Annual Report 2 0 2 0

RESPONDING TO THE CALL

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DELIVERING OUTCOMES THAT MATTER









CAYMAN ISLANDS HEALTH SERVICES AUTHORITY

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About Us

The Cayman Islands Health Services Authority provides care through the 124-bed Cayman Islands Hospital (104 inpatient and 20 observation beds) and the 18-bed Faith Hospital on Cayman Brac. Ancillary services are offered at district health centres, and clinics for dental and eye care.



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Our Mission

The Mission of the Health Services Authority is to provide the highest quality healthcare and improve the well-being of people in the Cayman Islands through accessible, sustainable patient-focused services by highly-skilled, empowered and caring staff in collaboration with our partners.



Core Values

We believe that caring and compassionate personal behaviours are at the core of our organisation's commitment to delivering quality patient focused care. By making an official commitment to practice these values, we reinforce them, acknowledge that they are expected behaviors and encourage our fellow employees to practice them diligently.

► Respect

► Caring

- Responsibility
- ► Excellence

Integrity



2020 Annual Report

This Annual Report is for the Cayman Islands Health Services Authority (the 'HSA').

The report has been prepared in accordance with the requirements stipulated in the Public Management and Finance Act (2020 Revision) ("PMFA") for Statutory Authorities and Government Companies. It outlines the HSA's performance during the period from January 1st, 2020, to December 31st, 2020 and compares it to the actual performance for the preceding period.

The requirement for an Annual Report is prescribed under section 52 of the PMFA. Section 52 states:

- Each statutory authority or government company (the "entity") shall, within two months after the end of each financial year (the "year") –
 - (a) Prepare an annual report for the year; and
 - (b) Submit the report to the Auditor General for review.
- (2) The report shall
 - (a) State details of the entity's activities during the year;
 - (b) Summarise the extent to which the ownership performance targets under the relevant ownership agreement were achieved during the year;
 - (c) Include the amount of the following during the year
 - (i) Cabinet equity investments into the entity;

- (ii) Cabinet capital withdrawals from the entity;
- (iii) Cabinet loans to the entity; and
- (iv) The entity's dividends or profit distributions;
- (d) Include details of any Cabinet guarantees relating to entity made during the year;
- (e) Include the entity's financial statements for the year; and
- (f) Compare the actual performance shown by the financial statements with the performance proposed in the relevant ownership agreement.
- (3) The financial statements shall -
 - (a) Be prepared on a basis consistent with the forecast financial statements in the relevant ownership agreement; and
 - (b) Comply with Schedule 4.
- (4) For the Public Service Pensions Board, the financial statements are not to include financial statements for pension funds.
- (5) Subsection (4) applies despite any contrary requirement of a pensions Law.
- (6) The Auditor General shall, within two months after receiving the report, review it and express an opinion on the financial statements.





- (7) The entity shall, within five months after the end of the year, present the report and opinion to the Cabinet for review and noting.
- (8) After the Cabinet's review and noting, a member of the Cabinet appointed by it to do so shall present the report to the Legislative Assembly to review at its next sitting.

This annual report complies with the requirements of the PMFA and covers three main areas:

- ► The Service Delivery;
- Performance for the Year; and
- Governance.

The Service Delivery section outlines the contributions made by the HSA in furtherance of the

Government's policy outcome goals. It also provides commentary which explains material variances in performance when compared to budget.

The Performance section shows the financial resources the HSA was afforded in the 2020 budget and the inputs purchased to provide services. The financial performance is presented in the form of financial statements and supporting notes to the financial statements prepared in accordance with International Financial Reporting Standards issued by the International Accounting Standard Board.

The report also includes a section on Governance which outlines the HSA's efforts in the areas of risk management, and compliance with various statutory requirements.

Overview

This chapter summarizes the Organisation's overall responsibilities, describes the functions and activities of the HSA, and shows the organisational structure.

Outcomes & Achievements

The HSA's accomplishments are grouped according to key strategies, and detailed explanations on key objectives achieved over the period are provided.

Human Resource Management

This section reports on key information and statistics relating to the HSA's work force.

Financial Statements

This section includes the Auditor General's report, a Management Discussion and analysis of the financial results for the HSA over the period, and the corresponding statements of Financial Position, Comprehensive Income, Changes in Equity and Cash Flows.

Appendices

This chapter summarizes major laws impacting the departments within the HSA and other information regarding risk and requests under the Freedom of Information framework.

Contact Information

Telephone and website information is provided for each department in the Organisation.

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🖉 At a Glance

Financial Performance Measures	2020 Actual	2020 Target
Revenue from Cabinet	47,557,649	30,683,000
Revenue from Ministries, portfolios, statutory authorities, government companies	52,978,083	46,673,000
Revenue from others	44,890,370	49,854,000
Total Revenue	145,426,102	127,210,000
Expenses	144,214,372	138,090,000
Surplus/(Loss)	1,211,730	(10,879,000)

Net Worth	2020 Actual	2020 Target
Net Worth/(Deficit)	(63,176,634)	(23,490,000)

Cash Performance	2020 Actual	2020 Target
Cash Flows from Operating activities	5,905,364	3,784,000
Cash Flows from investing activities	(1,643,832)	(7,984,000)
Cash Flows from Financing activities	936,226	-
Change in cash balances	5,197,758	4,200,000

Financial Performance Ratios	2020 Actual	2020 Target
Current Assets: Current Liabilities	7:1	13.89:1
Total Assets: Total Liabilities	0.74:1	0.87:1

Human Capital Measures	2020 Actual	2020 Target
Total Full Time Staff Employed	953	991

Delivering Outcomes **That Matter**





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MESSAGE FROM THE CHAIRMAN



Jonathan Tibbetts Chairman

Called and answered

Healthcare is more than a profession; it is a calling. For anyone who has ever doubted that statement, I believe the circumstances of 2020 and the response of our healthcare professionals were proof positive of the care, sacrifice, and heroism required to work in this industry.

I have been privileged to lead the Board of the Health Services Authority since 2014. Over the years, the Board has progressively pursued organizational goals to continuously raise the bar in improving the quality of patient care, health outcomes, fiscal sustainability, and excellence, while we strengthen and develop our facilities, to enhance the patient's experience at every encounter.

Whilst our collective efforts were not in anticipation of COVID-19, the resilience built from the pursuit of those strategies created the necessary agility for our healthcare system to quickly respond to the challenging circumstances presented in 2020.

Everyone is called, but not everyone answers; in 2020, the HSA was called, the HSA answered. To our staff, thank you for your sacrifice, dedication, and heroism.





The world has not seen a pandemic of this magnitude in over a hundred years. Notwithstanding, within weeks, our pandemic plan was in full action, and within four months of the national lockdown, our laboratory facilities carried out over 20,000 Polymerase Chain Reaction (PCR) tests to identify the coronavirus genetic material in infected people.

The challenges of COVID-19 were generationally significant and extremely disruptive; however, it has also gifted us the opportunity to re-evaluate healthcare delivery and explore innovative care pathways to meet our customers' needs. It has also accelerated our digitalisation programme, and forced a level of introspection on the varied ways we can enhance our service offerings, build new competencies, and expand engagement opportunities.

Valiant displays of innovation were pervasive throughout our HSA family. Staff at all levels, from the CEO to our delivery drivers, took on new and expanded roles to ensure continued service to our patients and our community. It was a response that touched me personally and made the entire Board proud and gratified to be leading such a fantastic organization during a challenging period. As we look forward to 2021, I am confident that the HSA will again rise to the occasion with our planned vaccine rollout programme. The Board will continue the pursuit of excellence to ensure the organization remains resilient with the talent, processes, and facilities to serve our residents and visitors.

Everyone is called, but not everyone answers; in 2020, the HSA was called, the HSA answered. To our staff, thank you for your sacrifice, dedication, and heroism. To our Government and our community, thank you for the policies, actions, cooperation, and support, that allowed our healthcare system to rise to the challenges presented, and deliver a positive outcome for our island nation.

Sincerely,

Jonathan Tibbetts Chairman

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Lizzette Yearwood, MMH, JP CEO

Responding with courage and perserverance

It is my pleasure to present the 2020 Annual Report of the HSA. The report reflects on a profound period in our history, punctuated by the courageous display of spirit and heart, hallmarks of what it means to be part of a global force of healthcare workers facing a crisis not seen in over a century.

It was a year to be memorialized as one in which the mettle of our HSA family was indeed tested, but also one where each staff and partner rose to the occasion and exceeded expectations. I could not be more proud.

I was privileged on many occasions to stand in witness at the display of true heroism, as staff found innovative ways to overcome new challenges and pushed forward to ensure the very best service for those in our care.

Through sheer courage and peseverance, and in the midst of a pandemic, our people performed over three thousand surgeries, delivered seven hundred newborns, dealt with over twenty-nine thousand visits to the emergency room, and facilitated over three hundred and eighteen thousand encounters across our facilities.

I was privileged on many occasions to stand in witness at the display of true heroism, as staff found innovative ways to overcome new challenges and pushed forward even in moments of uncertainty.





The start of the COVID-19 pandemic carried numerous uncertainties; countries were still uncertain as to how the virus was transmitted, the level of mortality, or its long-term effects. Despite these uncertainties, our staff faced the challenge with bravery and mounted an effective response in the face of incredible odds.

Our Physicians quickly formed a Clinical Task Force quickly pulled together to ensure an adaptable and responsive framework to drive clinical policy decisions related to COVID-19. A make-shift Respiratory Care Unit and a Field Hospital were set up with the central Government's help; we introduced satellite pharmacy operations with mobile prescription delivery; and a WhatsApp prescription refill service.

Despite the national lockdowns of 2020, we recorded over twenty-six thousand five hundred additional outpatient visits compared to the prior year, and the number of babies delivered by our staff increased by over 21 percent. We also progressed the expansion of clinical services in Sports Traumatology and Dialysis and continued with the preparation of our hospital for full JCI accreditation. You will read about those and many of our other accomplishments throughout this report.

There is much to be celebrated, but among all the accomplishments, what is most gratifying, is knowing that we played our part in keeping our community safe.

I am truly grateful for our staff and community partners; without whom, our achievements would not have been possible. This year, I am especially thankful for the way we looked out for our community, supported our Government, and looked after each other. I would also like to thank our Board for their unwavering support, and extend a special thank you to all the families of our healthcare workers, who also made great sacrifices whilst many were separated while their loved ones responded to the call in 2020.

Sincerely,

Lizzette Yearwood, MMH, JP CEO

We are driven by a single goal: the care and improvement of human life. It's more than just a privilege. At the HSA, it's our calling.

