance. Additionally, there is limited distribution of the workload, impacting the implementation of strategic initiatives.
- There is the absence of a succession plan for senior nurse leadership roles, particularly in District Hospitals, Psychiatric Hospitals, and Primary Health Care settings.
- There is limited generation of local research to inform governance, policy-making, and leadership in nursing.
- Inconsistent KPIs data analysis and evaluation, which leads to difficulty in making informed decisions and tracking progress effectively.

2. Workforce and Training

- Absence of a workforce plan.

- **Recruitment and Retention Challenges:** The nursing sector faces significant difficulties in attracting and retaining qualified personnel, consequently, current workforce numbers are not aligned with the increasing demand for healthcare services.
- **Low Enrollment of Nursing Students:** There is a concerning trend of insufficient enrollment in nursing programmes, jeopardising the future domestic supply of qualified nurses.
- **Lack of a strategy to address the graduate nurse who is unable to pass the RENR.**
- **Inadequate number of RNs trained in triage in the Accident and Emergency Department**
- **Digital HR Database Deficiency:** The lack of a digital Human Resources database specific to nursing hinders strategic workforce planning and informed decision-making.
- **Limited Career Pathways:** The constricted availability of career advancement opportunities may deter potential nursing candidates and affect job satisfaction among existing staff.
- **Gaps in Nursing Education and Training:** There exists a discrepancy between educational offerings and the evolving requirements within the healthcare landscape, necessitating curriculum enhancements, improved staffing of educators to increased capacity.
- **Deficient Continuous Professional Development (CPD) Programmes:** A scarcity of structured CPD initiatives restricts ongoing skill enhancement and knowledge updates for nursing professionals.
- **External Funding Constraints:** Nurse training funding is managed by the Ministry of Finance through the Learning and Development Directorate rather than the Ministry of Health. As a result, the intended four-year training leave for nurses is often reduced to only one or two years, with the remainder classified as study leave, limiting proper financial support for nurses while studying.
- **Ageing Workforce:** The demographic trend of an ageing nursing workforce poses a risk as a number of nurses approach retirement age, potentially leading to critical staffing shortages, particularly in specialised fields.
- **Insufficient Local/Regional Research:** A dearth of local and regional research directed at nursing education undermines evidence-based improvements and the alignment of training with actual healthcare needs.

3. Service delivery

- **Inconsistent application of standard operating procedures (SOPs):** variability in the application of SOPs across healthcare facilities.
- **Quality assurance gaps:** limited frameworks for monitoring and auditing adherence to SOPs.
- **Scope of practice:** lack of a progressive and clearly defined scope of practice to promote professional nursing development and global competencies, hindering autonomy.

- Interprofessional collaboration: limited collaboration within interprofessional teams, impacting the holistic approach to patient care.
- Diminished activities such as school health programmes, breastfeeding support groups, and workplace wellness initiatives exacerbate the issue.
- Reduced routine visits: A decline in home visits for antenatal, postnatal, and elderly care has contributed to increased defaults and non-adherence among patients.
- Staff specialisation: Insufficient training in critical specialties such as critical care, mental health, midwifery, community health, and gerontology.
- Space constraint challenges include limited facilities for community mental health services, inappropriate ward layouts at the QEH, limited capacity at BCC for nursing students, and lack of privacy in some care settings.
- Patient engagement: Insufficient involvement of patients in decisions related to their care delivery.
- Technology integration: underutilization of technology in supporting and enhancing service delivery, e.g., care plans, Electronic Health Records, automated infusion pumps, smart beds, mobile monitoring devices, automated medication dispensing systems
- Inadequate interoperability of healthcare systems
- Research deficiency: limited local and regional research generation to inform nursing practice and improve patient outcomes.
- Evidence-based practice: inadequate implementation of evidence-based practices to improve patient outcomes.

