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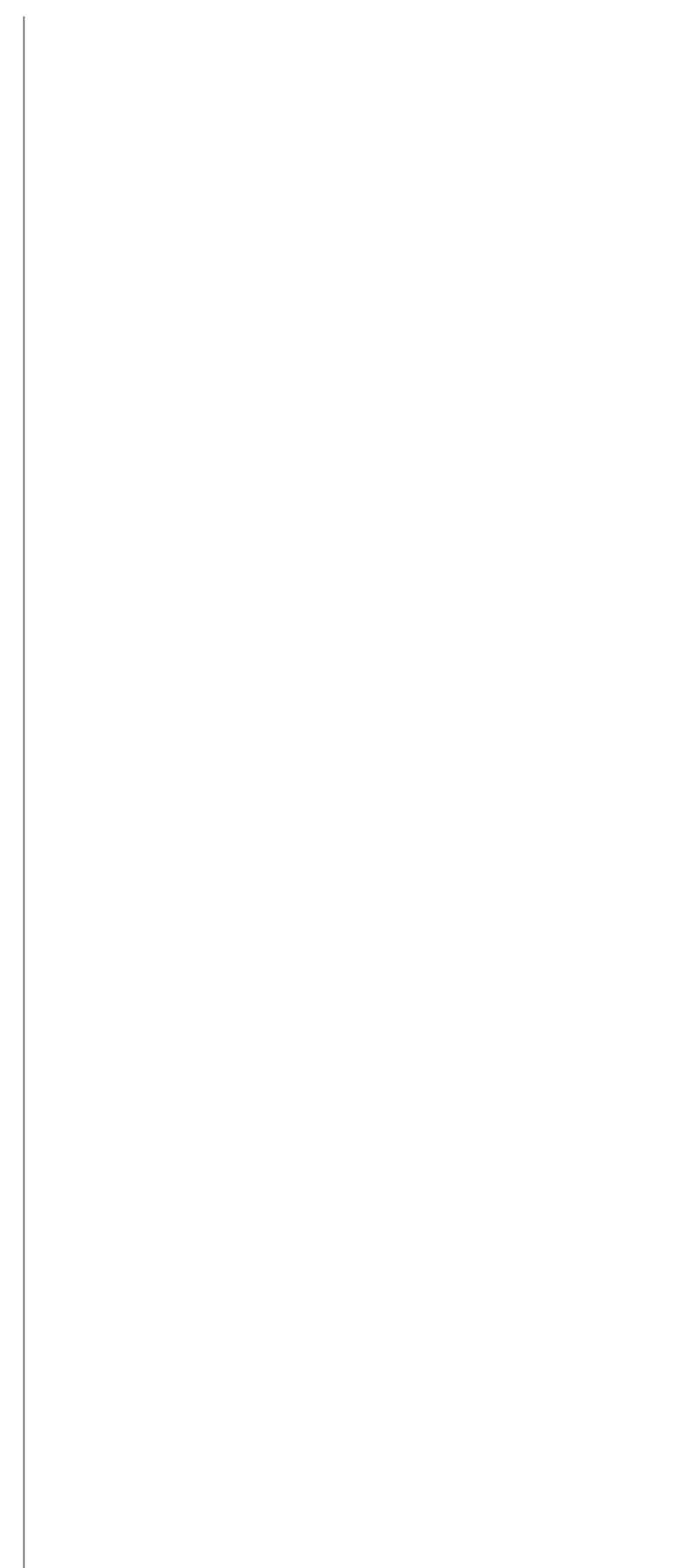
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UbXgcV]U WfYfYa U]bYX"

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]bj c`j YX]b`Ubi a VYf`cZg[b]UWbhi
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A]Xk]ZfnHlg_ZfWZh Y5[YbXUZf`
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Dfc[fUa a YzdfcdcgUgZf`UBU]cbU`
7UFYGFj]WUbXkcf_`cb bi fgb[`
gi XbhU]bW"

