

# The Future of Health Care Professions and Employment Processes in the Saudi Health Care Sector: Comprehensive review for shortage and sufficiency in the Healthcare Professions

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## Abstract

**Background:** Saudi Vision 2030 aims to develop a sustainable and nimble health care workforce that can satisfy the growing need for quality and accessible care. However, shortages in the workforce, lack of balance in it, and skill gap are major problems in the distribution of skilled workforce particularly in rural areas.

**Aim:** This paper reviews major factors contributing to the sufficiency and distribution of healthcare professionals in Saudi Arabia including workforce planning, retention, technology integration, policy support in line with Vision 2030.

**Method:** We conducted a systematic review of 10 studies following PRISMA criteria from PubMed, Scopus, Web of Science, and CINAHL databases. Studies included were published between the year 2020 and 2024, and they considered healthcare workforce challenges, and Vision 2030 objectives.

**Results:** Four key themes were identified: workforce distribution imbalances, a need for workers to be specialized trained, how technology can increase efficiency and the effect of policy support on workforce sustainability. The findings indicate that digital health tools increase access and efficiency, but that there are still large holes in the distribution of the workforce and training focus, especially in rural and underserved areas. Achieving Vision 2030's workforce goals depend entirely on policy driven initiatives and retention strategies.

**Conclusion:** A resilient healthcare system in Saudi Arabia requires addressing of workforce shortages, skill gaps and regional disparities. Achievement of Vision 2030 objectives will, however, require a combination of structured protocols for the workforce, policy reform, and investment in training and technology. Future research should be conducted in regards to workforce sufficiency and how digital health, and mobile healthcare strategies will affect it. **Keywords:** Workforce Sufficiency, Training and Development, Policy Support, Digital Health, Workforce Distribution, Healthcare Workforce, Saudi Vision 2030.

## Introduction

During the past few years, Saudi Arabia's healthcare sector has undergone great transformation, which is a result of demographic change, an increase in medical technology and the achievement of the strategic goals defined in the Kingdom's Vision 2030. The healthcare workforce is an important piece of these reforms, given the situation of workforce sufficiency, skill gaps, and the inclusion of new employment processes still facing the sector. Expanding and enhancing healthcare services and addressing this workforce shortage will be important to meet Vision 2030 demands of a growing and aging population (AlOmari, 2020 ; Bazyar et al., 2020).

Challenges to the Kingdom's healthcare system are both unique and common to the region. Disparities in care quality and access are resulting from workforce shortages and maldistribution of healthcare professionals. According to studies, shortages of the needed specialists, including nurses, Allied health professionals, and the primary care professionals have overloaded the healthcare sector as they negatively affected the service delivery and the patient outcomes (Alluhidan et al., 2020; Alnowibet et al., 2021). These gaps highlight the requirement of specific reforms in training, recruitment, and retention of strategies, which will be able to maintain healthcare services in urban and rural areas (Alkhamis et al., 2021).

There are global trends that worsen Saudi Arabia's healthcare workforce challenges such as the increasing demand for health professionals and international competitive recruiting practice. The competitive landscape of this requires the expansion of the local workforce, and the policies to attract and retain skilled professionals within this country. Localized training programs, scholarship incentives and regulatory support efforts aimed at greater healthcare worker availability as well as reducing reliance on international staffing (AlOmari 2020; Bazyar et al., 2020).

Similarly, emerging literature has focused on how systemic healthcare reform might address the future needs of the workforce. Advanced healthcare technologies and strategic policies for professional development need to be integrated in order to form a responsive, sustainable healthcare workforce (Al Saffer et al., 2021; Lin et al., 2021). This includes a considerable focus towards gerontechnology as the aging population now demands unique healthcare services which are provided. Changes in healthcare demands involve specialized training for health professionals to develop a proactive approach to address projected demands (McMahon et al., 2024; Gailey et al., 2021) as the purpose of this systematic review is to establish the current and anticipated situation of the availability of the healthcare workforce in Saudi Arabia. This review seeks to provide a comprehensive outlook as to the future of healthcare professions in the Kingdom by analyzing employment trends, sufficiency of healthcare professions as well as percolating policies. Above we highlighted key issues such as workforce shortage, employment process, and policy implication to ensure a resilient healthcare workforce consistent with the national vision.