Nature & Scope of Activities

General Nature of Activities

The Health Services Authority (HSA) is responsible for the provision and administration of primary and secondary levels of healthcare services, and public health functions for the residents of the Cayman Islands, in accordance with the National Strategic Plan for Health, as agreed with the Ministry of Health, Environment, Culture & Housing (HECH).

Scope of Activities

The HSA provides patient care through the 124beds at the Cayman Islands Hospital (the country's principal health care facility), and the 18-beds at the Faith Hospital on Cayman Brac. Ancillary services are offered at district health centers, and clinics for dental and ophthalmologic care. The Little Cayman Clinic is a purpose-built facility, complete with waiting and triage areas, a treatment room, doctors' office, and a dental office. A resident nurse is on call around-the-clock.

Specialist services are available in the fields of: surgery, gynaecology & obstetrics, paediatrics, internal medicine, dermatology, anaesthesiology, public health, orthopaedics, psychiatry, cardiology, gastroenterology, radiology, neurology, ophthalmology, otorhinolaryngology, periodontology, reconstructive surgery, faciomaxillary surgery, and urology.

The Health Services Authority through the Public Health Department is responsible for public health programmes through a purchase agreement with the Ministry of HECH. A team of public health nurses, a public health surveillance officer, a health promotion officer, a genetics counsellor, a nutritionist, and administrative staff, provide this service under the direction of the Medical Officer of Health.

Governance

The Health Services Authority is governed by a seven-member Board which establishes strategic policy direction for the organization through various subcommittees.

Board Sub- Committees

- Human Resource Sub-Committee: provides strategic direction in support of the organization's mandate to recruit, retain, develop and empower highly skilled and caring staff, and maintain the HSA's staffing plan.
- Clinical Sub-Committee: provides the HSA's Board of Directors with clinical advice, and examines ways to better manage services, and reviews all new applications, revocations and appeals concerning practicing privileges.
- Finance Sub-Committee: reviews the HSA's budget documents, ownership and purchase agreements with CIG, monthly financials, submits projections and recommendations to the Board, and oversees procurement.
- Infrastructure Sub-Committee: oversees the planning, development, and maintenance of the physical infrastructure to support the care delivery and the health and safety of patients, visitors and staff.
- Information Services Sub-Committee: establishes and monitors policies for the management of information systems to ensure that the business objectives of the HSA are being met.
- Risk Management & Safety Sub-Committee: monitors actual and potential organisational risk, and provides recommendations as to ways the organisation should manage and reduce exposure to liability.
- Audit Committee: supports the Board with oversight of the financial reporting process, the audit process, the HSA's system of internal control and compliance with legal and regulatory requirements.

Our Highlights in 2020

Clinical Excellence is the core premise for every patient encounter at the HSA.

In our strive for this excellence, we seek to deliver the very best clinical outcomes by exceeding international standards for the delivery of safe, efficient and effective patient care.

This quest has defined our journey for over 80 years and is our solemn promise to every patient we are privileged to treat.

Deliveries Outpatient Visits 700 224,975 **Surgeries** Radiology **Procedures** 3,164 32,386 Laboratory Admissions tests carried 4,587 out 891,374





🖉 Year in Review

2020

JAN

Travel advisory issued regarding novel Corona Virus





FEB

- World Cancer Day observed
- Temporary Flu Clinic opened
- Begin monitoring of borders for signs of COVID-19 positive visitors

MAR

- Restrictions on visitors implemented
- First case of COVID-19 confirmed
- First recorded death from COVID-19
- Physiotherapy Department relocates to Smith Road
- Sleep Lab introduced
- > Free health screenings for World Kidney Day
- WhatsApp prescription refills introduced
- > TeleMed Nutrition services introduced
- Local testing for COVID-19 introduced

MAY

- Caring for Life Foundation makes donation for COVID-19 response
- > Eye Clinic re-opens for Emergencies
- BritCay donates new Pharmacy delivery vehicle
- Drive-thru testing for COVID-19 introduced
 French sailor has vision saved during
 lockdown

APR

- One hundred and sixty-five thousand COVID-19 test kits arrives
- Registrars week celebrated with Cancer Registry
- Pharmacy services expanded to new location
- Coronavirus Online self-assessment tool launched



JUN

- HSA facilities reopen
- New GeneXpert machine arrives enabling expanded testing capabilities for COVID-19





2020

JUL

- Immunization
 Clinics Resume
- Enrollment in Preferred Provider Network opens
- HSA records over 20,000 PCR tests carried out





AUG

Thirteen employees completed Shelter Warden training

SEP

- Online bill payment services launched
- Pharmacy week observed
- > HSA receives triple awards for clean audit
- Dedicated telemedicine suite becomes active

OCT

- Hurricane Delta threatens the Islands
- Youth Ambassadors creates six-foot mural with inspirational quotes to promote mental health awareness
- Annual Recruitment Fair held
- Five HSA employees named for Queens' Honours

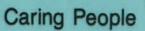
NOV

- Our Medical Director Dr Delroy Jefferson delivers commencement address at UCCI
- OtisAir and RFG Environmental Group donates air purifiers to the HSA
- > Hyperbaric Chamber donated to the HSA

DEC

- GeneXpert machine now on Cayman Brac at Faith Hospital
- > We close a challenging but successful year
- Strategic planning carried out
- Pathology Laboratories in Grand Cayman and Cayman Brac reaccredited





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Outcomes and Achievements



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The calendar year 2020 began in earnest with the pursuit of the strategic and operational goals set by our Board. These include plans to build on our fiscal sustainability, pursue further accreditation to independently validate our delivery of high-quality healthcare, benchmark clinical quality performance measurements against international industry standards, and the right sizing of our staff cadre with the establishment of a workforce plan aimed at reducing overtime and improving patient safety and employee satisfaction.

Goals to improve our clinical service delivery through the relocation of Outpatient Services to the Smith Road Centre, the creation of an Adolescent Mental Health Hub, and the expansion of Dialysis services to the West Bay Clinic were also high on the agenda.

Although there were many noteworthy performance accomplishments during the past year, 2020 for the HSA will largely be remembered for its disruptors. From the 7.7 magnitude earthquake in January to the landfill fires, hurricane threats, the Saharan Dust Storm, and the COVID-19 pandemic, things beyond our control interrupted not only our plans but the core ways in which the HSA operated.

The January earthquake came without warning; however, staff quickly sprang into action and displayed excellent teamwork and initiative in the event's aftermath to ensure continuity of patient care and operations. This included off-duty staff The start of the COVID-19 pandemic carried numerous uncertainties; countries were still uncertain as to how the virus was transmitted, the level of mortality, or its long-term effects.

who rushed back to work to support colleagues and ensure an all hands-on deck approach.

Whilst the COVID-19 pandemic will certainly standout as one of our most significant challenges, it will also be remembered as one of our greatest chapters for innovation and heroism in the face of danger and uncertainty.









The HSA maintains a state of continual readiness for public health emergencies. This training and readiness afforded an agile response, including the timely acquisition of off-site facilities to care for COVID-19 positive patients should the need arise, implementation of tentative agreements with private physicians to quickly scale capacity if that became necessary, and the acquisition of personal protective equipment and ventilators.

Once the coronavirus reached our shores, our staff responded with a united call-to-arms. The personal bravery shown is contextualized by the scores of healthcare workers who were losing their lives while treating COVID-19 patients in other countries.

2020 stirred new approaches to clinical service delivery. It pushed forward the implementation of new ideas, including telemedicine, home prescription delivery to vulnerable patient populations, the introduction of a satellite pharmacy, a 24-hour patient service hotline, and the establishment of drive-thru and district COVID-19 testing.

Within weeks of the first local case, we developed the capability to treat up to 75 COVID-19 patients on Grand Cayman and six on Cayman Brac with capacity for up to 16 ventilated patients if necessary. This state of readiness evolved in the ensuing months as additional capacity was acquired with the establishment of the Field Hospital and risk management plans were implemented.

The rollout of Telemedicine services in 2020 enabled the continuity of care for patients needing certain specialist services. It facilitated consultations with overseas physicians, thereby reducing the need and inconvenience for off-island travel for certain groups of patients. This initiative was well-received due to prevailing international travel restrictions.

Our Telemed Nutrition service was popular among our older patient population who accessed expert advice on dietary recommendations from our registered dietitians. It was also utilized to dispel several misleading videos, leaflets, and other types of messages on concoctions that can boost immunity to cure or prevent COVID-19. These 2020 initiatives expanded previous services such as our paediatric psychiatry, delivered from London, which continue to operate with excellent outcomes.

The technology was also utilized to deliver psychiatric, speech therapy, and psychological services via Zoom. This process augmented face-to-face services and allowed patients to feel more comfortable accessing services during a period of heightened fear and restrictions. Zoom and telephone services were also instrumental in the maintenance of support services to our local prison populations.

Our community psychiatric nurses maintained contact with patients via telephone and continued to do home visits for injections and psychosocial support to the more vulnerable





groups. Injection clinics were also held at outlying health centres and the main office at the Smith Road Centre.

During the year, our Public Health Teams worked tirelessly to ensure the protection of our community through various initiatives, including the delivery of over 5,000 flu vaccinations – a record number in any single year.

We also rolled out our comprehensive COVID-19 defense plan, including a 24-hour telephone flu hotline, drive-thru testing, airport testing, and day 15 follow-up screening for all arriving travelers and households. This meant the establishment of an airport presence and staffing of district sites for follow-up screening. We also launched mobile teams for testing at isolation facilities and hotels. We worked collaboratively with multiple government agencies to execute a coordinated plan to protect the community against the virus's risk of spreading locally.

A critical element of our plan was the 24-hour turnaround of testing results. That meant we had to quickly scale up our Forensics and Pathology Labs' capacity to ensure we could meet the required volumes. Our commitment to a superior patient experience led to the 2020 rollout of an organization-wide training programme on what it means to deliver service excellence. This programme is now a mandatory requirement for employee orientation and positions the organization to be an exceptional community hospital valued by our patients and partners. It will also provide added benefits by anticipating and responding to the needs of the community; improve collaboration with our health service partners, and promote a progressive and healthy work environment.

The development and expansion of facilities outside the main Cayman Islands Hospital Campus was also a key component of our enhancement strategy for 2020.

Whilst local COVID-19 restrictions hampered our efforts, we achieved our target to create a twochair Dialysis Unit at the West Bay District Health Centre and the completion of phase 1 of our chiller replacement project. We also continued toward the transition of outpatient services to the Smith Road Centre with the transition of our Mental Health Outpatient services being the first to transition in Q1 of 2021.



Whilst local COVID-19 restrictions hampered our efforts, we achieved our target to create a two-chair Dialysis Unit at the West Bay District Health Centre and the completion of phase 1 of our chiller replacement project.