4. Work environment

- Increased workload: high patient-to-nurse ratios and inadequate staffing to meet healthcare demands, resulting in extended hours, compromised work-life balance, and nurse burnout.
- Staffing shortages: Staffing shortages lead to higher absenteeism, increased sick leave, and challenges in retaining experienced professionals.
- Resource deficiencies: shortages of medical supplies, outdated equipment, and ageing infrastructure hinder effective patient care
- Compensation challenges: Entry-level salaries are not commensurate with the Bachelor of Science in nursing (BSN) requirement, with no salary adjustments. Low financial rewards, limited performance-based incentives.
- Limited non-financial incentives: limited non-financial rewards and incentives lead to low morale, e.g. the non-provision of uniforms (e.g., at QEH for nearly a decade) further affects staff morale.

- Mental health and stress: High stress levels and emotional strain from challenging working conditions impact nurses' mental well-being. Insufficient mentorship and managerial support compound these challenges.
- Occupational hazards: Increased exposure to occupational risks highlights the need for improved safety measures, e.g., nurses working in the X-ray department.
- Inadequate support: Inadequate support and insufficient administrative and emotional support leave nurses feeling undervalued and overburdened.
- Equity in resources: The inequitable allocation of allowances and resources creates discord among staff, further impacting morale, e.g., washing allowance.
- Research gaps: limited generation of local research to inform safe working conditions and nursing practices hinders evidence-based improvements.

Opportunities

- A marked interest among local nursing professionals in advancing their careers.
- Introduction of new nursing category Advance Practice Nurse, e.g., Nurse Practitioner and Clinical Nurse Specialist roles, to expand the scope and autonomy of practice.
- Opportunity for the transition of candidates with BSc degrees in natural sciences or a health-related field into the nursing profession.
- Nurses in Barbados can lead climate-related health initiatives and disaster preparedness efforts, enhancing public health resilience and professional influence.
- Promoting professional certification in clinical practice and establishing a new tier of nursing, such as Licensed Practical Nurses (LPNs).
- Strengthening political support for advancing nursing and healthcare initiatives.
- Advocacy for the primary care approach supported by the United Nations/World Health Organization, CARICOM, Caribbean Heads of Government, and the Government of Barbados.
- Increasing workforce numbers through bilateral agreements (e.g., Ghana)
- Partnerships with international nursing schools and universities.
- Expanding the use of IT for remote and online training, telemedicine, and nurse informatics and improving staff and patient communication.
- Enhancing communication and education with clients through platforms like WhatsApp, Instagram, and X.
- Implementation and optimisation of Hospital Information Systems (HIS) for data collection, workforce planning, and communication between facilities (e.g., HIS integration with QEH).
- Modernising service delivery with mobile services and restructured care models.
- Development of inter-professional teams and the use of the case management approach to solve healthcare system issues

- Development of centers of excellence for specific clinical areas
- Increased focus on mental health services, guided by the Mental Health Road Map and expansion of Community Mental Wellness Programmes.
- Strengthening palliative care, rehabilitative services, and gerontological nursing as specialties.
- Strengthening port health services, in keeping with International Health Regulations, (IHR)
- Leveraging the new geriatric facility to develop Geriatric Nursing Leadership and establish a center of excellence for elder care.
- Improve service delivery by fostering interprofessional education among nursing, medical, and allied health students during their training.
- Creation of a centralised database for online nursing registration and improved submission of Continuing Professional Education (CPE) credits.
- Opportunities for international exchange programmes for nursing staff and students to build global expertise.
- Collaboration with WHO, PAHO, ICN, ICM, and RNB to enhance governance and leadership in nursing and midwifery.
- Expanding educational linkages through partnerships with local, regional, and international agencies, including PAHO collaborating centers, to provide training and development opportunities.
- Strengthening leadership capacity with targeted programmes, education initiatives, and updated legislation in collaboration with partners.
- Utilising media and marketing strategies to raise the profile of nursing.
- Adoption of artificial intelligence (AI) to support clinical decision-making and improve patient outcomes.