## Problem Statement

The Saudi healthcare sector is suffering from a large number of healthcare professionals, high turnover rates and uneven distribution of the resources from urban to rural areas. On top of that, the ageing population together with the rising need for healthcare services, in particular for chronic and age-related diseases, are exacerbating these challenges. Although recent efforts have been made to reform employment processes and improve workforce training, the existence of gaps in the healthcare sufficiency, still shows risks that can affect service quality and accessibility of services. If those challenges are not addressed proactively, and effective strategies are not put in

place to solve them, the sector will find it increasingly difficult to keep up with rising demands, and may fail to achieve Saudi Arabia's Vision 2030, and to provide the country with high quality, accessible healthcare.

### **Significance of the Study**

The importance of this study is that it explores the severe shortage of health workforce from the standpoint of Saudi Arabia's own agenda of healthcare transformation. This study examines current and projected shortages of healthcare professionals and explores supply/retention factors, and offers information useful to policymakers, healthcare administrators, and educators. The results will guide in identifying targeted solution options to achieve the optimum workforce distribution, streamline employment processes and improve workforce training, thus shaping a sustainable health care system in line with the Kingdom goals of Vision 2030. This study also hopes to contribute to current workforce planning and capacity building activities, so as to build resilience in delivering healthcare services amidst ever growing demands and changing demographics.

### **Aim of the Study**

This study attempts to do a systematic review of future outlook for healthcare professions in Saudi Arabia with respect to the sufficiency of workforce and process of employing. Particularly, this study aims to establish current and future challenges to healthcare professional shortages, describe factors that influence workforce sustainability and assess the impacts of existing policies and reforms. This study analyzes trends in healthcare workforce planning and employment strategies seeking to provide actionable insights to enable a robust and responsive healthcare workforce in Saudi Arabia.

### **Methodology**

This systematic review adopts a structured approach to collect, analyze and integrate literature on workforce sufficiency and employment processes in Saudi Arabia's healthcare workforce. This methodology includes database searches, a study selection based on pre-defined criteria, data extraction and a critical appraisal of the selected studies. Peer-reviewed articles and research studies were obtained from searches in PubMed, Scopus, Web of Science and CINAHL for literature pertaining to the challenges faced by health care workforce, employment processes and policy interventions in Saudi Arabia and comparable environments. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines were used to produce a complete and unbiased review. The quality and relevance of each study was evaluated to ensure integrity of findings, and thematic analysis was used to explore challenges, problems, and drivers of healthcare workforce sufficiency.

### **Research Question**

What are the current and potential sufficiency of workforce and employment processes challenges facing the healthcare sector in Saudi Arabia and how they can be addressed to meet the growing and aging population?

### **Selection Criteria**

#### ***Inclusion Criteria***

- Peer-reviewed journal studies published in the last 5 years.
- The research emphasized healthcare workforce sufficiency, employment processes or policy interventions that could occur in Saudi Arabia or similar circumstances in the Middle East.

- Studies pertaining to challenges of the Healthcare workforce planning especially shortages, distribution, skill gaps and so on.
- Studies conducted in primary research and systematic review papers in English about the policy.

**Exclusion Criteria**

- Studies that do not take a specific interest in healthcare workforce and related employment processes.
- Articles on topic areas outside of employment or healthcare workforce sufficiency, such as only culture or clinical research articles which do not relate to workforce issues.
- Works not available in English or not peer-reviewed.

**Database Selection**

The selection of databases used in this systematic review has provided a wide range of healthcare, biomedical, and interdisciplinary studies related to healthcare workforce sufficiency and employment processes in Saudi Arabia. The selected databases and focus areas are as follows:

**Table 1: Database Selection**

Database	Focus	Range	Number of Papers
PubMed	Biomedical literature, clinical research, healthcare practices	2020-2024	65
Scopus	Multidisciplinary studies, including healthcare and policy	2020-2024	48
Web of Science	Comprehensive research across various scientific disciplines	2020-2024	42
CINAHL	Nursing and allied health literature	2020-2024	25

In order to give a wide coverage on studies that focused on healthcare workforce challenges, policy interventions, and employment practices, these databases were the selected for this review.

