



Emiratization of the Healthcare Workforce Standard

● PUBLIC / عام

| | |
|-----------------------|--|
| Document Title: | Emiratization of the Healthcare Workforce Standard |
| Document Ref. Number: | DOH/SD/HCWS/EMHW/V2/2024 |
| New / Revised: | Revised |
| Publication Date: | Feb, 2024 |
| Effective Date: | Feb, 2024 |
| Document Control: | DOH Strategy Sector |
| Applies To: | <ul style="list-style-type: none"> - DOH licensed Healthcare Providers - DOH licensed Healthcare Professionals - DOH authorized Health Payers. - |
| Owner: | Healthcare Workforce Sector |
| Revision Date: | Feb, 2027 |
| Revision Period: | 3 years from publication date |
| Contact: | HCWS@DOH.gov.ae |

Version: V2

1. Standard Scope

- 1.1 This standard is intended for all Healthcare providers, Healthcare Establishments within the Healthcare sector, and the UAE national healthcare workforce in the Emirate of Abu Dhabi.
- 1.2 The standard aims to determine:
- 1.2.1 The minimum requirements from the healthcare and pharmaceutical providers and establishments to support UAE Emiratization strategy in terms of attracting, recruiting, developing, and retaining the Emirati workforce in the healthcare sector.
- 1.2.2 The data reporting requirements to DOH.

2. Definitions and Abbreviations

| No. | Terms and Abbreviation | Definition |
|-----|---|--|
| 2.1 | Department of Health - Abu Dhabi (DOH) | The regulative body of the Healthcare Sector in the Emirate of Abu Dhabi Established based on law No. (10) of 2018. |
| 2.2 | Ministry of Human Resources & Emiratization (MOHRE) | The Ministry responsible for the strategic plan that seeks to transform the job market in the UAE into an empowering attractive market for Emirati talents through prioritizing hiring UAE national citizens (Emiratis) across various sectors and fields. |
| 2.3 | Healthcare Facility | An establishment at which healthcare services are provided and falls within a category named by DOH under the Healthcare Facility Definition. |
| 2.4 | Pharmaceutical Facility | A facility licensed to operate in any discipline of the Pharmacy Profession within the emirate of Abu Dhabi, including Pharmacy, Pharmacy Chain, Medical Warehouse, Marketing Offices, Pharmaceutical Consulting Offices, Pharmaceutical Laboratory, pharmaceutical Research Centers, Manufacturer, and other facilities stipulated by the Implementing Regulations of the UAE Federal Law No. (8) of 2019 on Medical Products, Pharmacy Profession and Pharmaceutical Facilities. |
| 2.5 | Facility | In this standard, facility or facilities refers to any healthcare or pharmaceutical facility. |
| 2.6 | Healthcare Provider | Any individual or a legal entity that has the ultimate responsibility for the management of a facility. |
| 2.7 | Healthcare Workforce | Any personnel employed within a healthcare facility, or pharmaceutical facility. This includes healthcare professionals, and administrative staff. |
| 2.8 | Healthcare Professionals | All who hold a current and valid license issued by DOH and is qualified by education, training, certification, and licensure to provide clinical services. |