Significant works were also carried out on the Faith Hospital Materials Management and Physiotherapy Facilities which are expected to be completed within the first half of 2021.

Sports Traumatology Services was an identified gap in our local delivery model. In 2020, additional space was leased to expand our range of specialist services in this area. We also welcomed Dr. Allan Larsen to our team. Dr. Larsen is a specialist in

sports traumatology and treats all hand, knee, and ankle conditions. He has performed over 25,000 knee arthroscopies as part of over 40,000 procedures carried out.

Another significant improvement in our clinical service delivery and expansion during the year was the establishment of a dedicated sleep lab to provide the highest quality of care for persons experiencing sleep problems. This addition allows us to appropriately diagnose and treat sleep disorders, thus preventing serious life-threatening diseases and improving our patients' quality of life.

We also continued our investments in the acquisition of advanced technology to improve patient diagnostic, treatment, and clinical outcomes. These include a new state of the C-ARM, 64 slice CT, upgrades to clinical systems, and cardiac care technology improvements. We also began the implementation of a non-emergency patient transport service to provide reliable and fit-for-



purpose transport services for certain vulnerable patient populations.

Continued engagement with our Patient & Family Advisory Committee is a crucial component of our continuing efforts to raise the bar for patient service excellence, and to have at least 90% of the population rate the HSA as satisfactory or better for high-quality healthcare. This effort was further strengthened in 2020 with the relaunch of our real-time patient survey featuring enhanced capabilities, including the physician, department, and service line physician ranking based on patient satisfaction.

The emergence of COVID-19 came with a projection for steep declines in certain service areas, especially during the national lockdown. However, despite the challenges, staff rose to the occasion and found new and innovative ways to meet our patients' needs. Consequently, we ended 2020 with better than anticipated performance in several clinical services, albeit with lower patient volumes than 2019.





🦥 Our Strategic Priorities

The HSA's strategic plan provides an overarching framework that guides the organization in meeting priorities and fulfilling statutory functions. The plan ensures the healthcare system delivers the right care, in the right place, at the right time – while also contributing to the fulfillment of the Government's priorities. The Plan is sustained by seven (7) strategic priorities with defined deliverables throughout the fiveyear period covered. It outlines specific yearly performance targets to achieve the following goals:



Develop and implement a coordinated, organisation-wide approach to effectivel manage our financial resources to ensure sustainability.

Improve patient experience across the continuum of care by respecting and responding to the patient's values and preferences.

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Maintain and expand the facilities to meet the existing need and projected growth, whilst being environmentally responsible.

Become the provider of choice for Bariatric Services, Maternal & Child Health, and Interventional Radiology.

Strengthen the HSA brand, using all available media, to ensure that the public is aware of the advantages of using the HSA as their provider of choice.



tract, develop, motivate, and retain productive and engaged employees to mee rrent and future organizational needs.



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Strengthen Primary Healthcare at the HSA by enhancing patient services, health promotion, and disease prevention activities.





Develop and implement a coordinated, organization-wide approach to effectively manage our financial resources to ensure sustainability.

2020 stands out for so many reasons. Among them was our ability to maintain superior financial performance and achieve critical sustainability targets despite the disruptors. Although 24 cost centers reported below target revenues, 11 cost centers showed marked increases in income, contributing to our overall financial performance for 2020 and a modest surplus of \$1.2 mil (2019 actual net loss of \$2.9m).

Total Operating Expenditures were \$144.2 million, of which 62% (\$89.3) relates to Staff costs. The organization recorded a saving of \$8 million in Staff costs for the year. Effective procurement, especially of personal protective equipment, was a key focus in 2020. A Procurement Manager was hired in January of 2020, she will develop performance indicators for the department, and organize and prioritize workflows across all areas. She will also provide guidance and training for the various cost centres that interact with procurement. This hire was in response to an informal assessment in 2019, which identified a critical need for this position.

The entire finance team became involved in a global effort to source critical goods and supplies during the height of the pandemic. Our Chief Financial Officer led this effort and worked collaboratively with private

Many of our previously negotiated supply contracts failed in 2020 as suppliers could no longer hold the prices previously agreed or source the materials necessary for our continued efficient operations.

Measures were enhanced during the year to bring added convenience to our partners and customers by making it easier for them to receive funds and settle their accounts. This included the rollout of online banking services which provide more convenient, safe, and speedier payment options to our vendors and partners.

Our Finance Department added another Accounts Payable Officer in 2020. This will improve the timely settlement of vendor payments and the closing of our financial periods. This new officer is in addition to a Payroll Officer and new Financial Controller who also joined during the year. and public sector partners to identify, purchase and ship supplies from Europe, Asia, and the Americas.

Many of our previously negotiated supply contracts failed in 2020 as suppliers could no longer hold the prices previously agreed or source the materials necessary for our continued efficient operations. This required the team to quickly develop supply links, work through international contacts, and find creative ways to transport goods and supplies to the Cayman Islands without them being confiscated by other countries who were also seeking to source those goods.





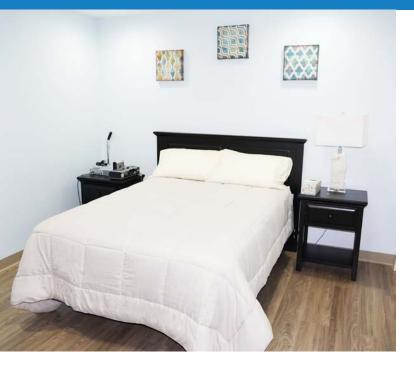
The increased demand for certain goods, coupled with global scarcities and less efficient supply routes, resulted in an overall increase in the cost of those goods to the HSA; this created additional downward pressures on our finances during the year.

Materials Management has always played a key role in our hospital operations; however, the events of 2020 also plunged this area into sharp focus. To further strengthen this section, we began recruitment for another full-time staff to the Materials Management team and procured a new robust inventory system.

This new perpetual inventory system will bring greater automation of the department's processes

which has largely remained manual over the years, and will allow for better tracking of items dispensed from the warehouse to the various cost centres across the HSA. It will also allow for more accurate matching of items expensed against revenue earned.

Our CEO and CFO were presented with three awards by the Public Accounts Committee in August 2020; these awards were in recognition of the significant achievements made in financial management and the receipt of clean audits for the 2018 and 2019 financial years. The recognition and award marked the culmination of our Board's key strategic goal to achieve a clean audit opinion by the end of 2018.





Improve patient experience across the continuum of care by respecting and responding to the patient's values and preferences.

A GeneXpert machine was acquired in 2020 as part of our COVID-19 response. This allowed a "faster turnaround time" for the PCR testing of clinically urgent cases, with results being available in 45 minutes. This capability also allowed us to keep medically urgent tests separate from routine screening samples which is vital for patients needing emergency treatment or emergency transfer abroad. The GeneXpert machine and associated PCR cartridges were donated by the UK government through the Foreign and Commonwealth Office, with assistance from Public Health England. It enabled our forensic lab to become the first among the Overseas Territories to introduce PCR testing to detect the presence of COVID-19.



In November 2020, we extended these capabilities to Faith Hospital on Cayman Brac. This necessitated an upgrade to create additional space for testing and staff training in the Faith Hospital Lab using Public Health England guidelines.

In our previous Annual Report, we spoke of initiatives to enhance our clinic services. In January 2020, we saw 1,651 walk-in patients at the George Town-General Practice Clinic, an average of 78 patients daily. This represented an increase of 20% when compared with December 2019. The Acute Care Clinic's improved utilization has reduced the waiting time for patients without an appointment. Plans are underway to expand this area once the planned relocation of services to the Smith Road Centre is completed.

Our "Sally" robot answered the call in 2020 and allowed patients and overseas consultants to communicate in real-time from a dedicated suite in our Specialist Clinic. "Sally" is a next-generation InTouch Health RP-Lite 4 telemedicine robot that the Cayman Islands Seafarers Association donated. It allows overseas physicians to provide input into the care and management of patients without physically traveling.

On April 4th, 2020, we began dispensing prescription refills for CINICO and private insurance members with 100% coverage from our new location at the Smith Road Centre. The new pharmacy location provides more convenient options for persons to pick up prescription refills and reduce wait times and congestion at the main hospital campus.

We began delivering prescriptions to our elderly and vulnerable patient population as a temporary measure at the onset of the COVID-19 shelter-inplace provisions. Initially, the Pharmacy staff was making medication deliveries throughout the island – after regular hours – using either their own or hospital vehicles. However, thanks to a donation by British Caymanian (BritCay) of a delivery vehicle, we were able to expand this service, allowing our patients to receive optimal care under challenging conditions.

In our previous Annual Report, we spoke of initiatives to enhance our clinic services. In January 2020, we saw 1,651 walk-in patients at the George Town-General Practice Clinic, an average of 78 patients daily. This represented an increase of 20% when compared with December 2019.







To maintain and expand the facilities to meet the existing need and projected growth, whilst being environmentally responsible.

We pursued several facility enhancement and expansion projects in 2020. These were principally aimed at enhancing our clinical services, positioning the HSA to meet Joint Commission international standards, and improving our operational efficiency.

Smith Road Centre fit-out

Works to fit-out the Smith Road Centre's third floor for the relocation of the Specialist Clinic were substantially completed in 2020. This will provide 23 new modern and specially designed rooms for patient consultations (up from the 11 rooms in the existing specialist clinic), allow service expansion and extended operating hours, and create a larger waiting room to further enhance the patient experience.

Expansion of the Materials Management Building was also undertaken in 2020. Works carried out will increase storage capacity, reduce warehouse rental cost, and mitigate the risk of fire damage to stocks of essential supplies, pharmaceuticals, and other commodities.

This project created a mezzanine above the current warehouse space, and has increased the area by 4,500 square feet. This additional space will meet the hospital's expected current and future space needs and provide much-needed space for Hazardous materials and dangerous goods as prescribed by the Fire Department. It will also enable the storage of supplies under a temperature-controlled environment and increase our supply storage capacity, thereby enhancing opportunities for better prices and more efficient shipping costs through bulk orders.

Another critical aspect of the project was the construction of a designated storage area for

the Operating Theatre to reduce non-essential equipment and supplies within the main Operating Room and the maintenance of a sterile environment.

Patient Room Improvements

The project to renovate our inpatient rooms was also significantly advanced in 2020. This included replacing the cabinetry and flooring; installing LED light ; replacement of patient room windows; installation of pillow speakers; and installing new Patients Entertainment and Nurse Call Systems.