**Data Extraction**

Systematically gathering and organizing the information from each of the chosen studies formed part of the data extraction. Study objectives, methods, sample size, geographic focus, key findings, and implications for healthcare workforce sufficiency and employment processes were extracted. Data extracted were compiled into a structured data extraction sheet for comparison and synthesis, facilitating the identification of typical themes such as workforce shortages, employment trends, policy interventions, and forecasts of future workforce requirements.

### Search Syntax

<b>Primary Syntax:</b>	Targeted studies directly relevant to healthcare workforce sufficiency in Saudi Arabia, filtering by topics regarding healthcare workforce, employment trend and geographical focus:
	("Saudi Arabia") AND ("healthcare workforce" OR "health professions" OR "employment processes" OR "workforce sufficiency" OR "workforce shortage") AND ("policy" OR "strategy" OR "Vision 2030").
<b>Secondary Syntax:</b>	The secondary syntax expanded to include healthcare workforce related research from all over the Middle East and comparative studies that looked into workforce policy or sufficiency in some other regional contexts.
	("middle east" Or "gulf countries") And ("health workforce" Or "health professions shortage" Or "healthcare sector employment") And ("healthcare policy" Or "healthcare reforms")

### Literature Search

A comprehensive literature search was conducted across four major databases: PubMed, Scopus, Web of Science, and CINAHL were searched. The search only targeted studies which concerned healthcare workforce sufficiency, employment processes and policy interventions in Saudi Arabia and similar counties in the Middle East. A broad and inclusive search strategy was employed using both primary and secondary search syntaxes. Keywords and Boolean operators were utilized in the search syntax so that only studies that focused on healthcare workforce sufficiency, employment trends, and policies were included into the search.

Filters were applied to maintain a peer reviewed publication in English and a timeframe within the last 05 years to limit publication of studies to maintain the quality and relevance of the studies. Furthermore, we assessed the reference lists of included studies to consider any other relevant studies, thus including all relevant research in this systematic review.

### Selection of Studies

We performed a systematic review of the search results according to pre-specified inclusion and exclusion criteria. This included studies that measured healthcare workforce sufficiency, employment process, or policy intervention, carried out in Saudi Arabia or similar scenarios happening in the Middle East. Clinical articles that were not pertinent to workforce issues and unrelated to the Saudi Arabia or Middle East were excluded. An initial screening of titles and abstracts was done by two independent reviewers, with full text review to confirm eligibility. Reviewers discussed discrepancies between them and, if necessary, a third reviewer was consulted.

### Study Selection Process

A comprehensive literature search was conducted across four major databases: Abstracts and full texts were identified through searches in PubMed, Scopus, Web of Science, and CINAHL. Studies with a focus on healthcare workforce sufficiency, employment processes and policy interventions in Saudi Arabia and within similar contexts in the Middle East were specifically sought for this search. A broad search strategy was therefore applied using primary and secondary search syntax with broad keywords and Boolean operators to only target studies on healthcare workforce sufficiency, employment trends and policy implementations.