| | | |
|------|---|---|
| 2.9 | Administrative Staff | All personnel employed within a facility who work to support its operations in the following (but not limited to): Information Technology, Human Resources, Finance, Management, Operations Logistics, Legal Affairs, and Marketing and Public Relations. |
| 2.10 | Emirati | Any person who holds the United Arab Emirates Passport and Family Book. |
| 2.11 | Emirati Healthcare Workforce | Emiratis engaged in or available for work in the healthcare sector. |
| 2.12 | Emiratization | A strategic initiative by UAE government that seeks to transform the job market in the UAE into an empowering attractive market for Emirati talents through prioritizing employment of UAE national citizens (Emiratis) in a meaningful and efficient manner across all sectors. |
| 2.13 | Taw teen | A DOH strategic initiative to increase the participation of Emirati healthcare workforce in the healthcare sector. |
| 2.14 | Emiratization Rate | The rate of the total number of Emirati employees relative to the total number of the employees in a particular facility. |
| 2.15 | Healthcare Professionals Emiratization Rate | The rate of the total number of Emirati healthcare professionals relative to the total number of the healthcare workforce in a particular facility. |
| 2.16 | Emiratization Target | Is the announced percentage of UAE national employees to the total employees in any given facility that must be attained by employers. |
| 2.17 | Healthcare Professionals Emiratization Target | Is the announced percentage of UAE national healthcare professionals to the total healthcare workforce in any given facility that must be attained by employers. |
| 2.18 | NAFIS | The Emirati Human Resources Competitiveness Council initiative launched by the UAE government to prioritize hiring the Emirati workforce across various sectors. It aims to bridge the gap between jobseekers and employers through an integrated transparent and efficient employment system for Emiratis. |
| 2.19 | TAMM | The Abu Dhabi unified digital ecosystem that provides direct access of over 700 government and private sector services to the Abu Dhabi Government provides, Abu Dhabi citizens, residents, businesses, and visitors. |
| 2.20 | Necessary Information related to Taw teen | In this standard, this refers to all healthcare workforce related data that includes |

3. Emiratization Standard Requirements and Specifications

- 3.1 All licensed healthcare providers must comply with the Emiratization strategies, requirements and targets announced by the MOHRE.
- 3.2 All healthcare providers must comply with the healthcare workforce Emiratization strategy (Taw teen), requirements and target that is set, updated, and announced by DOH.
- 3.3 The Healthcare Workforce Emiratization targets are applicable at the individual licensed facility level, not at the provider level.
- 3.4 The Emiratization target and the Healthcare Workforce Emiratization target are applicable to the individual facility regardless of its legal form, type, or size.
- 3.5 The Healthcare Workforce Emiratization target is applicable to all Healthcare professionals within a facility regardless of their contract status (direct hire or outsourced), as long as their Healthcare Professional License is registered under that facility.
- 3.6 The Emiratization target is applicable to all administrative staff within a facility whose contract status is a direct hire under that facility (not outsourced contract).
- 3.7 For the healthcare professionals who are employed in more than one facility. Each healthcare professional must be counted once only and under the main facility (which they are registered and licensed under) at any given time.
- 3.8 The healthcare workforce Emiratization rate in any facility must consistently be maintained at or above the predetermined target.
- 3.9 All healthcare providers must adopt an Emiratization strategy and initiatives to attract, recruit, develop, and retain Emirati workforce across all facilities.
- 3.10 All healthcare providers must support the professional career development for their Emirati workforce to assure progressive upskilling while maintaining the necessary knowledge and skills required to fulfil their job requirements.
- 3.11 All providers must support the Emirati Healthcare professionals in leadership development and enrollment in leadership roles where applicable.
- 3.12 An exit interview must be conducted for all employed Emirati healthcare professional who decide to leave the facility.
- 3.13 The workforce information for each facility must be recorded, updated, and validated on the DOH Licenses system via the TAMM portal on a regular basis and with every change in the facility's workforce, since the Emiratization rates are generated automatically from the system.
- 3.14 All providers must register in the " NAFIS " program platform, continue to update job vacancies, and continue to utilize the platform for Emirati workforce employment. *For more information, visit the following links:*
NAFIS: <https://nafis.gov.ae> | MOHRE: <https://eservices.mohre.gov.ae/TasheelWeb/>.