Way-Finding System

The procurement and installation of a new Digital Way-Finding system will help our customers navigate our main hospital at the George Town campus more efficiently. The system has a broad range of functionalities, including displaying colorful maps with animated routes and/or written directions; customizable search options (alphabetical, by topic, by keyword, etc.); and an optional one-touch print feature of the directory. It allows visitors to access a list of services; video and audio solutions for marketing and promotional purposes; and built-in QR codes for each map display that any smartphone can scan.

Chiller Replacement

The programme to replace the chillers at the main CIH campus is ongoing. The project follows an independent study by the US-based firm Gartek Engineering, which recommended the replacement of the equipment with more technologically advanced and high-capacity systems. Two chillers were replaced in 2020 and showed immediate benefits in reducing cooling costs. The replacement of the remaining four chillers will deliver further cost savings, reduce carbon emissions, and enhance the sustainability of this critical piece of infrastructure.

JCI Related Initiatives

The Facilities Team also progressed readiness initiatives to ensure compliance with JCI standards when our facilities are assessed in 2021. These include the replacement of existing cabinetry in all patient care areas (to comply with new international infection control best practice); replacement of existing linen carts for the transport and storage of patient linen across the hospital; a hospital-wide panic alarm and alert system; an upgraded security system for the maternity unit; and active shooter training for all staff.

The safety of our more vulnerable patients in the Mental Health Unit was also further enhanced during the year with the overhaul and ligature proofing of the inpatient unit in keeping with international best practice standards. Enhancements included the replacement of toilets, sinks and faucets, showers, grab bars, and restroom accessories to reduce the risk of suicides. Next year, work will be carried out to upgrade and ligature proof the surrounding fences to ensure a continued safe environment.

Cafeteria Upgrades

R-IR

As part of the ongoing initiatives to improve the patient and employee experience, in collaboration with the current leaseholders, significant improvements were made to the cafeteria, including furniture replacement, new décor, expanded operating hours, and menu changes to increase healthy choices. The upgrades have been positively received.

Our Facilities Team also welcomed the addition of a Biomedical Engineer in 2020. This will enhance our cadre and ensure the continued effective maintenance and reliability of our clinical equipment. Recruitment was in progress for a plant engineer and additional maintenance staff at the close of the financial year.





Become the provider of choice for Bariatric Services, Maternal & Child Health, and Interventional Radiology.

We understand the importance of having the presence of a partner during the laboring process for our mothers; however, the safety of our patients have, and will always be our main priority. In 2020, we had to take the difficult decision to limit the number of persons accompanying our patients during labor to one.

These measures were necessary to mitigate the potential risk to other patients during the height of the pandemic, and to ensure a continued safe environment for our moms, baby, and attending staff. To mitigate the impact, we amended our policy to allow the option for "virtual companions" through the use of video technology, giving mothers the option to use their device in the labour room. Work advanced during the year to relocate the Paediatric outpatient services to the Women's Health area. This will facilitate expanded operating hours for the Paediatric Acute Care Clinic. Looking ahead, we are also pursing plans for the decentralization of maternal and child services through the expansion of clinics held in the Bodden Town and West Bay district clinics

In 2020 we installed the hardware and network infrastructure to facilitate TotGuard Infant & Paediatric Security Solution and carried out the relevant configurations of ports and switches to required standards. This system is an ultramodern infant real-time security system, supplying motherinfant wearable tags that are well designed to be light, comfortable, and effective.



Strengthen the HSA brand, using all available media, to ensure that the public is aware of the advantages of using the HSA as their provider of choice.

Exciting developments continue at the HSA. Our staff serve our customers with passion and commitment and achieve excellent results. Unfortunately, we've not always done a good job at telling our story, and so many of our achievements are often unreported.

We purused numerous initiatives during the year to enhance our marketing and public relations efforts. These included stepts to ensure we are more available for media interviews, press articles are issued timely, and we enhance our social media presence to effectively communicate with our stakeholders. Our public relations presence featured 80 monthly radio messages covering topics such as Diabetes, Hypertension, Cholesterol, Safety in the Homes, health and safety, Hurricane Tips, Smoking cessation, and Medication adherence. We also promoted topics relating to Sexual Health, HIV and AIDS, Asthma, Heart disease, Hand Washing techniques, Stress management, Nutrition and healthy lifestyle.



HEALTH SERVICES AUTHORITY

Comm

Sports Medicine & Sports Traumatology

Work began in 2020 to relocate Physiotherapy Services and develop our Sports Medicine and Sports Traumatology, Chiropractic and Podiatry services capabilities. With a growing and active population, the addition of Sports Medicine and Chiropractic services offerings provides us with a unique and competitive market advantage by combining these services in a single prime location with adequate parking, modern facilities, and easy accessibility for patients.

The demand for sports medicine is on the rise due to the growing incidences of sports injuries and people's increasing participation in sports and fitnessrelated activities. Moreover, a shift from proactive to preventive care for sports injuries is further expected to drive the market for sports medicine.

Knee injuries are more prevalent during sports or other physical activities. This is because excessive running and jumping lead to wear and tear of the knee joint. According to the British Journal of Sports Medicine, knee injury is widespread and accounts for approximately 41% of total sports injuries. A sports medicine department will afford our patients the option of conservative and operative treatment within a wide range of symptoms and diseases that were previously unavailable and therefore required external referrals.

The expanded services will offer various advanced therapies, including dry needling, soft tissue massage, osteopathic manipulation, platelet-rich plasma therapy, and arthroscopic surgeries for knee repair.

The upcoming expansion plans also allow for a collaborative team approach in the provision of a full





spectrum of related Orthopaedic conditions, from knee pain and degenerative disc disease to sprains, strains, soft tissue injuries, physical therapy, and chiropractic services.

It will also provide chiropractic and podiatry services through an expanded physiotherapy department to complement existing services. This will significantly improve our ability to treat any sports-related trauma, both conservatively and surgically.

Work was also advanced in 2020 towards the establishment of a Neuro-rehab Unit. The introduction of this local capability will further decrease the need to send these patients overseas for rehabilitation. There will be an increase in home physio as well as services offered at the district clinics. This will expand the physio services despite existing space limitations.

Additional leased space was secured in 2020 at our Bay Town location with plans to complete the fit-out works for our Speech, Physiotherapy, Occupational Therapy, Sports Medicine & Sports Traumatology services during the 1st quarter of 2021.

Adolescent Mental Health Hub

We are excited to be partnering with the Alex Panton Foundation for the creation of an Adolescent Mental Health hub at our main Cayman Islands Hospital Campus.

Design briefings were held in 2020 to ensure the optimal facility design for this patient population's needs. The area identified for the Hub will become available in 2021 as we transition more outpatient services to our new Smith Road Centre location.

The collaboration with the Alex Panton Foundation is raising awareness of mental illnesses affecting children and young adults in the Cayman Islands, focusing on anxiety and depression.

Heightened concerns from mental health practitioners regarding the increasing incidences of mental health issues amongst adolescents and scientific data that has reflected higher rates of suicide attempts and behavioral issues in adolescence during the summer have increased the urgency for progressing this service along with the associated facilities.

Dialysis Service for West Bay

Capabilities for dialysis service at the West Bay Clinic were expanded as part of our 2020 strategic initiative to increase healthcare access at district health centres. This addition will therefore be a welcome convenience to residents of the District where 16% of the existing dialysis patients reside.

WhatsApp Pharmacy refills

Our WhatsApp Pharmacy refill service was launched to provide convenience and efficiency in filling prescriptions. This service allows our customers to submit prescription refills via WhatsApp for next-day pickup across all HSA pharmacies.

Persons utilizing this service take a photo of their prescription label and send it to 925-6534 on Grand Cayman, and 916-9555 on Cayman Brac or Little Cayman. This initiative was well received, given the general requirement for social distancing throughout 2020.

The upcoming expansion plans also allow for a collaborative team approach in the provision of a full spectrum of related Orthopaedic conditions, from knee pain and degenerative disc disease to sprains, strains, soft tissue injuries, physical therapy, and chiropractic services.





Nursing Programme in partnership with UCCI

The eighth cohort of the University College of the Cayman Islands (UCCI) began their four-year course of study in the fall of 2020. The programme is an excellent initiative that demonstrates the potential for talent development through effective partnerships.

The idea of a Cayman-based programme turning out Caymanian nurses originated in 2009 and was the brainchild of our Chief Nursing Officer, Dr. Hazel Brown. Our facility provides the opportunity for practical application of academic concepts and mentorship for skills development. It also provides a pipeline for nursing talent at a time of global shortage.

New Talent Onboarded

Dr. Allen Larsen, an orthopaedic surgeon with expertise in Sport traumatology and joint reconstruction joined us in 2020. His initial focus will be on the development of our state-of-the-art sports traumatology service.



Attract, develop, motivate, and retain productive and engaged employees to meet current and future organizational needs.

We were also excited to welcome Caymanian Pathologist Dr. Kimone Fraser. Dr. Fraser holds multiple qualifications from the University of the West Indies. This addition to our team will improve our pathology reports' timeliness and reduce the need for locum input in this area.

Consultant Ophthalmologist Dr. Ermanno Scerrati joined us in 2020 and will facilitate plans to introduce more advanced procedures through the Lions Eye Clinic. Dr. Scerrati specializes in the treatment of the cornea and issues related to glaucoma and brings world-class experience and high-level expertise in the performance of Vitro Retinal Surgery, Cornea Transplant, and Minimally invasive Glaucoma Surgery.

Complementary and Alternative Medicine (CAM)

The addition of specialist Dr. Irka Ebanks to our clinical cadre will facilitate the expansion of Complementary and Alternative Medicine (CAM). She will spend an additional six months working with the Internal Medicine team before embarking on our CAM service's grand opening at the Smith Road Centre.





Recruitment Fair

We held our 2020 Recruitment Fair on October 23rd. The event provided opportunities for jobseekers and volunteers to explore current and upcoming vacancies at the HSA. This event has been successful in attracting talent in clinical and non-clinical roles and at various skill levels. This year, opportunities were presented for potential employment in Finance, Nursing, Emergency Medical Services, Facilities Management, Dietary Services, and Human Resources.

National Awards

IOHAZAR

Five HSA employees were among those singled out for recognition by her Majesty the Queen in her birthday honours list for their response to the COVID-19 crisis.

Our Forensic DNA Specialist was conferred the award of Honorary Member of the British Empire (Honorary MBE) for her contribution to Cayman's capacity and ability to carry out wide-scale testing. Our Chief Executive Officer, Medical Officer of Health, Chief Nursing Officer, and Chief Financial Officer were also awarded the Certificate and Badge of Honour for meritorious services rendered during the COVID-19 pandemic.