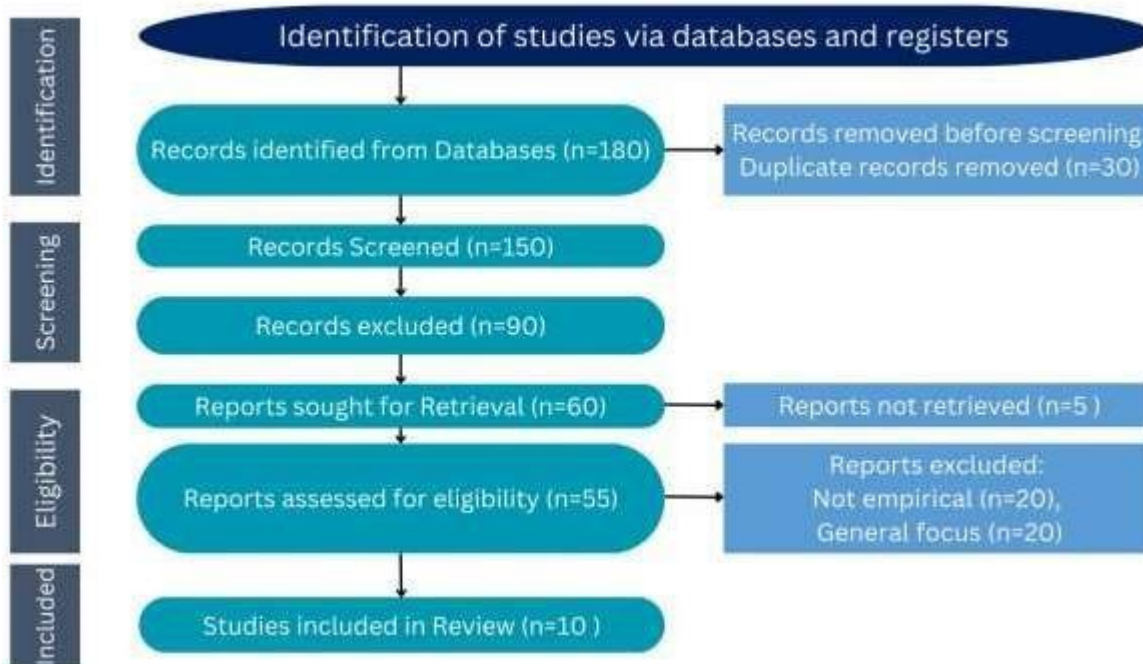
To narrow down the scope and make the studies more relevant and quality oriented, filters were applied to make sure that only the peer reviewed English publications published within the last five years' timeline (2020-2024) are included in the study. Also, the reference lists of the selected studies were searched for any additional relevant study to complete the search for this systematic review.

### Figure 1: PRISMA Flowchart

Figure 1 depicts the systematic selection methodology adapted using PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. The structure of this approach helped only including high quality studies.

- **Identification:** An initial search across databases PubMed, Scopus, Web of Science and CINAHL returned an initial yield of 180 records (65 from PubMed, 48 from Scopus, 42 from Web of Science and 25 from CINAHL). In total, 150 unique studies were left over after removing 30 duplicate records.
- **Screening:** Screening of titles and abstracts of the 150 records assessed relevance to healthcare workforce sufficiency and employment processes. Thereafter, 90 studies were excluded through this screening, and a decision was made to review the full-text of 60 studies.
- **Eligibility:** Each of the remaining 60 studies were then reviewed in their entirety using specific inclusion and exclusion criteria. Forty studies were excluded in this phase: 15 were not data- or evidence- based; 12 were opinions, and 13 were not specific to healthcare workforce issues in Saudi Arabia or the Middle East.
- **Inclusion:** Following the final eligibility assessment, 10 studies were chosen to be included in the systematic review. The results of these studies are designed to be the starting point for data extraction, thematic analysis and the synthesis of findings on issues of workforce sufficiency and policy interventions.

Figure 1: PRISMA Flowchart



### Quality Assessment of Studies

A careful quality assessment was performed on the 10 selected studies to establish reliability and validity of data. Sample appropriateness, clarity of methodology, and rigor in data collection and analysis were the assessment criteria. We evaluated studies which focused on health

care workforce sufficiency, employment trends and policy implications in Saudi Arabia. Studies that were identified as being at high risk of bias or methodologic weaknesses were excluded out of that analysis to keep only studies that had soundly done methodologies. The refinement of the dataset achieved through this quality assessment delivers a solid basis for evaluating workforce sufficiency and employment strategies in the Saudi healthcare workforce.