8Ygd]h]gY]hbg]Y]bU]ngQ ê l]WQ WYQ_ `YfaA `jAbY bUza ~]jh f ° dY ° g X c™ X YXk " " ! f ž bY cf i" QX " nh

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]bW XYUW]cbg'h U**respect and value**
 h\Yl dYfhgYcZ\Ybi fgb['dfcZgg]cb/
retain and support bi fgb['gU /
 YbWi fU]YhcgYUF'nLbXa]XXYWFYf'
 bi fgygk\c\Uj Y`Zih\YdfcZgg]cb`
 to **return and reintegrate** into the
 kcf_ZfW/UbXUbU`rã
 to



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H\YF7B \UgXÜbYXbi fgb| ði g
*Nursing is a safety critical profession
 founded on four pillars: clinical practice,
 education, research and leadership.
 Registered nurses use evidence-based
 knowledge, professional and clinical
 judgement to assess, plan, implement
 and evaluate high-quality person-
 centred nursing care (RCN, 2023).*
 ðci f dfY jci gfYdcfgff 7B GWÜbXž

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	2018	2023		
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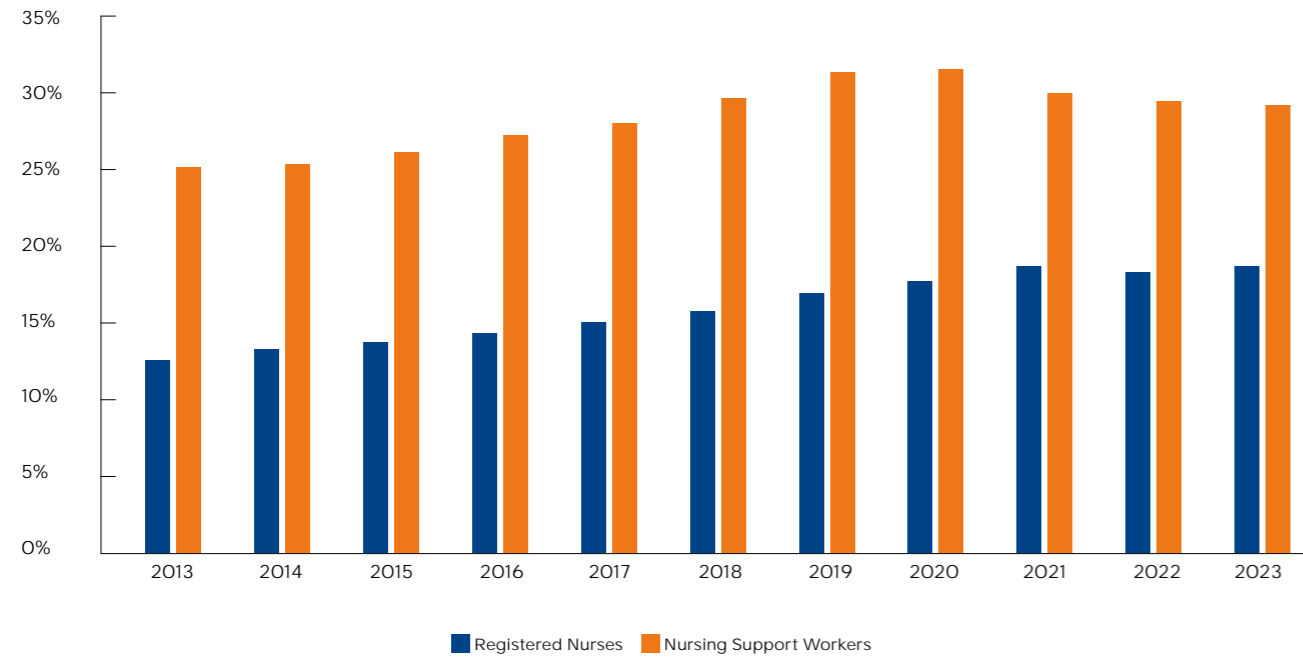
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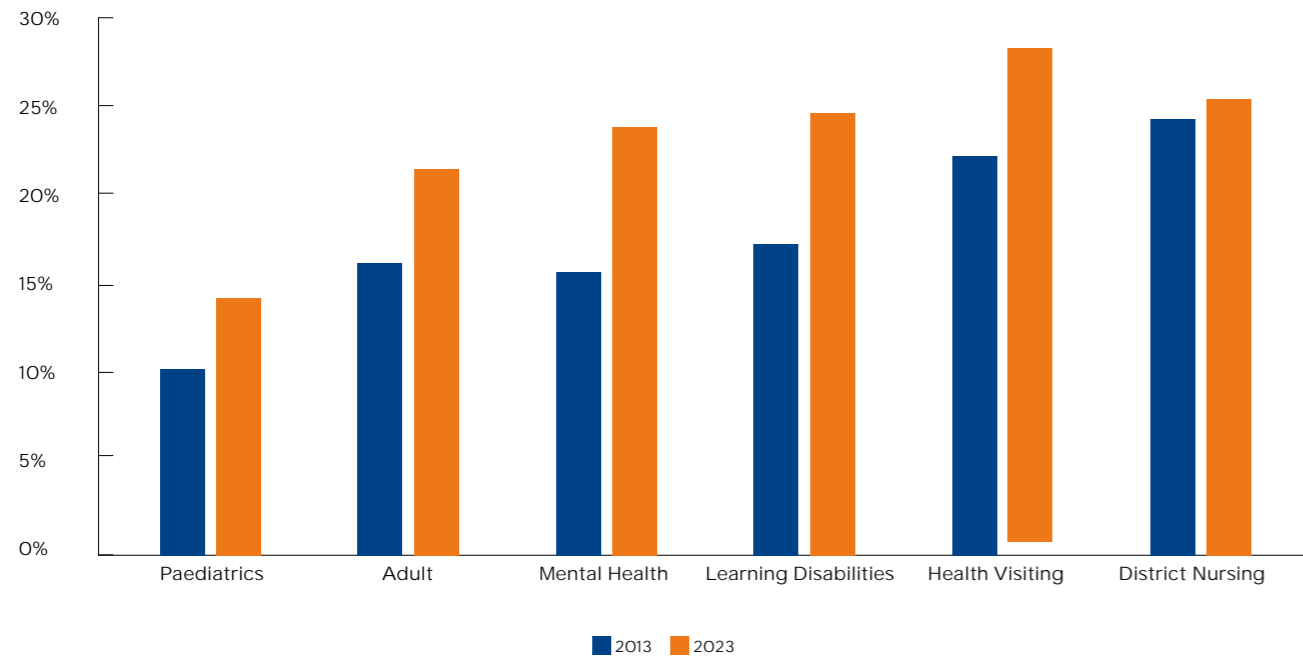
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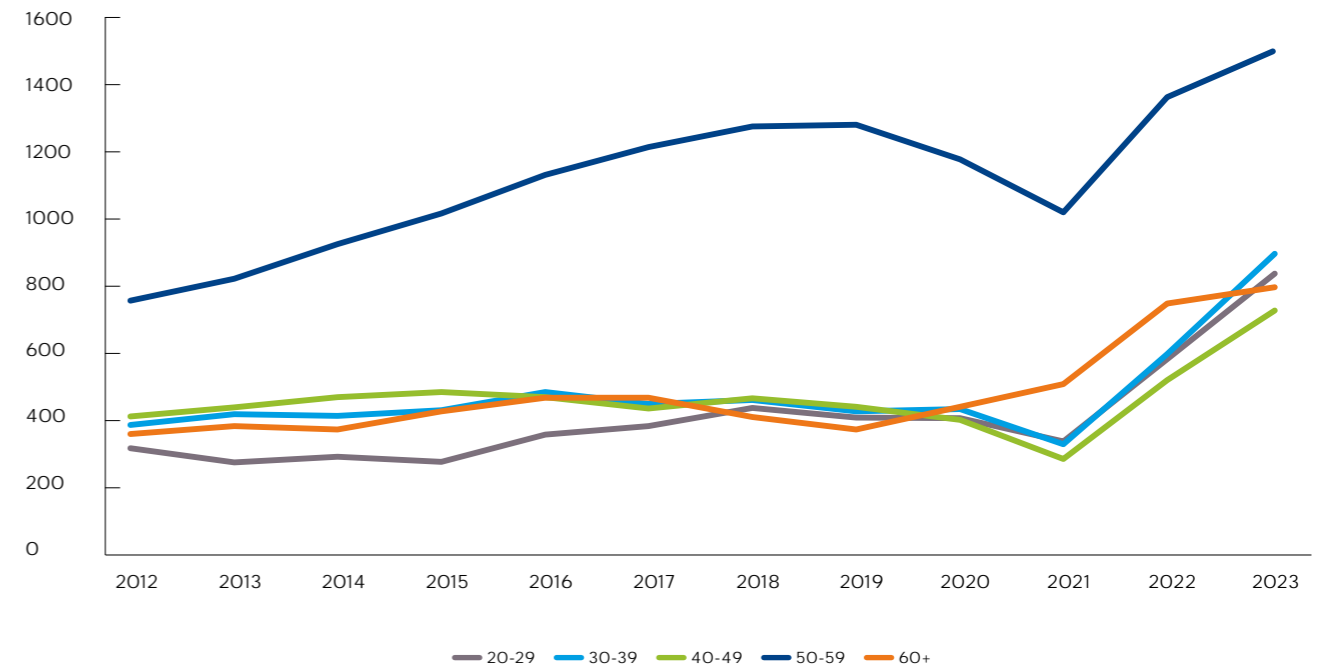
Source: NHS Education for Scotland NHS Scotland Workforce Statistics