Strengthen Primary Healthcare at the HSA by enhancing patient services, health promotion, and disease prevention activities.

CayHealth

There is a prevailing view that our modern society has overmedicalized health by assembling impressive and costly medical technology to fix people when they are sick or injured. However, we spend proportionately far less on social services that address determinants of health that contribute to better health and reduce the need for medical care.

Our Cayhealth programme continues to provide positive results in preventative care for members of the group and and has demonstrated value in transforming healthcare focus from "sick care" to "well-care" or preventative medicine to promote healthy living and prevent chronic disease and injuries.

The proposed CayHealth Plus Health Plan builds on the CayHealth pilot programme introduced in 2010 for a small cohort of 1,000 patients. The Auditor General highlighted the CayHealth initiative's success as "an example of leading practice in chronic disease management".

Following the success of CayHealth, we are now proposing a transformational care delivery model

(CayHealth Plus) for the provision of services across the care continuum that is reliable, consistent, focused on lifestyle changes, improved quality of life, and health outcomes to manage the indigent population.

This entails a capitated care management model designed to enhance coordination of care and services for specific patient populations, such as patients with chronic disease, and to engage patients more actively in improving and maintaining their health. This model has the potential to reduce health care costs significantly.

The proposed CayHealth Plus Health Plan builds on the CayHealth pilot programme introduced in 2010 for a small cohort of 1,000 patients. The Auditor General highlighted the CayHealth initiative's success as "an example of leading practice in chronic disease management". This was outlined in a 2017 report titled "Ensuring Quality Health Care and a Healthy Population." The report concluded that "expanding the benefits incurred by the CayHealth Programme offer better utilization of health care resources to other patient populations and should result in improved value for money." Improved value for money is among the principal objectives of the CayHealth Plus proposal.

The CayHealth Plus proposal presents a new approach to health care by aligning each individual with a primary care GP physician to better manage the full continuum of care for individuals in this cohort that will drive down cost by focusing on quality and outcomes.



This is intended to increase patient engagement and accountability for health outcomes and decrease the overall spend on healthcare while improving the health of our community and improving patient outcomes and quality of life.



The goals of the programme include:

- Improvement in quality of life and health outcomes;
- Provision of a seamless, one-stop system of care;
- Focused attention on individuals with complex needs, such as persons with chronic illness;
- Appropriate referral for specialist care;
- Case management and care coordination services between GP and Specialists; and
- Lifestyle health and fitness programs undertaken by the Public Health Department.

Under this programme, we would:

- Allocate increased resources to primary and preventive services by assigning each member to a GP Physician at the George Town General Practice or in their assigned District to reduce utilization of the more costly Accident & Emergency services and specialist physicians;
- Utilize an evidence-based approach to chronic disease management;
- Develop customized programmes and initiatives that promote a healthy lifestyle;
- Use a person-centered care coordination model that supports an individual's ownership and active involvement in the development of their care plan and health outcome; and
- Arrange for care and services by specialists and referrals to other non-HSA providers.

We believe this integrated care model will improve health and functional outcomes, lower costs for all active persons within the programme by reducing or avoiding preventable hospital stays and reducing emergency room visits.

Overview 01



As our community grows, we are growing with it.

This is a pivotal moment for the Health Services Authority and the patients and families we serve.

Our new **30-year** Master Facility and Service Development Plan marks a major and exciting trajectory for the organization and the Cayman Islands, guided by a vision to bring world-class clinical services right here at home, while providing the highest standards of quality, safety and patient experience.

The Cayman Islands has grown dramatically since the opening of the first hospital in Grand Cayman in October **1955** with **28 beds**, and a team of **9 persons** (a Medical Officer, a Dental Officer, a Health Officer, a Matron, four nurses and a Dispenser.)

Since opening almost seven decades ago, we've witnessed our population increasing, and people living longer and coping with increasingly complex medical conditions.

To meet our patients' health care needs, the Health Services Authority must continue to evolve into a responsive, accessible, high quality and technologically driven healthcare system that is the first choice of all residents of the Cayman Islands. This also includes recruiting first-rate physicians and staff, and adopting a multidisciplinary model of care often found in leading medical centers around the world.

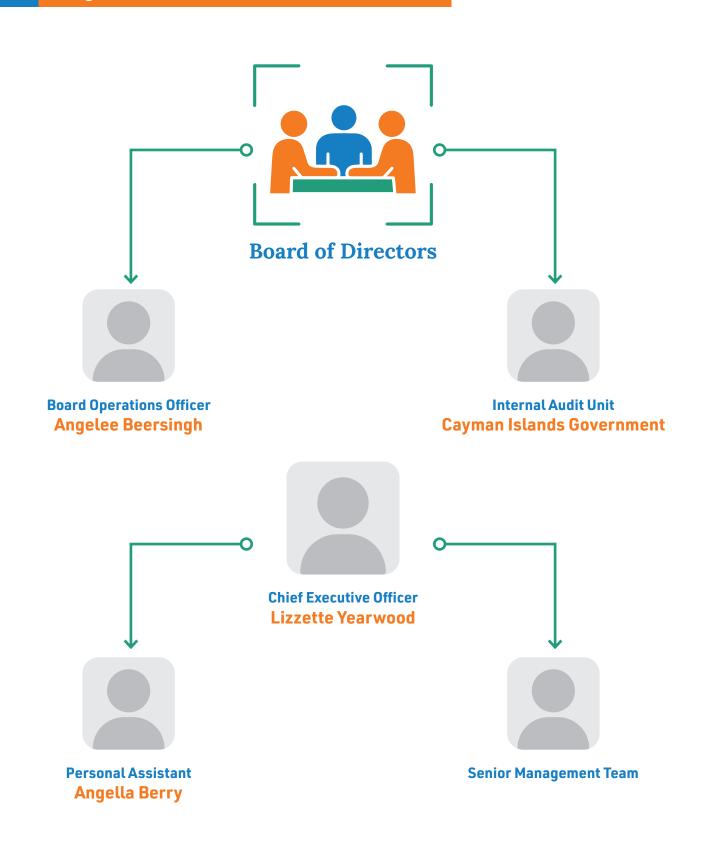
We are continuing to build outstanding facilities and incorporating state-of-the-art technologies and techniques that help reduce recovery times and optimize treatment outcomes. In many of our specialties, the advances we have achieved literally make the difference between life and death for patients who now receive prompt, expert care right here at home for serious, life-threatening conditions in which every second counts.

Our development plans include:

- Transition of outpatient services to the Smith Road Centre
- Expansion of our accident & emergency unit
- Longer opening hours for our Acute Care Clinic
- New Maternal & Child Health Centre with dedicated Paediatric acute care services; providing more specialized emergency care for young ones outside the busy A&E setting
- Plans for new Bodden Town Satellite Hospital
- ► Expanded Mental Health Services

We are excited about the journey ahead, growing with our community in our continued journey as the island's pre-eminent health care institution and our focus on the health and well-being of the people of the Cayman Islands.

Organizational Structure





Medical Director Delroy Jefferson

- Medical Staff Credentialing
- Emergency Medical Services
- ► Eye Clinic
- Clinical Support Services
- Patient Referrals

Director of Support Services Caswell Walford

- ► Business Development
- Public Relations
- ► Facilities Management
- ► Maintenance
- Security
- ▶ Housekeeping
- ▶ Laundry
- Bio-Medical Services

Director of Primary Health Care/ Medical Officer of Health (Actg.) Samuel Williams

- Primary Health Care Services
- ► Health Promotion
- Liaison with International Organizations
- Communicable Disease Surveillance & Control
- Public Health Inspection
- Dental Services

Director of Corporate Services Vinton Douglas

- Strategic Planning
- Quality Assurance
- Disaster Planning & Management
- Infection Prevention & Surveillance
- Patient Services /Complaints Management
- Risk Management & Mitigation
- Health Information Management
- Occupational Health & Safety
- ► Compliance

Chief Financial Officer Dawn Cummings

- ► Accounts
- ▶ Budget
- ▶ Payroll
- Patient Financial Services
- Procurement
- Materials Management

Chief Nursing Officer Hazel Brown

Nursing Services

Porter Service

Chief Human Resources Officer Samantha Bennett

- Human Resources
- Labour Relations
- ▶ Training & Development
- Volunteer Programme
- Internship Programme
- ▶ Wellness

Chief Information Officer Keith Higgins

- Information Systems
- ► Telecom
- Switchboard
- Call Centre
- ► Statistics

Director of Sister Islands Health Services Srirangan Velusamy

- ► Faith Hospital
- ▶ Little Cayman Clinic

Started **1937**







"We started our journey in **1937** with the opening of the first hospital in the Cayman Islands. It was a modest 4-bed hospital in what is now the present Immigration building. We had one physician and four nurses, who were responsible for taking care of the full healthcare needs of the Cayman Islands population.

Some **83** years later, we are still taking care of our Islands' healthcare needs, and have grown to become the premiere healthcare provider in the Cayman Islands.

We now serve a population of over **65,000** residents, offering over **45** inpatient and outpatient medical services, from seven locations across all three Islands."



Board of Directors

Board Chairman Jonathan Tibbetts

www.hsa.ky

Board Chair and Acting Clinical Sub-Committee Chairman Jonathan Tibbetts is a General Manager at Cayman Brac Power and Light Co. Ltd. Mr. Tibbetts is a graduate of the University of South Florida.

Deputy Chairman Rolston Anglin, JP

Audit and Infrastructure Sub-Committee Chair Rolston Anglin is an honours graduate from The Ohio State University. He is a qualified accountant and worked at PricewaterhouseCoopers in Cayman and New York. He previously served three terms as a Member of the Legislative Assembly and is a former Deputy Premier and Minister in Cabinet.

Patient Safety & Risk Management Committee Chairman **Jaron Leslie**

Jaron Leslie is a qualified attorney in the Cayman Islands, and a member of the Harney Westwood & Riegels (Harneys) Cayman Islands' Dispute Resolution practice group.

IT Sub-Committee Chairman **Arthur McTaggart**

Arthur McTaggart has more than 24 years of experience in the Internetworking and Computing industries, currently supporting existing and developing new products and services for a leading Cayman Islands Internet Service Provider.

Chief Executive Officer Lizzette Yearwood

Lizzette Yearwood is the Chief Executive Officer of the Cayman Islands Health Services Authority. Lizzette has been with the HSA for almost 27 years and has a wealth of experience in local and overseas healthcare settings. She holds certification from the American Society of Healthcare Risk Management, and has a master's degree in healthcare administration.