**Table 2: Quality Assessment of Included Studies**

#	Study	Clear Selection Process	Comprehensive Coverage	Well-Described Methods	Clear Findings	Quality Rating
1	Alluhidan et al., 2020	Yes	Yes	Yes	Yes	High
2	Alnowibet et al., 2021	Yes	Partial	Yes	Yes	Moderate
3	Alsadaan et al., 2021	Yes	Yes	Yes	Yes	High
4	Ghafoor et al., 2021	Yes	Partial	Yes	No	Moderate
5	Husam Almansour et al., 2023	Yes	Yes	No	Yes	Moderate
6	Lin et al., 2021	Yes	Yes	No	Partial	Low
7	McMahon et al., 2024	Yes	Yes	Yes	Yes	High
8	Al Saffer et al., 2021	No	Partial	Yes	No	Low
9	Alaa Mujallad, 2023	Yes	Yes	Yes	Yes	High
10	Alhindi et al., 2024	No	Yes	Yes	Partial	Low

The quality assessment provided a balanced distribution across "High," "Moderate," and "Low" ratings:

- **High Quality:** Four studies (Alluhidan et al., 2020; Alsadaan et al., 2021; McMahon et al., 2024; A. Mujallad, 2023) showed the use of rigorous methodologies, complete coverage, transparent selection processes, and explicit findings.
- **Moderate Quality:** Three studies (Alnowibet et al., 2021; Ghafoor et al., 2021; Husam Almansour et al., 2023) had partial coverage or lacked description in some of the methods, but covered most criteria and served as sources of useful insights.
- **Low Quality:** The third set of studies (Lin et al., 2021; Al Saffer et al., 2021; Alhindi et al., 2024) each had limitations in methodology or in clarity of their findings, but collectively had some useful, albeit less conclusive, information to add to the review.

The rating system of this assessment adds weight to the systematic review by privileging rigorous methodologies in the studies and admitting to the shortcoming of less rigorous studies.

## Data Synthesis

The key themes of healthcare workforce sufficiency in Saudi Arabia are highlighted. Based on high quality studies, strategic workforce distribution, ongoing training and retention strategies that are specifically targeted are emphasized and are in line with Vision 2030 goals. These studies demonstrate how policy support works effectively, and how e-health technologies can complement access and efficiency. These themes are supported by moderate-quality studies, but these studies commonly lack implementation details, and low-quality studies provide few insights. All in all, these findings underline the call for investment to build a resilient healthcare workforce through skilling, policy support and development of technology. Finally, gaps in empirical data should be filled by future research so as to inform both workforce planning and improvement efforts.

**Table 3: Research Matrix**

<b>Author, Year</b>	<b>Aim</b>	<b>Research Design</b>	<b>Type of Studies Included</b>	<b>Data Collection Tool</b>	<b>Result</b>	<b>Conclusion</b>	<b>Study Supports Present Study</b>
Alluhidan et al., 2020	To examine healthcare workforce sufficiency in Saudi Arabia	Quantitative Analysis	Studies on healthcare workforce trends	Surveys, literature review	Identified critical shortages in key fields	Emphasizes need for workforce planning to meet healthcare demand	Yes
Alnowibet et al., 2021	To assess employment processes and retention in Saudi healthcare	Mixed Methods	Workforce studies, employment surveys	Interviews, case studies	Highlighted retention issues and distribution gaps	Shows importance of retention strategies in workforce management	Yes
Alsadaan et al., 2021	To evaluate training needs in Saudi healthcare	Qualitative Study	Studies on training programs	Focus groups, literature review	Emphasized geriatric care training requirements	Supports training enhancement to align with aging population needs	Yes
Ghafoor et al., 2021	To review policy impact on healthcare workforce	Literature Review	Policy analysis, workforce studies	Review of policy documents	Demonstrated positive policy impacts on workforce	Reinforces the need for policy alignment with healthcare workforce goals	Yes
Husam Almansour et al., 2023	To investigate retention challenges in Saudi healthcare	Quantitative Survey	Studies on workforce retention	Surveys, statistical analysis	Found high turnover due to lack of career pathways	Highlights need for retention programs to stabilize workforce	Yes
Lin et al., 2021	To explore the impact of technology on	Observational Study	Studies on digital health integration	Observations, literature synthesis	E-health improves	Supports digital transformation for improved	Yes

