



2025-2035 HEALTH WORKFORCE STRATEGY FOR BERMUDA

Action Plan Scorecard

Contact us

If you would like any further information about the Bermuda Health Council, or if you would like to bring a health system matter to our attention, we look forward to hearing from you.

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Bermuda Health Workforce Plan Review Matrix

Purpose

To assess the quality, completeness, and strategic alignment of profession workforce plans submitted under the Bermuda Health Workforce Strategy (2025–2035).

This matrix enables the Health Council to identify:

- ✓ information gaps
- ✓ workforce risks
- ✓ alignment with national strategy
- ✓ implementation readiness

Workforce Plan Under Review

Field	Entry
Profession	
Statutory Board	
Date Submitted	
Reviewer	
Review Date	

Scoring Scale

Score	Description
0	Not addressed
1	Minimal information
2	Partial analysis
3	Adequate analysis
4	Strong analysis
5	Comprehensive and evidence-based

Review Guidance

Reviewers should assess each workforce plan using the criteria listed below.

Scores should be based on the evidence provided in the plan. Where information is incomplete or missing, the score should reflect the gap and the issue should be noted in the comments.

For each criterion reviewers should record:

- ✓ the score assigned
- ✓ the evidence supporting the score
- ✓ any gaps that should be addressed in revisions.

This instruction works for both human reviewers and artificial intelligence (AI).

Section 1: Profession Overview

Criteria	Score	Evidence	Notes
Role of the profession clearly explained			
Contribution to population health identified			
Alignment with national health priorities			
Scope of services described			

Risk flag:

- ✓ unclear role in health system
- ✓ duplication of services
- ✓ limited strategic relevance

Section	Score (0-5)	Comments
Profession Overview		

Section 2: Legislative and Regulatory Context

Criteria	Score	Evidence	Notes
Relevant legislation identified			
Regulatory oversight explained			
Registration requirements described			
Regulatory barriers identified			

Risk flag:

- ✓ outdated legislation
- ✓ unclear professional scope
- ✓ regulatory constraints limiting workforce development

Section	Score (0-5)	Comments
Legislative and Regulatory Context		

Section 3: Workforce Profile

Criteria	Score	Evidence	Notes
Number of professionals reported			
Active vs registered workforce identified			
Age distribution analysed			
Gender distribution reported			
Bermudian vs work permit workforce analysed			
Workforce trends over time analysed			

Risk flag:

- ✓ high retirement risk
- ✓ heavy reliance on international recruitment
- ✓ workforce stagnation

Section	Score (0-5)	Comments
Workforce Profile		

Section 4: Service Demand Analysis

Criteria	Score	Evidence	Notes
Service demand described			
Relevant health drivers identified			
Population trends considered			
Service volume data included			
Future demand projections considered			

Risk flag:

- ✓ demand not analysed
- ✓ service trends unclear
- ✓ population drivers ignored

Section	Score (0-5)	Comments
Service Demand Analysis		

Section 5: Workforce Gap Analysis

Criteria	Score	Evidence	Notes
Workforce demand vs supply assessed			
Workforce gap quantified			
Retirement risk assessed			
Workforce pipeline assessed			
Data limitations identified			

Risk flag:

- ✓ unclear workforce needs
- ✓ workforce shortages likely
- ✓ no pipeline

Section	Score (0-5)	Comments
Workforce Gap Analysis		

Section 6: Strategic Actions

Criteria	Score	Evidence	Notes
Actions aligned with national workforce anchors			
Actions clearly defined			
Responsibilities identified			
Timelines provided			
Risks identified			

Risk flag:

- ✓ vague actions
- ✓ unclear accountability
- ✓ unrealistic timelines

Section	Score (0-5)	Comments
Strategic Actions		

Section 7: Technology and Innovation

Criteria	Score	Evidence	Notes
Relevant technologies identified			
Impact on workforce productivity assessed			
Training implications identified			
Innovation opportunities identified			

Risk flag:

✓ workforce productivity ignored

✓ technology impacts unassessed

Section	Score (0-5)	Comments
Technology and Innovation		

Section 8: Monitoring Indicators

Criteria	Score	Evidence	Notes
Performance indicators identified			
Indicators measurable			
Indicators aligned with workforce monitoring			

Risk flag:

✓ no monitoring plan

✓ indicators unclear

Section	Score (0-5)	Comments
Monitoring Indicators		

Section 9: Implementation and Governance

Criteria	Score	Evidence	Notes
Implementation responsibilities clear			
Stakeholders identified			
Resource needs considered			
Implementation timeline realistic			

Risk flag:

✓ unclear implementation

✓ governance gaps

Section	Score (0-5)	Comments
Implementation and Governance		

Section 10: Alignment With National Strategy

Criteria	Score	Evidence	Notes
Alignment with workforce anchors			
Alignment with population health needs			
Alignment with workforce data framework			

Risk flag:

✓ plan inconsistent with strategy

✓ profession operating in isolation

Section	Score (0-5)	Comments
Alignment With National Strategy		

Overall Workforce Risk Assessment

Risk Category	Assessment
Workforce shortage risk	Low / Moderate / High
Retirement risk	Low / Moderate / High
Recruitment risk	Low / Moderate / High
Data reliability risk	Low / Moderate / High
Implementation risk	Low / Moderate / High

Overall Plan Rating

Rating	Interpretation
Excellent	Plan fully meets framework requirements
Good	Minor improvements needed
Adequate	Several gaps but usable
Weak	Significant revisions required
Incomplete	Plan cannot be assessed

Workforce Risk Dashboard

Profession	Shortage	Retirement	Recruitment	Data	Overall

Priority Gaps Identified

Gap	Why it Matters	Recommended Fix

Health Council Feedback Summary

The final review should include a short narrative summary.

Strengths

- ✓ clear workforce profile
- ✓ strong service analysis
- ✓ well-defined strategic actions

Key Gaps

- ✓ workforce gap analysis incomplete
- ✓ limited demand forecasting
- ✓ monitoring indicators unclear

Recommended Actions

- ✓ provide workforce projection to 2035
- ✓ strengthen data reporting
- ✓ refine implementation timelines

Final Decision

Outcome	Meaning
Approved	Plan accepted
Approved with revisions	Minor changes required
Revision required	Significant gaps
Resubmit	Plan incomplete





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Achieving a quality, equitable and sustainable health system.