Medical Director Dr. Delroy Jefferson

Dr. Delroy Jefferson is the current Medical Director of the HSA. He was previously the Chief Medical Officer of the Cayman Islands, Medical Officer in Charge of the Sister Islands. Dr. Jefferson also has extensive experience in public sector management and policy, and has served on several national and regional boards and committees.

HR Sub-Committee Chair Tresea Brown

Tresea Brown is a Senior Human Resource Consultant with CIBC Bank and Trust (Cayman) Limited. She holds a M.Sc. in Human Resources from the International College of the Cayman Islands and is an accomplished Human Resources professional with over 20 years generalist and specialist experience at corporate environments.



Finance Sub-Committee Chair Nanalie Cover

Nanalie Cover is a certified public accountant, and has worked as an auditor for Pricewaterhouse-Coopers ("PWC") in the Cayman Islands. She is a specialist with over 20 years experience in Compliance, Risk and Internal Audit and holds a Masters of Business Administration degree in Finance and Accounting, International Diplomas in Compliance and AML and is CAMS certified.

Ms. Cover is also a member of the board of the Cayman Islands Compliance Association, the Cayman Islands Chapter of WISTA (Women's International Shipping and Trading Association) and Rotary Sunrise Grand Cayman.

Acting Chief Officer Ministry of Health **Nellie Pouchie**

Nellie Pouchie is the acting Chief Officer in the Ministry of Health, Environment, Culture & Housing. She became a Certified Public Accountant in 2003 and has held various positions in the financial services industry, including audit, banking, captive insurance management, fund accounting, and trusts.





💼 Human Resource Management

Our people are our organization's most critical asset. Recruitment and retention of our human resources talent have been a key focus in 2020 and led to the development of a Workforce Plan to ensure a staffing cadre that facilitates the delivery of safe, competent, and high-quality care, now and into the future.

The focus of our staff strategy in 2020 was on deliverables in crucial performance areas, including:

- Ensuring we have the right leaders in the right roles
- Embracing equity and diversity
- Attracting, developing, motivating, and retaining productive and engaged employees to meet current and future organizational needs
- Improving work conditions (staff lounges, work hours, office space, scheduling, workload, provision of equipment, etc.)
- Establishing a workforce plan and an effective succession plan
- Creating an education unit to support ongoing personal and professional development for all staff; and
- The promotion of open and respectful communication among staff with the availability of compassion and care when needed.

We also prioritized the creation of a sustainable staffing plan with more job opportunities for Caymanians. Our workforce now features more than 350 new and diverse positions and a complement of 953 employees to meet our growing population and healthcare demands.

Our staffing complement at the end of 2020 included over thirty-three (33) different nationalities working across our various facilities. Our continued plan to create opportunities for Caymanians in a growing and diverse workforce across disparate portfolios realized a 57% Caymanian workforce in 2020. This achievement comes from our deliberate strategy to increase opportunities for Caymanians in all areas of of our organization, including delineating certain positions with a preference for Caymanians.

During the year, we also launched our first onsite job fair to promote careers within the HSA and improve employment opportunities for Caymanians. This recruitment effort resulted in multiple new hires.

We ended the year with a staff turnover ratio of 5.1%; this achievement resulted from our multi-faceted approach to talent retention. Measures implemented include senior management rounding, promotion of enhanced work-life balance initiatives, fair pay, staff recognition, and reward programmes.

Our low turnover ratio is ranked among the best percentile in industry measurements amongst organisations with a similar number of employees, and reinforces our position as a top employer in the Cayman Islands.

We also celebrate and recognize the significant milestones of our people, 15% of whom have been with the organisation for more than 20 years.

Years of Service # of employees		
5-10 years	205	
11-15 years	152	
16-20 years	72	
21-30 years	108	
31+ years	37	





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Another expression of our commitment to supporting our employees' career aspirations is the priority for upward mobility, professional development, and training opportunities at the HSA. This is reflected in the following staff development initiatives during 2020.

Nineteen staff earned internal promotions, over a hundred were supported in pursing professional development goals, we offered more than one hundred training sessions and spent approximately \$90K on educational leave contributions. By making sure we look after our people, our patients will benefit from a happy and engaged team whose sole focus is to ensure a pleasant and efficient encounter with everyone who visits our facilities.

Leveraging Information Technology for a superior patient experience

The reliability and security of our IT Infrastructure was further enhanced during the year with the migration of our email system to the Cloud, and the installation of advanced technology and security monitoring capabilities to protect against cyber intrusion and illegal access to our network.

Most of our system servers are now replicating, resulting in a total of 30 TB of data being protected daily. Our system provides disaster recovery, backup, and workload mobility for virtualized infrastructures and cloud environments. This capability allows us to restore data at various points and reduce the risk of data loss.

The ECM (Enterprise Content Management) project was placed in production during 2020, with thousands of records scanned. Profiles were created to capture, manage, store, preserve, and deliver content and documents.

CloudAlly is a cloud-to-cloud backup solution for the complete Microsoft cloud suite—Office365 Exchange Online, SharePoint Online, Teams, and OneDrive. It provides a simple, automated, and secure backup of all critical Microsoft business data. This system



is now being used to protect user mailboxes and provide additional backup capabilities to ensure data integrity.

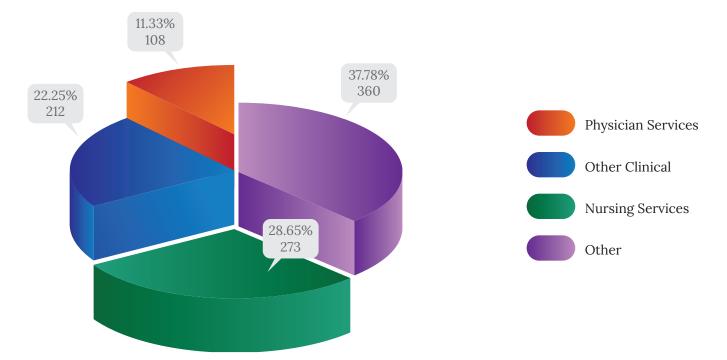
New telemedicine handheld robots were procured for the EMS team. When deployed in 2021, EMS staff will be able to dial-in to the ER, and physicians will have a real-time view of patients during EMS transport to participate in pre-hospital care. This will improve our patient care outcomes.



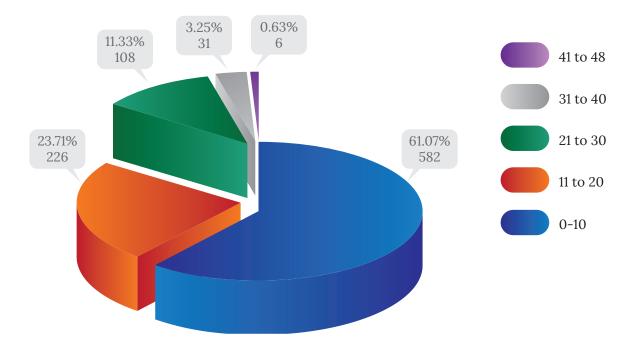
Health Services Authority

Employee Listing

Staff distribution



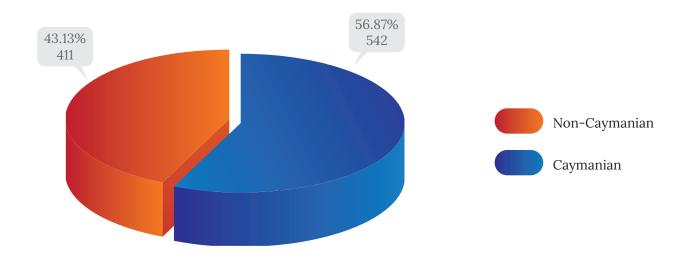
Years of service



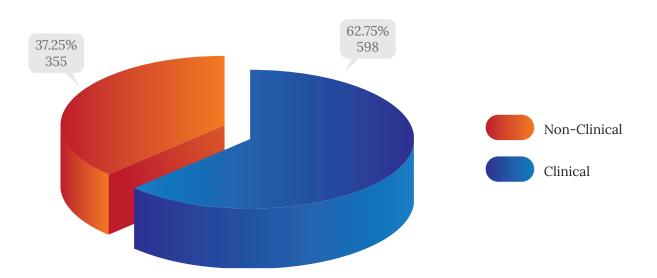




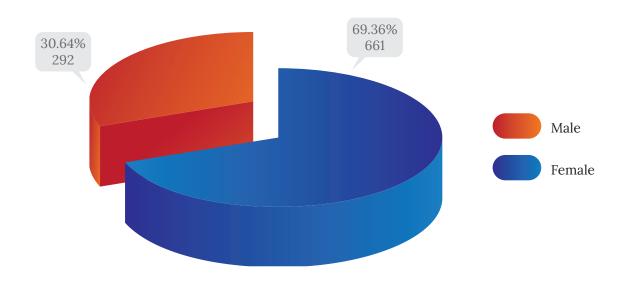
Caymanian vs. Non-Caymanian



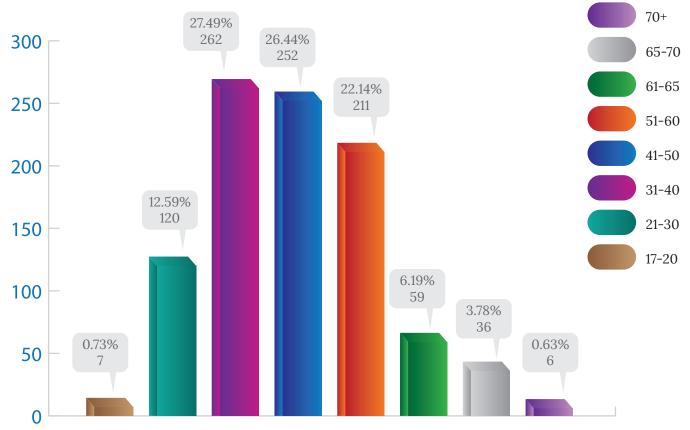
Clinical vs. Non-Clinical



Gender Distribution



Age Distribution







Nationality Distribution

Nationality	# of Employees	% (Percentage)
American	18	1.89
Australian	1	0.10
Barbadian	6	0.63
British	37	3.88
Canadian	11	1.15
Caymanian	542	56.87
Colombian	2	0.21
Cuban	5	0.52
Dominican (Dominica)	2	0.21
Filipino	21	2.20
French	1	0.10
German	3	0.31
Guyanese	8	0.84
Haitian	1	0.10
Honduran	6	0.63
Indian	40	4.20
Irish	3	0.31
Italian	2	0.21
Jamaican	199	20.88
Kenyan	1	0.10
Mauritian	2	0.21
Namibian	1	0.10
Nicaraguan	1	0.10
Nigerian	2	0.21
Pole	3	0.31
Romanian	1	0.10
Saint Lucian	11	1.15
Saint Vincentian	4	0.42
South African	8	0.84
Spaniard	1	0.10
Trinidadian	7	0.73
Finnish	2	0.21
Danish	1	0.10
Grand Total	953	100.00





Two new InTouch Robots were also assembled and fully configured. Additional changes to the network were made to have the Robots working properly and effectively. These supported our enhanced Telemedicine capability.