F



Source: NHS Education for Scotland NHS Scotland Workforce Statistics

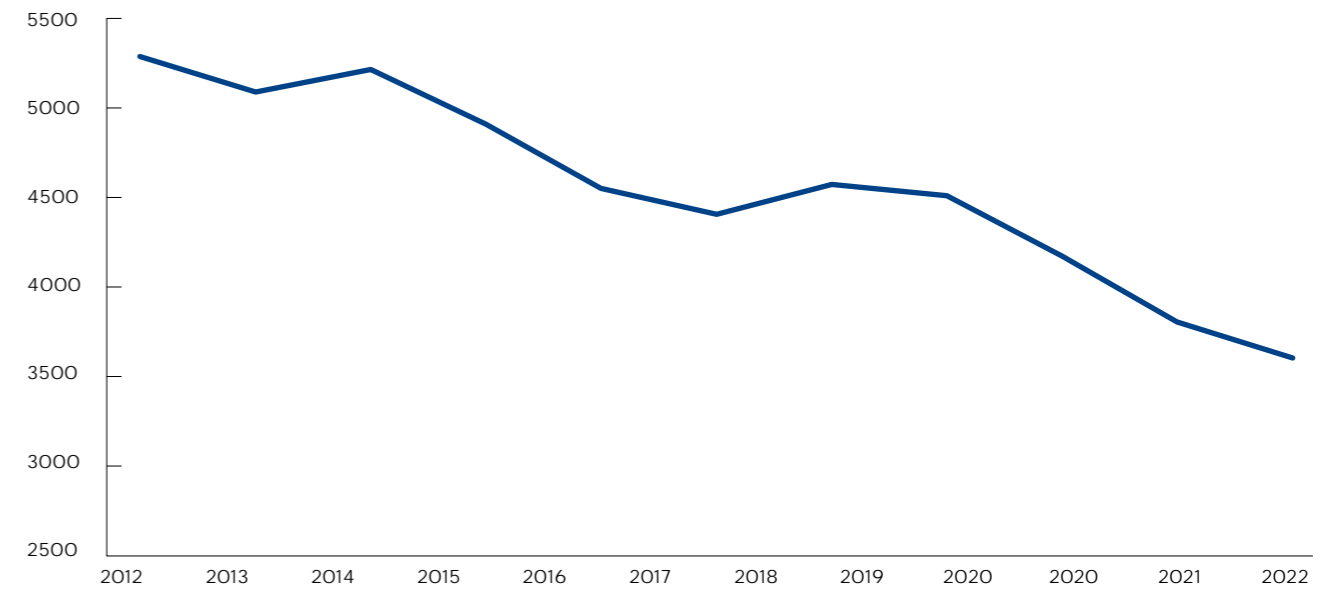
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Source: NHS Education for Scotland