Threats

- **Workforce Migration:** Aggressive international recruitment of nurses leading to a loss of the local workforce.
- **Vaccine Hesitancy:** Growing anti-vaccine sentiments, amplified by social media, increase workload, surveillance needs, and risk of immunisation programme failure, potentially causing a resurgence of vaccine-preventable diseases (e.g., measles, polio).
- **Ageing Population:** The increasing elderly population drives higher demand for healthcare services, significantly increasing nurse workloads.
- **Rising Non-Communicable Diseases (NCDs):** The prevalence of diabetes and cardiovascular diseases adds further strain on healthcare systems and nursing resources.

- Increasing patient complexity: The growing number of patients with complex health conditions strains nursing staff, requiring specialised care and more advanced training.
- Emerging Infectious Diseases: New and re-emerging diseases, such as COVID-19, introduce additional pressures on healthcare delivery.
- Community Challenges: The rise in violence, accidents, and injuries increases the demand for emergency and rehabilitative care.
- Workplace Violence: Increasing incidents of workplace violence against nurses, combined with underreporting and limited institutional response systems, compromise staff safety, morale, and retention.
- Policy Gaps: Delays in updating legislation and implementing progressive policies limit the advancement of nursing practices and governance.
- Economic Instability: External shocks and a worsening economy negatively impact healthcare funding, priorities, and the social determinants of health.
- Climate Change: Adverse effects on health, community work, and working conditions due to extreme weather events and environmental shifts.
- Technological Advancements: Ethical and practical challenges surrounding the integration of robotics and artificial intelligence in nursing practice.
- Knowledge Loss: The departure of experienced nurses leads to the erosion of institutional knowledge, creating gaps in nursing practice.
- Low Nursing Student Intake: A declining number of entrants into nursing programmes threatens future workforce stability.
- Educational Constraints: Outdated and insufficient clinical skills laboratories limit the practical training of nursing students. For example, the Department of Nursing has only two labs for approximately 300 students.
- Instructor Shortages: High student-to-instructor ratios during clinical practicums (e.g., 25:1 versus the recommended 8:1 standard) impede effective teaching and learning.
- Inadequate Remuneration: Low salaries and a lack of incentives fail to attract and retain qualified nursing educators.
- Performance of students at CXC
- Capacity of departments in MHW and other Ministries to support initiatives

APPENDIX II

MATRIX OF COLLABORATION

	Collaboration of Partners				
	Governance and Leadership	Workforce Development and Training	Service Delivery	Working Environment	Research and Technology
Matrix for the Collaboration of Partners		X			
Barbados Accreditation Council		X			
Barbados Community College	X	X	X		
Barbados Government Information Service		X	X		X
Barbados Nurses Association	X	X	X	X	X
Barbados Workers Union	X	X		X	X
Chamberlain University		X			X
District Hospitals	X	X	X	X	X
George Alleyne Chronic Disease Research Centre		X			X
Media Houses Barbados Today Caribbean Broadcasting Association Starcom Network Nation News		X	X		X
Minister of Innovation, Industry, Science and Technology	X	X			X
Ministry of Educational Transformation	X	X	X	X	X
Ministry of Health and Wellness	X	X	X	X	X
Ministry of Health and Wellness – Planning and Research Unit	X	X	X	X	X
Ministry of Home Affairs and Information	X	X	X	X	X
Ministry of Labour, Social Security and Third Sector	X	X	X	X	X
Ministry of People Empowerment, Elder Affairs and Crime Prevention			X		X
Ministry of Public Service – Human Resource and Policy Directorate	X	X	X	X	X
Ministry of Public Service – Learning and Development Directorate	X	X	X	X	X
Ministry of Public Service – People Resourcing and Compliance Directorate	X	X	X	X	X
Ministry of Training and Tertiary Education	X	X	X	X	X
Ministry of Youth, Sports and Community Empowerment		X			X
National Union of Public Workers	X	X	X	X	X
Nurses, Assistants, Aides Association of Barbados	X	X		X	X