In response to the COVID-19 pandemic, the Information Services team developed a dashboard to show 'At a Glance' the daily COVID-19 testing status. The solution assisted in reconciling data from three primary data sources, including Cerner, manually compiled information, and Forensics data.

The system was sufficiently sophisticated to track patient samples from the point of order to the point of a result, and included PCR, IgG, and GeneXpert updates. These updates were pivotal for daily meetings to monitor key performance indicators related to the COVID-19 results.

We completed a major Cerner (our central clinical system) upgrade in 2020. The upgrade advanced the system from version 2015.01.25 to 2018.02.01, representing the latest stable code available as of Jan 2020.

The Care Plan project went live in January 2020. The project is a component of the care regulatory process required by JCI and provides guidance for individualized care of patients by introducing evidence-based care plans into the clinical workflow. This system was also implemented at our Faith Hospital.

Our new Pharmacy Outpatient System also went live in 2020; this will create further opportunities for a more patient-focused experience for our customers.





Community Partnerships

Consistent with our mission to nurture collaborative partnerships, the HSA worked with several partners in 2020 on a variety of initiatives to further enhance our delivery of care and service to the community.

The Caring for Life Foundation generously donated some \$50,000 to the HSA in 2020 for the purchase of vital lifesaving medical equipment for the care of patients with COVID-19. This donation expanded our capacity to care for more ventilated patients and those requiring critical care services. This community partner has consistently donated funds toward medical equipment that enhances the quality of our patients' services, and we are most grateful for their continued support.

In July 2020, we extended an open invitation to registered healthcare facilities and providers to join the HSA Preferred Provider Network. Our network provides an opportunity for healthcare practitioners to provide care to HSA employees and their dependents. We received a positive response to this mutually beneficial arrangement which has opened additional care pathways and opportunities to our employees and local providers.

British Caymanian Insurance (BritCay) donated some US \$20,000 towards the purchase of a pharmacy delivery vehicle. This donation allowed us to expand our service to deliver prescriptions to the elderly and vulnerable patient populations on Grand Cayman. BritCay has been a community partner for over 35 years and provided the donation as a gesture of appreciation for our frontline workers' services.

On February 4th, 2020, we hosted a forum themed "Cancer in Cayman: Together we will

fight" in observance of World Cancer Day. The event aimed to inspire and encourage action from individuals, the health community, businesses, and governments to improve public awareness and access to early detection, screening, diagnosis, treatment, and promote research through the Cayman Islands Cancer Registry (CICR).

The forum featured presentations by our inhouse cancer care experts, a panel discussion, and display booths of cancer support groups in the Cayman Islands, including the Breast Cancer Foundation, Cayman Islands Cancer Society, Jasmine, and the Cancer Registry. It also provided a platform for patients, survivors, and attendees to share experiences, concerns and ask questions.

The Cayman Islands Blood Bank, with the support of community partners Car City, Generali Worldwide and Hurley's Media, opened a satellite location at the Cayman Islands Red Cross to bolster donations during COVID-19 restrictions.

We also partnered with OtisAir and RGF Environmental Group, Inc to install a highly specialized in-duct air purification system that can significantly neutralize the SARS-CoV-2 (COVID-19) virus and other contaminants in the air.

Our 2020 Cayman Islands Healthcare Conference was held virtually with the theme "Re-envisioning Life with a Pandemic." It explored mental health, telemedicine, and best practices in a pandemicstricken world. Business owners, parents, human resource managers, insurance companies, fitness and wellness professionals and members of the public were in attendance.





Work continued in 2020 towards developing a hub for youth mental health services in collaboration with the Alex Panton Foundation. Statistics show an increasing prevalence of mental health issues in children and adolescents in the Cayman Islands. This partnership seeks to create a dedicated hub for coordinated specialist services to support and treat young people struggling with mental health challenges.

The Hub team will consist of specialist child and adolescent health workers, including a Psychiatrist, a Clinical Psychologist, Community Psychiatric Nurses, a Mental Health Social Worker, and an Occupational Therapist. Staffing expense for this project is supported by the Ministry of Health in its 2020-2021 approved budgets. The physical space for the Hub is expected to be completed in 2021. We began an engagement with Medicine for the World (MAP) International in 2020. MAP International is an organization that donates several medicines and medical supplies to developing countries. Our Chief Pharmacist worked on developing the needs for the HSA, with emphasis initially on OTC items, antibiotics, cough, and cold preparations, and topical preparations.

These items are not intended to immediately replace our existing stock, but if supplies are consistent, it will eventually reduce the need to purchase some items and produce possible cost savings. The criteria and dispensing of these items will be done in the same manner as our Insulin for Life program.



Faith HOSPITAL By The People For The People

Faith Hospital

Our Faith Hospital on Cayman Brac was built in the 1970s and has aptly served the people of Cayman Brac over the years. However, at almost fifty-years' old, the physical infrastructure now requires critical repair and expansion to continue meeting the service standards and patient needs.

This year, we carried out improvement and expansion works for materials management and physio-therapy. In 2021, we will begin initial works for an expanded Emergency Room, enhanced Radiology capabilities and roof works to prevent water intrusion.

The adjoining land parcel was informally used as additional parking at Faith Hospital for many years. With the expansion works for the Physiotherapy and Materials Management facilties, a formal application was made to the central government for the transfer of the Parcel to the HSA. The application was met favorably resulting in the transfer of an additional land parcel to the HSA for use in future expansion, or to add further amenities to improve the patient experience. Cayman Brac has an aging population. Through early medical diagnosis, effective intervention, and healthcare management, residents are living longer lives, with many choosing to spend their retirement years on this small Island paradise.

Pert and services

We were pleased to be the beneficiaries of a Hyperbaric Chamber that was gifted to the Faith Hospital in 2020. The Chamber will be used for Hyperbaric Oxygen Therapy, or HBOT, which is a type of treatment used to speed up healing of carbon monoxide poisoning, gangrene, stubborn wounds, and infections in which tissues are starved for oxygen.

Staff did an amazing job with the management of the COVID-19 pandemic on Cayman Brac. This was a critical success given the local aging population and known underlying conditions which makes segments of the Cayman Brac population highly susceptible to the symptoms of the disease.

Staff moved quickly to set-up a field hospital using the Medical Wing at the Aston Rutty Centre and developed contingency planning for its use. An effective testing programme was administered from that location, including drive-thru services which improved efficiency and convenience for residents. It was an anxious and challenging period for the people of Cayman Brac, however, the residents responded to the call with poise, and delivered an outstanding performance in keeping the community safe.

A purposed Ambulance was acquired during the year and will be put in service for the residents of Little Cayman. This state of the art Ambulance will improve the patient transport experience when needed.

There is an extra personal touch to patient care on Cayman Brac, with a population of just over 2,000, it is difficult for a physician not to run into their patients at the grocery store, the bank, at church or at a social event. The Patients at Faith Hospital are

therefore more likely to also be friends, neighbors, colleagues and or family members, than what one would find in larger cities and organizations.

Regardless of the location of our facilities, our vision has always been to provide the very best available care for our patients, and to work toward the achievement of optimal healthcare outcomes. As the practice of medicine advances with new techniques, forms of therapy, drugs, and technology, so too does our patients' expectations. Our small Faith hospital, built almost half a century ago by the people of Cayman Brac has slowly evolved to provide increasing services including a JCI accredited Laboratory. We are proud of the work that is done here, and all the lives that have been touched.





💼 🛛 Clinical Services & Patient Experience

Improving the patient and family experience at all our facilities remains an explicit focus in how we measure success in the performance of our healthcare system. Under the aegis of our Master Facility Plan, we've embarked on a series of hospital enhancement projects that will reduce waiting times, provide greater access, and improve services.



A Digitally Enabled Healthcare Environment

Our patients will continue to enjoy encounters that are digitally enabled through the effective use of web portals, real-time information, and faster turnarounds for diagnostics and therapy interventions.

Our online patient appointment and reminder service saw its first full year of operation in 2019. The new system, deployed as part of our patient experience programme, features a new call center and technology platform utilising a variety of communication methods including emails, phone calls, and voice messages, which allow patients to confirm or cancel appointments in real-time.

The system has been a significant success for the HSA. Since implementation, we've seen a ten (10) percent reduction in no-shows for booked appointments across all services. This improvement helps us to deploy our healthcare resources more effectively by maximizing the number of hours spent caring for patients instead of waiting for no-shows. The reduction in no-shows has improved clinic productivity, enabling more patients to be seen on time, and physicians to attend to more patients.

A missed appointment affects staff, but more importantly, it also negatively affects the person who could have been treated during that appointment time. Improvements in physician productivity rates, and the increased access to timely care for our patients, are some of the rewarding benefits of this initiative.

As a patient-centered organisation, we continually evaluate all areas of our operations by assessing barriers to care and creating interventions to address those barriers where they exist. Our goal is to also gain and maintain diverse perspectives on the patient's journey of care, so we can better understand their needs and deliver optimal outcomes.

Our patient portal is another area that has accrued significant efficiency dividends for our organization.

The portal allows our customers to request appointments with General Practice and Paediatric Clinics, directly book appointments with their General Practitioner, and provide patients with secure access to their health information from any desktop or smart device 24-hours a day.

Increasingly, patients are seeking ways to empower themselves with information that will improve their health and general well-being. Providing patients with real-time access to their health information will help to improve patient engagement and enable shared decision-making between patients and providers in a streamlined and efficient healthcare environment.

With patients having real-time access to their information, they can better prepare for their appointments and enjoy more fulsome conversations with their healthcare provider.

Patient & Family Advisory Committee

The patient experience is crucial to us, and that's why quality and service is foremost in our strategic plan that lays the foundation for our continued transformational change to a medical centre of excellence. That means improving our already excellent patient outcomes.

With a commitment to patient centered care, the HSA has established a Patient & Family Advisory Committee to advise the management on effective solutions to improve the patient experience. Delivering the best, most efficient care and improving the patient experience continues to be our top priority. Through the work of this Committee, comprising diverse individuals from across the spectrum of the Cayman Community, we have been able to introduce and sustain innovative initiatives to improve the patient experience throughout our operations.