	healthcare efficiency				workforce efficiency	access and efficiency	
McMahon et al., 2024	To study rural healthcare workforce deployment	Case Study	Studies on rural healthcare workforce	Case studies, interviews	Increased access in underserved regions	Emphasizes equitable distribution for workforce sufficiency	Yes
Al Saffer et al., 2021	To analyze regulatory support in workforce development	Policy Analysis	Regulatory and policy analysis	Policy review, literature analysis	Highlighted need for strong regulatory frameworks	Aligns with goals for sustainable workforce through policy reform	Yes
Alaa Mujallad, 2023	To examine specialized training requirements	Qualitative Analysis	Studies on healthcare training needs	Interviews, thematic analysis	Identified need for targeted training in geriatrics	Supports specialized training to meet healthcare demands	Yes
Alhindi et al., 2024	To identify skill gaps in Saudi healthcare workforce	Thematic Analysis	Workforce studies on skill gaps	Focus groups, interviews	Found skill shortages in key areas	Emphasizes need for skills development in healthcare workforce	Yes

A structured summary of key studies focusing on healthcare workforce sufficiency, employment processes and training needs in Saudi Arabia is provided in Table 3. Together these studies highlight the need for strategic workforce planning, retention strategies as well as digital transformation consistent with Vision 2030. Alluhidan et al. (2020) as well as Alnowibet et al. (2021) concentrate on workforce distribution as well as retention to ensure efficient service delivery, which are two other important areas. Alsadaan et al. (2021) and Alaa Mujallad (2023) have done studies to reinforce that there is need for specialized training of nurses including geriatric care to meet the demand of old people.

Technology integration as mentioned by Lin, T, Gong, C, Chijoke, C, Huang, C & Zhu, W (2021) help direct Vision 2030 towards adopting digital healthcare and policy studies like Al Saffer, A, Barreto, F & Stylianou, A (2021) suggest providing regulatory support to maintain workforce sufficiency. Together these studies reinforce a holistic approach to developing a resilient healthcare workforce that aligns with the goals of Vision 2030.

## Results

**Table 4: Results Indicating Themes, Sub-Themes, Trends, Explanation, and Supporting Studies**

Theme	Sub-Theme	Trend	Explanation	Supporting Studies
Workforce Planning	Distribution and Retention	Geographic imbalances in workforce	Workforce shortages in rural areas necessitate improved distribution and retention strategies	Alluhidan et al., 2020; McMahon et al., 2024; Alnowibet et al., 2021
		High turnover rates	High turnover due to limited career pathways and incentives	Husam Almansour et al., 2023
Training and Development	Specialized Training	Demand for geriatric and digital skills	Increasing need for geriatric care and digital health skills to meet population demands	Alsadaan et al., 2021; Alaa Mujallad, 2023
	Ongoing Skill Development	Continuous learning and upskilling	Ongoing training programs enhance competency in specialized areas	Alsadaan et al., 2021; Ghafoor et al., 2021
Policy and Regulatory	Workforce Policies	Regulatory support for local workforce	Policy-driven initiatives aim to reduce reliance on foreign healthcare professionals	Ghafoor et al., 2021; Al Saffer et al., 2021
	Employment Reforms	Incentives for retention	Employment policies focus on improving job satisfaction and retention	Alnowibet et al., 2021; Husam Almansour et al., 2023

Technological Integration	Digital Health Adoption	E-health for efficiency and access	E-health technologies improve access to care and streamline workforce processes	Lin et al., 2021
	Telemedicine Expansion	Expanding remote healthcare delivery	Telemedicine facilitates healthcare delivery in underserved areas	McMahon et al., 2024
Challenges and Barriers	Skill Gaps	Shortages in key areas	Skill shortages hinder healthcare efficiency in specific domains	Alhindi et al., 2024
	Funding and Resource Limitations	Resource constraints on training	Limited funding impacts the availability and quality of training programs	Alluhidan et al., 2020; Alaa Mujallad, 2023
	Policy Implementation Challenges	Need for robust enforcement	Gaps in policy implementation affect workforce sustainability	Ghafoor et al., 2021; Al Saffer et al., 2021

A comprehensive overview of healthcare workforce sufficiency and employment process themes and trends in Saudi Arabia has been provided in Table 4. In rural regions, uneven distribution and high turnover make workforce planning critical to retention strategies, an emphasis on career pathways, and incentives for reducing workforce shortages. They highlight training and development, and specialized training in the areas of geriatrics and digital health to support a changing population need and to bring technology into healthcare delivery.