4. Key stakeholder Roles and Responsibilities

4.1 Duties of Healthcare Providers:

4.1.1 Attract and Recruit Emirati Talent

- 4.1.1.1. Employ Emirati healthcare professionals and Emirati administrative staff with qualifications and skills suitable to the scope of services delivered at the facility in accordance with the Emiratisation targets set by the DOH.
- 4.1.1.2. Automate the process of registering vacancies and hiring Emirati workforce utilizing the designated platforms (such as NAFIS); and keep records of all related activities for DOH audits.
- 4.1.1.3. Develop and implement Emiratisation strategy(s) that include specific goals, objectives, and action plans to foster, attract, recruit, and retain Emirati talent.
 - (a) Conduct public awareness events periodically to highlight to the public community areas of high demand within the facility; and have strategies to support attraction and employment of qualified Emirati workforce into these areas of high demand.
 - (b) Provide training and upskilling opportunities.
 - (c) Provide opportunities for Emirati healthcare professionals with a gap of practice and wish to join the healthcare workforce (as defined in the Unified Professional Qualification Requirements¹).
 - (d) Ensure transparent incentive and promotions criteria are identified, clear, and accessible.

4.1.2 Meet Emiratisation Targets

- 4.1.2.1. Fulfill the Emiratisation targets' requirements in accordance with UAE related legislations, and DOH regulations.
- 4.1.2.2. Develop and implement a plan to ensure that facilities meet their Emiratisation targets (as announced) without negatively impacting the current workforce.
- 4.1.2.3. Shall not regress in their Emiratisation rates for the healthcare workforce as set by UAE regulators.
- 4.1.2.4. Set Emiratisation strategies and initiatives to maintain an increasing trend in the Healthcare Workforce Emiratisation rates.

4.1.3 Report and Maintain Records related to the Emiratisation initiatives.

- 4.1.3.1. Regularly document, report, update, and Archive employed workforce details on the DOH Licensing System via the TAMM portal with every change to the facility's workforce; and verify that all submitted details are accurate and up to date.
- 4.1.3.2. Document and update any data or activity related to Emiratisation and report them to DOH or other UAE regulators through the assigned platforms or when requested.

4.1.4 Upskilling and Professional Development of the Emirati Workforce

- 4.1.4.1. Ensure that employed Emirati healthcare workforce receive the appropriate combination of training, upskilling, and supervision to support their competencies and skills development.

¹ Unified Healthcare Professional Qualification Requirements, 2022, 3rd Version. United Arab Emirates. <https://www.DOH.gov.ae/en/pqr>

4.1.4.2. Implement and facilitate a career development program for Emirati employees to ensure that they have the skills and knowledge they need to succeed in their careers, such may include:

- (a) Conference and workshop attendance,
- (b) Staffing secondments to other facilities,
- (c) Mentorship programs,
- (d) Upskilling programs,
- (e) 360 assessments,
- (f) Succession plans for leadership roles at the facility level.

4.1.4.3. Encourage and assist Emiratis in their efforts to improve in their careers by providing support for their postgraduate education, employment, and promotion to leadership roles.

4.1.4.4. Establish Emirati leadership development programs.

4.1.5 Retention of the UAE national Workforce

4.1.5.1. Establish, maintain, and audit health and safety measures, and work-life balance initiatives.

4.1.5.2. Support mechanisms for employees' mental health and well-being.

- (a) Annual assessments and action plans shall be in place to improve these strategies and the overall retention of Emirati workforce.

4.1.5.3. Have an official forum or communication channel where employed Emirati workforce can raise their concerns or feedback anonymously and without fear of retaliation; utilize the findings to improve the overall retention strategies of Emirati workforce; and conduct regular audits.

4.1.5.4. Measure the job satisfaction of all employed Emirati workforce periodically; utilize the findings to improve the overall retention strategies of Emirati workforce; and conduct regular audits.

4.1.5.5. Ensure Exit Interviews with all Emirati healthcare workforce who have left their positions are conducted and kept in records to identify any underlying issue or concern that need to be addressed; and to improve the attraction and retention of Emirati workforce.

- (a) Use the findings of the Exit Interviews to improve the facility's Emiratization strategies and the attraction and retention of Emirati workforce.

4.1.6 Comply with UAE and DOH initiatives and regulations related to Emiratization.

4.1.6.1. Comply with DOH requests to inspect and audit records, and cooperate with DOH authorized auditors, as required for inspections and audits.