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E



Source: Scottish Social Services Council

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]bWYUgY]b`YUXWi bhifZ` S`gU E`
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 H`YWfY\ca YgWmf`lgXWWMUg]b]`
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 WfY\ca YgZcfUxi `lgk YfYfY]]gMYX
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 +`&WfY\ca YgZcf`c`Xf`dYcd`Yfd<`GZ`
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 fY]]gMYXd`UWg]b WfY\ca YgZcf`c`Xf`
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bi fgY'c]bYfg" =b h.YmUF'lc'GYdha VF' &S& zh YhcU'bi a VF'cZ'c]bYfgXIX Yl WYXh Ybi a VF'cZ'YU Yfg]b' GWhUbXZ'ck Yj Yfzh Ybi a VF'cZ' YU Yfg' Ug'Wbh]bi YXlc']bWYUgY" Cj Yf' h Yk c!nYU'dY]cXZ'ca' C'Vt'VF'&S&% lc'GYdha VF'&S& zh YhcU'bi a VF' cZ'YU Yfg' Ug'Yl WYXXh Ybi a VF' cZ'c]bYfg]b' GWhUbXZ'UbXh]g]g' Xyg]h'Ub']bWYUgY']b' bi fgY'c]b]b] ' h YBA 7 fY]]ghf']b' GWhUbXk' c' UY']bhfU]cbU' nXi WHX"

:]i fY% g'ckgh YVUUbW Vtk Yb bYk' YbhfU]g'c]b]b] h Y BA 7 fY]]ghf']b' GWhUbXZ'ca' I ?' UbX]bhfU]cbU' gci fWg"^{ns} 5Xa]gg]cbg'lc' h YBA 7 fY]]ghf']b' GWhUbXcZ]bhfU]cbU' nXi WHX bi fgY'c]b]b]b]b] Bi a VF'g' fcgY'g'XU]n'Z'ca' %(1]b' h YmUF'lc' GYdha VF'&S& i d'lc'&) 1 'cZU']b]h]U' bi fgY'YbhfU]g'c]b]b] ' h YfY]]ghf']b' GWhUbX]b' h Y%&a' cbh'g'lc' GYdha VF' &S&S" H' YdYfVbh]U] YcZdYcd' YXi WHX