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	Collaboration of Partners				
	Governance and Leadership	Workforce Development and Training	Service Delivery	Working Environment	Research and Technology
Matrix for the Collaboration of Partners					
Nursing Council of Barbados	X	X	X	X	X
Nursing Homes of Barbados			X		X
Pan-American Health Organization	X	X	X	X	X
Psychiatric Hospital	X	X	X	X	X
Public Health	X	X	X	X	X
Queen Elizabeth Hospital	X	X	X	X	X
Ross University		X	X		X
Shaw Centre of Paediatric Excellence		X	X		X
University of Michigan		X	X		X
University of the West Indies	X	X	X	X	X



Appendix III

Strategy House

To provide compassionate, evidence-based practice that is accessible and empowers individuals and communities to achieve optimal health, through a competent, disciplined and reliable nursing workforce which supports a culture of advocacy, trust and collaboration.

Governance and Leadership STRATEGIC GOAL A more effective leadership and governance structure designed to align with international standards and best practices.	Workforce Development and Training A resilient, responsive, and fit-for-purpose nursing workforce capable of meeting current and future healthcare demands.	Model of Care and Service Delivery To deliver quality, patient-centered, evidence-based nursing care across all levels of care.	Work Environment To foster a work environment that enhances job satisfaction, promotes well-being, and maximises nursing productivity.	Research and Technology To enhance patient care by utilising technology and innovation to foster communication, accessibility and data-driven decision-making. To cultivate a strong nursing research culture that contributes to evidence-based practices and improves patient outcomes
Key Performance Indicators (KPIs) for 1st two years: - Clinical Governance committees in place. - Number of legislative amendments. - NCOB Secretariat in place.	Key Performance Indicators (KPIs) for 1st two years: - Marketing strategy developed and implemented. - Nurse retention rates. - Number of graduates from the accelerated BSN programme per year	Key Performance Indicators (KPIs) for 1st two years: - Percentage increase in mobile clinic visits by at-risk groups compared to the previous years - Number of nurse-led innovative initiatives - Number of care models reviewed and updated to reflect best practices and local needs	Key Performance Indicators (KPIs) for 1st two years: - Entry-level salaries - Equitable allocation of allowances - Patient-to-nurse ratios	Key Performance Indicators (KPIs) for 1st two years: - Number of nurses trained in the use of telemedicine - Percentage utilisation of Artificial Intelligence - Number of telemedicine consultations
STRATEGIC OBJECTIVES Establish clinical governance committees to monitor and evaluate nursing practice, with a focus on patient safety, quality of care, adherence to clinical guidelines, and professional accountability, in keeping with regional and international standards by March 2026. Strengthen the nursing legislative and regulatory framework to align with international standards and best practices, ensuring clear scopes of practice, licensure requirements, and professional regulation across the healthcare system by October 2026. Establish a fully functioning Secretariat for the Council to ensure compliance with legislation by December 2026. Establish a structured framework to support collaboration among MHW Nursing Administration, Education, and the Nursing Council by December 2026. Establish a dedicated subcommittee responsible for developing, reviewing, and advising on national nursing policies to strengthen the nursing workforce by January 2027.	Enhance human resource flexibility in nursing by establishing a new Licensed Practical Nurse (LPN) category to support service delivery and optimise the use of nurses not passing RENR by April 2027. Enhance the public image of nursing, increase enrollment in nursing education programmes, and attract and retain qualified nurses across all levels of the healthcare system through a targeted marketing strategy by July 2027. Strengthen Barbados' nursing workforce by integrating climate change adaptation and disaster preparedness into professional training, emergency response protocols, and nurse-led community initiatives by May 2028. Expand the nursing workforce supply by establishing a 24-month accelerated BSN programme for candidates with relevant academic backgrounds in natural sciences or health-related degrees by September 2028. Strengthen Continuous Professional Development (CPD) programmes via a phased approach by December 2028.	Expand mobile health clinic services to provide routine screenings and health check-ups for at-risk populations (e.g., adolescents, youth, and men).by June 2026. Strengthen and revitalise programmes such as breastfeeding support groups, home visits, school health, adolescent health, rehabilitation, and workplace wellness initiatives by July 2026. Improve the effectiveness and responsiveness of nursing practice by reforming the care model through stakeholder engagement and evidence-based approaches by December 2026. Ensure consistency and quality of care by standardising standard operating procedures (SOPs) across all healthcare facilities by July 2027. Improve collaboration with stakeholders to enhance patient- and family-centred care delivery by November 2027.	Establish a fair and competitive salary structure that reflects entry-level responsibilities by December 2026. Enhance the existing mechanism to ensure the equitable distribution of allowances by December 2026. Optimise staffing levels using recognised patient acuity and dependency assessment tools by January 2027 Foster a supportive work environment by establishing structured, non-financial incentives in collaboration with key stakeholders (e.g., career development, wellness initiatives, recognition programmes) by September 2027. Establish and implement a comprehensive workplace violence prevention programme for nurses, including enhanced reporting and support systems, targeted risk reduction strategies, and	Strengthen the capacity of nurses to deliver technology-enabled care through the use of telemedicine and electronic health records by April 2027. Advance digital health transformation by incorporating Artificial Intelligence into patient care, handover protocols, and information systems by December 2027. Strengthen evidence-based nursing practice by promoting the generation and dissemination of research in collaboration with strategic partners by December 2035