4.1.6.2. Ensure compliance with UAE latest legislations and regulations in relation to Emiratization.

4.1.6.3. Comply with staffing and staff management as per DOH Healthcare Provider Manual and relevant regulations.

4.1.6.4. Comply with other UAE and DOH related laws and regulations.

4.2 Duties of UAE Nationals

- 4.2.1 Register in the announced Emirati workforce employment registry platforms (such as: [NAFIS](#)).
- 4.2.2 Report accurately all required information and documents; and ensure all submissions are accurate, valid, and up to date.
- 4.2.3 Continue to undergo training and enroll in professional development programs. *refer to liability law*
- 4.2.4 Address concerns related to their employment professionally through the official channels.
- 4.2.5 Comply with DOH policies and regulations including registration, licensing, and reporting.

4.3 Duties of Department of Health

- 4.3.1 Announce and update Emiratization targets on a regular basis.
- 4.3.2 Update and maintain this standard; and ensure its implementation.
- 4.3.3 Have frameworks in place to monitor the compliance with this standard.
- 4.3.4 Develop strategies and initiatives to support Emiratization.
- 4.3.5 Ensure the Emiratization mandates are implemented and enforced.
- 4.3.6 Maintain an updated database of all Emirati healthcare professionals, including those who left the practice and those who graduated from undergraduate and postgraduate program but did not enroll in clinical practice.
- 4.3.7 Support Emirati healthcare professionals with gap of practice to re-join the workforce.

5. Monitoring and Evaluation

- 5.1 A monitoring and evaluation framework is in place to evaluate the effectiveness, outcomes, and impact of this standard and, where necessary, adopt changes to ensure continuous improvement within the health system in line with emerging new developments in healthcare sciences, medical practices, and healthcare education and training.
- 5.2 Set key performance indications to oversee the Emiratization impact on the healthcare workforce within the healthcare sector.

6. Enforcement and Sanctions

- 6.1 The DOH shall take all necessary legal measures in accordance with the provisions of the disciplinary regulations for the health sector in the Emirate of Abu Dhabi toward all facilities that:
 - 6.1.1 Fail to achieve their Emiratization target rate,
 - 6.1.2 Regress in their Emiratization rates,
 - 6.1.3 Fail to submit to DOH any requested or necessary information related to Emiratization.
 - 6.1.4 Fail to maintain and update the necessary information related to Emiratization on the Healthcare Professionals Licensing System.
 - 6.1.5 Fail to fulfill their duties and roles as stated in this standard.

6.2 The legal measures that may be taken by the DOH against any of the above violations may include, but is not limited to:

6.2.1 Notice.

6.2.2 Warning.

6.2.3 Placing the Establishment under financial, administrative, and technical supervision.

6.2.4 Temporary suspension of activity.

6.2.5 Cancellation or suspension of the license.

6.2.6 Closing the Establishment temporarily or permanently.

6.2.7 Reassessing the renewal of the healthcare facility's current license.

6.2.8 Not granting any new license.

6.2.9 Not renewing the facility's listing in the health insurance network – THIQA.

6.2.10 Not approving new THIQA insurance contract.

7. Exempted from Scope

7.1 Facilities exempted from certain requirements as announced by the DOH.

8. References

| No. | Reference Last Accessed Date | Reference Name | Publication Links |
|-----|------------------------------|---|--|
| 1 | October 2023 | The Cabinet of the United Arab Emirates (2022) ' <i>Cabinet Resolution No. 95 of 2022 Regarding Penalties and Violations Relating To the Emirati Cadres Competitiveness Council Initiatives and Programs</i> '. United Arab Emirates. | <p>Arabic version https://u.ae/-/media/Mohre-resolutions/ArCabinet-Resolution-No-95-of-2022-Regarding-Penalties-and-Violations-Relating-To-the-Emirati-Cadres.ashx</p> <p>English version https://u.ae/-/media/Mohre-resolutions/Cabinet-Resolution-No-95-of-2022-Regarding-Penalties-and-Violations-Relating-To-the-Emirati-Cadres-C.ashx</p> |
| 2 | October 2023 | The Minister of Human Resources and Emiratization (2023) ' <i>Ministerial Resolution No. (455) Of 2023 Concerning the Process for Implementing the Emiratization Targets for Private Sector Establishments That Employ Between 20 And 49 Employees in Selected Economic Activities</i> '. United Arab Emirates. | <p>Arabic version https://u.ae/-/media/Documents-2nd-half-2023/Ar-Ministerial-Resolution-No-455-of-2023.ashx</p> <p>English version https://www.mohre.gov.ae/handlers/download.ashx?YXNzZXQ9ODI4NQ%3D%3D</p> |
| 3 | October 2023 | The Minister of Human Resources and Emiratization (2022) ' <i>Ministerial Resolution No.(279) Of 2022 Monitoring Mechanisms Emiratization Rates in The Private Sector & Contributions Imposed on Noncompliant Establishments</i> '. United Arab Emirates. | <p>Arabic version https://u.ae/-/media/Images-2022/MoHRE-resolutions-2022/ArMinisterial-Resolution-No279-of-2022-Monitoring-Mechanisms-of-Emiratization-Rates-in-the-Private-S.ashx</p> <p>English version https://u.ae/-/media/Images-2022/MoHRE-resolutions-2022/Ministerial-Resolution-No279-of-2022-Monitoring-Mechanisms-of-Emiratization-Rates-in-the-Private-Sec.ashx</p> |
| 4 | October 2023 | The Minister of Human Resources and Emiratization (2022) ' <i>Ministerial Resolution No. (663) Of 2022 Regarding Compliance with Emiratization Regulations in The Private Sector</i> '. United Arab Emirates. | <p>Arabic version https://u.ae/-/media/Mohre-resolutions/Ar-Ministerial-Resolution-No-663-of-2022-Regarding-Compliance-With-Emiratization-Regulations-in-the.ashx</p> <p>English version https://www.mohre.gov.ae/handlers/download.ashx?YXNzZXQ9NzUxMQ%3D%3D</p> |
| 5 | October 2023 | The Department of Health (2023) ' <i>Circular No. (2023 / 148) Tawteen Initiative and Health Workforce Sustainability</i> '. Abu Dhabi, UAE. | https://www.DOH.gov.ae/en/resources/Circulars |
| 6 | October 2023 | The Department of Health (2023) ' <i>Circular No. (2023 / 142) Healthcare Professionals Upskilling Programs</i> '. Abu Dhabi, UAE. | https://www.DOH.gov.ae/en/resources/Circulars |
| 7 | October 2023 | The Department of Health (2023) ' <i>Circular No. (2023 / 140) Licensing National Trainees in Healthcare & Pharmaceutical Facilities</i> '. Abu Dhabi, UAE. | https://www.DOH.gov.ae/en/resources/Circulars |

| | | | |
|----|---------------|---|---|
| 8 | October 2023 | The Department of Health (2023) 'Circular No. (2023 / 134) Tawteen Initiative in the Pharmacy Profession. Abu Dhabi, UAE. | https://www.DOH.gov.ae/en/resources/Circulars |
| 9 | October 2023 | The Department of Health (2023) 'Circular No. (2023 / 107) Tawteen Initiative and Health Workforce Sustainability. Abu Dhabi, UAE. | https://www.DOH.gov.ae/en/resources/Circulars |
| 10 | November 2023 | The Minister of Human Resources and Emiratization (2023) Ministerial Resolution No. 240 Of 2023. Concerning The Introduction of Employment Contracts for National Students. United Arab Emirates. | Arabic version https://www.mohre.gov.ae English version https://www.mohre.gov.ae/handlers/download.ashx?YXNzZXQ9ODE0NA%3D%3D |