ci]g]X'cZ'h YI ? k'c' \Uj Y'c]bYX'h Y BA 7 fY]]ghf']b' GWhUbX' \Ug'Wbh]bi YX' lc']bWYUgYZ']bX]W]h]b] ' h YfY]gU] fck]b] ' fY]UbWcb']bhfU]cbU' nXi WHX bi fgY'c] =b h YmUF'lc' GYdha VF'&S& ' bYU' ncbY]b' %'fl ") 1 EcZU' bYk' bi fgY'cb' h YBA 7 fY]]ghf' k]h' Ub' UXX'fYgg]b' GWhUbXk' YfY]]bhfU]cbU' nXi WHX'bi fgY'c]" Cj Yf' h Y' Uj h' fYmUF'gB]] Yf] Uzh Y D\]]dd]bYgZ' =bX]UUbX; \UbU' Uj YVYb' h Y'hd' Z'ci f' Wi' bh]Yg'cZYX' W]h]cb' Z'f']bhfU]cbU' nXi WHX'bi fgY'c]b]b] ' h YBA 7 fY]]ghf']b' GWhUbXZ'f' h Y' U'gh]a' Y'B]] Yf] UUbX; \UbU'fYVch']bW' X'X]b' Wi' bh]Yg'Xyg]]bU'X'Vm h YK < C k' \YfYU'W] Y]]bhfU]cbU' fYWi]ha' YbhVm'a' d'cnYfg]g'X]g'Wi' fU] YX' Xi Ylc' h YWi' bh]Yg'ck' b'dfYgg]b] ' \YU'h' g'gh'a' UbX'kcf' Z'f'W'WU' Yb] Yg'fk < Cz' &S& L'ffYZ'ffYX'lc' Ug'fYX']gh'Wi' bh]Yg]" =bhfU]cbU' 'c]bYfg'lc' h YfY]]ghf']b' GWhUbX]b' h YmUF'lc' YbX'cZ'GYdha VF' &S& k' YfY'Z'ca' Uk']XY'fUb] YcZ'fYX']gh' Wi' bh]Yg'K' \] Y'h' YW'XY'cZ'd'UM]W' Z'ca' h YG'W]h]g' [c] Yfba' YbhZ'f'

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 &&%&&`H`Ylred`Zei`f`XYg`h`b`U`h`cbg`cj`Yf`
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 cj`Y`"`z`SS`"
 :`]`i`f`Y`%`g`^`ck`g`h`U`h`h`Y`d`c`h`b`h`U`
 ci`H`Ü`ck`^`c`Z`f`Y`]`g`h`f`Y`X`bi`fg`Y`g`f`Y`ei`Y`g`h`b[`

W`h`]`Ü`W`h`g`^`c`Z`W`f`f`Y`b`h`d`f`c`Z`g`g`c`b`U`
 g`h`i`g`^`U`g`V`Y`b`U`W`c`j`Y`h`Y`]b`Ü`ck`
 Z`ca`_]b`h`f`b`U`h`c`b`U`~`n`X`i`W`h`X`bi`fg`g`
 ^`c`]b`b[`h`Y`B`A`7`f`Y`]`g`h`f`]b`G`W`h`U`b`X`"
 6`ch`h`f`Y`b`X`g`U`F`Y`]b`W`U`g`]b[`z`g`]`b`]`Z`h`b[`
 a`cj`Y`a`Y`b`h`]b`h`Y`bi`fg`]b[`k`cf`_`Z`f`W`"
 =`b`h`f`b`U`h`c`b`U`f`Y`W`i`]`h`a`Y`b`h`g`U`g`^`h`U`_]b[`

i bUWdHUVZk]h [fck]b['gU`
g]WbYggXi Ylc'gfYggZUbl]YmLbX
XdfYgg]cbzk \]W]g'hYa cghZ'Yei Yb]ini
fYwfXXXfYUgcb Zcf'kcf_]b[]ha Y`cgh
Ua cb[B< Gbi f]gb['gU`"

H\]gk]``VYj]H\te Ybg fYh UZ bX]b[
 fYUWgW]b]W bYXUbXh YWffYW
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B9G\ UXbchXZ\ck Yj Yfzh Uhh Y
 WffYbha Yh.cXc`c[mW\ XfYg `h]b`
 cj YfYg]a UhgUbXh UhW hcb`g`ci `X
 VYi gXk \ Yb Wa dU]b[j UWbVg]b`
 [YbYU`dfU]Wk]h B< Gj UWbVgZUg`
 hYa Yh.cXc`c[m]gX] YfYbzUb]gg Y
 k\]WB9Gd`Ubgte UXXfYgg'

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39(5), pp. 211–9. doi:10.1097/NNA.0b013e3181a23cf5.

Lasater KB, Sloane DM, McHugh MD, Cimiotti JP

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