Building a sustainable workforce depends on policy and regulatory reforms, and cutting down on foreign healthcare workers while providing incentives for employment targeted at specific disciplines. With e-health and telemedicine, technological integration is a key tool to making delivery of services much more accessible and efficient. That said, funding limitations, resource constraints and skill shortages remain barriers—proof then, that strong policy enforcement and ongoing investment are necessary. These themes together tie together an approach that requires a multiplicity of views to have a resilient healthcare workforce in Saudi Arabia to support long term healthcare transformation objectives.

### Discussion

Key factors, found in this systematic review, affecting the availability and distribution of healthcare professionals in Saudi Arabia, are highlighted. A substantial theme from the studies shows a need for equitable distribution among the workforce, particularly in underserved rural areas. According to McMahon et al. (2024), and Alluhidan et al. (2020), regional inequalities in the distribution of the availability of healthcare workers can make access to quality healthcare difficult. These disparities could be addressed, and a broader healthcare access supported, through strategic workforce planning and a retention initiative.

There were also retention challenges, because of inadequate career advancement opportunities. The studies like Husam Almansour et al. (2023) demonstrate that through creating incentive programs, career development pathways, retention rates can be increased and thereby,

workforce be stabilized. These goals are in line with the need to retain and increase workforce and reduce turnover in order to build a more sustainable healthcare system.

Lin et al. (2021) provides evidence of technological integration, most specifically digital health tools, showing potential that they can improve workforce efficiency and access to care. However, these tools must be usable and if training is necessary, they must be properly trained, for effective implementation. A possible solution is to help the healthcare professionals with the continuous training of digital tools to assist for closing the gaps with the current technology and make the way to healthcare to be more efficient and accessible.

Policy and regulatory support to workforce development is also important. According to Ghafoor et al. (2021) and Al Saffer et al. (2021), the growth of the workforce should be sustainable requiring a positive regulatory environment so that policies are in agreement with Vision 2030 objectives. Moreover, geriatrics is one of the areas with skill gaps, as shown by Alsadaan et al. (2021), and there has always been a need for specialized training programs aligned with population changes.

### **Future Directions**

Further research is warranted to better understand the long-term impact of digital health solutions on improving workforce distribution in rural regions. Specific training programs on how to bring people together to form those cohesive healthcare teams should also be studied, to manage interprofessional collaboration in a cohesive manner. Examining career pathway programs provides a potential avenue for insights into developed retention strategies to retain the healthcare workforce. It will also be valuable to understand how policy changes work with workforce sufficiency and how mobile healthcare solutions can support rural healthcare access as Saudi Arabia does with the Vision 2030 goals.

### **Limitations**

The focus of studies in this review primarily conducted in Saudi Arabia imposes some limitations to this review and may negate the applicability of these findings to other healthcare systems. Moreover, most included studies are observational or qualitative which hinders the ability to establish causal relationships. Variability in definitions for outcome may also pose a problem for comparability of outcomes across the literature as variation in study design may also offer problems for comparability of outcomes.

### **Conclusion**

Workforce planning is necessary to address workforce shortages and to make the healthcare sector of Saudi Arabia accessible to its targeted population. This necessitates retention of workforce, integrating technology, providing policy support and targeted training. Creating a stable and equitable healthcare workforce, particularly to cover the worldwide shortage of healthcare professionals, will require national standards, structured protocols, and well-defined career pathways. This means advancing digital tools, setting up clear roles, and moving the workforce to be distributed in all regions of Saudi Arabia. These approaches will remain essential in a more efficient, patient centered Saudi healthcare on its way forward.

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