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			mandatory training in de-escalation, conflict resolution, and early warning sign recognition by December 2027.	
Enhance the nursing management structure within MHW for improved governance and operational efficiency by March 2027.	Enhance the transition of newly registered nurses into professional practice through a structured one-year internship programme by January 2029.	Establish innovative nurse-led initiatives to engage the public in self-care, mental wellness, and disease prevention by December 2027.		
Establish a structured succession planning programme that supports leadership continuity and facilitates career development for senior nursing roles by January 2028.	Leverage the expertise of retired nurses to address workforce gaps through targeted reintegration strategies and flexible contractual agreements by January 2029.	Enhance the monitoring and evaluation of nursing services to support continuous quality improvement and accountability by January 2028.		
	Expand and diversify nursing education programmes to address national health priorities and align with international standards, including the development of specialised and administrative training tracks by December 2029.			
	Enhance the capacity of nursing through targeted training and skills development to improve community mental health, disease surveillance, emergency preparedness, and public health protection at points of entry by September 2030.			
	Establish a structured career pathway for nurses, including advanced practice roles and leadership opportunities, to support retention and workforce motivation by December 2030.			
	Strengthen the quality and alignment of nursing education programmes with national health priorities and international standards through accreditation and curriculum reform by September 2031.			
	Enhance the quality of nursing education and competency-based training, in collaboration with the Ministry of Training and Tertiary Education and BCC, through the upgrading of skills laboratories in alignment with current clinical practice standards by September 2032.			
	Improve the efficiency and accuracy of workforce planning and allocation through a modern, integrated HR information system that supports real-time data capabilities for informed decision-making by November 2032			
	Strengthen the capacity of nursing education by increasing the number of qualified nurse educators, in collaboration with the Ministry of Training and Tertiary Education and BCC, through targeted recruitment, training, and retention initiatives aligned with national needs and WHO standards by August 2033			
	In collaboration with stakeholders, establish and implement interprofessional education (IPE) initiatives that bring together nursing, medical, and allied health students during training to foster			

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	teamwork, collaboration, and integrated service delivery in clinical practice by September 2034.			
	Strengthen and sustain inter-governmental cooperation to support ethical and effective recruitment and retention of nurses by December 2035.			

Accountability	Autonomy	Dignity	Diversity	Equity	Empathy	Professionalism	Compassion	Integrity	Innovation
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