Options for more on island inhouse treatments

Blood cancers are treated differently from many solid cancers, which means that people who have blood cancer often choose to see a haematologist over an oncologist for their treatment. Having a full-time specialist on staff who is practiced in both haematology and oncology allows us to diagnose and treat a broader range of cancers, and provides more comprehensive, quality care to our patients.

An essential part of cancer care is having the ability to receive it locally where family and friends are nearby for support. As such, we are happy to have Dr. Lundie Richards onboard, his knowledge and experience has been beneficial in advancing on-island care in this critical area.



Looking Ahead

The creation of the Endoscopy Suite for minimally invasive surgical or medical procedures (day cases) has long been an objective of the HSA. Plans are in place to realize this objective in 2021, which will allow for better utilization of the Operating Theatre, and an overall improvement in the patient experience.

Our Master Facility Planning initiative – a blueprint for sustainable infrastructure development over the next 30 years – will become paramount in 2021. Urgent expansion is required to meet the challenges of a growing, diverse, and sophisticated population, increasing competition, and clinical service demands.

Some \$18.5 million in capital projects will be completed in 2021, including the upgrade and replacement of several critical infrastructures at the main CIH campus.

The fence surrounding our mental health facility at the CIH will be redesigned to enhance security. The project has progressed to design drawings and will be tendered in the 1st quarter of 2021. The fencing around the unit is being revamped to improve the security of patients by increasing the height to align with the top edge of the building, approximately 15 feet (high). This work is expected to be completed in 2021.

As part of our efforts to embrace a sustainable lifestyle through responsible and innovative energy supply and consumption, we will be collaborating with the Ministry of Commerce, Planning, and Infrastructure on a government-wide project to encourage and incentivize renewable energy use. The initiative will promote energy efficiency and conservation measures, and support energy security by reducing the reliance on imported fossil-based fuels.

The project includes developing and implementing programmes to retrofit Government Buildings and facilities with renewable energy and energy-saving devices. The aim is to achieve a 10% minimum reduction in energy consumption over five years.

The Cardiology Department's relocation to its new dedicated space is set to commence in 2021. The development of our cardiac program is at the forefront of a deliberate and proactive strategic growth initiative. Heart Disease is the number one cause of death around the world and in the Cayman Islands. Current data shows that heart disease, cancers, and diabetes account for sixty percent of illnesses in the Cayman Islands.

The relatively high incidence of teenage obesity increases the likelihood of future cardiac-related diseases. Whilst we will continue to pursue measures aimed at prevention, it is also important that we build capacity to meet the projected service demands through a dedicated outpatient cardiology department for the diagnosis and management of diseases related to the heart.

A major facelift and expanded amenities are planned for our Atrium at the main CIH campus. The works will commence in 2021 as part of our "stepped up" efforts to improve our patient experience and develop our infrastructure in an increasingly competitive landscape.







Other enhancements and improvements on the horizon include:

New technologies to support the provision of consistent, high-quality care across the patient's journey

Full Joint Commission International Accreditation

Innovations to drive efficiencies and enhance the patient experience

Further facility expansions to support patient care delivery

Additional investments in district health centres to improve access to timely care at the community

Investing in our people through training and advancements to ensure a motivated and engaged workforce to meet current and future organizational needs

Develop and implement compliance functions to sustain the gains made in our financial control environment to effectively manage our financial resources

Finding innovative ways to leverage opportunities to





Financial 04 Statements



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Management Discussion and Analysis of Financial Results

Summary of Performance

The 2020 operating performance resulted in a net surplus of \$1.2 mil. This result is a remarkable improvement over the operating net loss of \$2.9 million recorded for 2019 and is even more remarkable in the context of COVID-19 which restricted our operations in several areas for most of the year.

The calendar year also closed with \$175.4 million in assets, an increase of \$21.7 million over 2019. This growth was largely seen in Accounts Receivable (\$6.5 million), Inventory (\$8.1 million) and Cash (\$5.2 million). The growth in assets was offset by a \$48 million increase in employee post-retirement benefit



obligations, which means the net deficit position for the authority further declined by \$32.8 million.

Operating Performance against budget

The approved operating budget for 2020 anticipated a net loss of some \$6.9 million based on revenue of \$132.2 million and operating expenses of \$139.2 million. Actual revenue for the year was approximately \$145 million led by patient services revenue, a special grant of \$19.7 million for the healthcare response to COVID-19, and some \$16.2 million in Government programmes.

Operating expenses for the year were \$144.2 million against a budget of \$139.2 million. Whilst the HSA recognized a \$8.1 million (8%) underspend for Personnel Costs, we had numerous unfavorable factors which created upward pressures on other areas of our operating expenses.

Our largest area of over expenditure relates to the almost \$8 million incurred for direct COVID-19 related expenses. This is reported as "other operating expenses" and results in a 65.9% over expenditure when compared to the original budget.

COVID-19 also created global supply shortages for numerous goods and supplies which necessitated the need to source items from Asia, Europe and the Americas at significantly increased prices and extensive shipping costs. This factor significantly impacted the \$1.2 million (6.9%) overspend in "supplies & materials."

Collections of outstanding receivables from "self-pay" patients were suspended during the height of the COVID-19 pandemic out of sensitivity to our patients (some of which lost their jobs), lockdown restrictions, and other logistical issues. This suspension increased

the age of our Accounts Receivable balance and, in accordance with our bad debt policy, resulted in a larger than anticipated bad debt provision.

Balance Sheet performance

Cash and cash equivalent closed at \$46.6 million for the year, some \$5.2 million more than 2019 and \$8.1 million more than the budget anticipated. This allowed the Authority to comfortably meet the statutorily required 90 days cash reserves and retain a healthy working capital.

Whilst the HSA has a legal requirement to maintain sufficient cash to support ongoing operations for 90 days, management recognizes that cash is a "lazy asset" and continually seek opportunities to leverage cash assets to acquire income producing assets.

Our capital programme was stymied in 2020 resulting in an investment of \$2.5 million against fiscal plans that called for a spend of \$8 million. The amounts not spent in 2020 will be carried forward to 2021 when an \$18 million capital expansion programme is planned. The expansion programme will include the replacement of aging assets, facility upgrades and expansion, and further investment in technology.

Our Accounts Receivable balance increased by \$6.5 million over 2019 and was \$1.5 million higher than budgeted. A significant portion of the amounts owed represent funds owed by the central Government which are highly collectible. Inventory balances of \$15 million at the close of the of the financial year represents substantial investments made in Personal Protective Equipment supplies, medical supplies, and other supplies related to the management of the COVID-19 pandemic. The accrued amount of \$12.6 million for expenses and Accounts Payable was \$6.1 million higher than the previous year and \$7.6 million higher than budget expectations. Whist the Authority had sufficient cash assets to timely settle its liabilities at the calendar year end, a significant portion of the amounts shown as outstanding were invoices that were not presented until after the close of the period, and will be settled early in 2021.

Our post-retirement obligations are fully recognized and carried on our balance sheet. This is not very common in other jurisdictions for public agencies and is not recognized in the financials of our central Government. Our end of year employee obligations for post-retirement was \$223.4 million following additional recognition of some \$48 million mainly due to the significant changes in the actuarial financial assumptions regarding the re-measurement in OCI.

The post-retirement health obligations do not represent an immediate cash requirement for the HSA as the accrued amount will be paid in future years as benefits mature and are paid out to, and on behalf of employees. Notwithstanding, the size of the obligation does present concerns for management as it has effectively relegated the net-worth position to a deficit of \$63.2 million.

Management plans to address this net deficit position through future surpluses and additional equity investments by the Cayman Islands Government who is the 100% shareholder of the HSA.





Governance and Risk Management

The 2020 Annual Budget Statement identifies the key risks faced by the HSA and the strategies we use to manage those risks. For the calendar year under review, the following risks, and actions taken to manage and mitigate those risks were:

Key Risks	Actions to Manage Risk
Strategic	
Lightning strike to new generator rendering systems inoperable with no reliable back-up power support for critical patient care and operational functions.	Maintain automatic safety which protects generator switch. Frequent rounds by Security Guards to check Installation of lightening suppressant system.
Potential for catastrophic impact and continuity of operations from fire in the generator room	Maintain automatic safety which protects generator switch. Frequent rounds by Security Guards to check Installation of lightening suppressant system.
Potential for vicarious liability exposure for claims against underinsured privileged physicians	 Levels of minimum med-mal insurance levels instituted. Evidence of med mal insurance submitted annually prior to the renewal of privileges. MD's office to run quarterly reports of privileged physicians' status.
Potential loss of revenue (loss of market share) from increased competition from private healthcare providers in the community	 Identify opportunities and implement measures to improve quality of services and patient experience. Focus on measures that will reduce waiting list and waiting time. Improve the marketing of services offered by the HSA. Focus on quality improvement of all services.
Difficulty/inability to provide current level of services due to lack of or disrepair of facilities	 Rental of space for administrative staff. Development of a new Master Facility Plan. Phasing and Funding of the plan. Prioritization and completion of preventive maintenance, construction and refurbishment projects
Financial	
Potential for cost overrun on Contracted Goods and Services	 Purchase Orders for each payment. All requests for payments on contracts appropriately supported and recorded. Verification of the budget against all IRs prior to payment, by the HSA's Decision Support & Transaction Manager





Key Risks	Actions to Manage Risk	
Potential for the payment of unauthorized allowances or amounts in excess of the amounts authorized	End dates entered into IRIS to ensure that allowance covers contracted period. Double check completed by another HR Officer after amounts are inputted.	
Potential overpayment of final monies upon exit	Clear guidelines for checks and balances	
Potential for the recording of false overtime entries to benefit in payroll and allowances	 Overtime policy reviewed and strengthened; Monthly reporting and monitoring of overtime; Pre-approval of overtime required. 	
Inability to charge appropriately for services due to inconsistency of charge master pricing	 Continuous review of charge master to ensure alignment with standard health insurance fees; Payment policy has been updated and monitor for compliance; A collector/counsellor is available to assess need and encourage patients to pay at the point of service; Close collaboration with the NAU continues to provide patients with the necessary financial assistance they need to access services. 	
Operational		
Potential loss of supplies due to fire in Materials Management and Pharmacy Stores	 Ensure smoke detectors are functional; Separation of flammable items; Frequent rounds by Security Guards to check; Installation of fire suppression 	
Poor Staff Morale	 Staff survey completed to get feedback to ascertain staff issues and factors affecting morale; Whistleblowing policy updated Sep 2018 and staff sensitisation done. Formal complaints process for staff publicised so staff know that the policy exists. CEO hosting 'town hall' style quarterly meetings to enhance communication. Create action list to address results of staff survey. 	
Staff having difficulty moving cabinets and accessing files due to overloading of filing system. Rear storage room floor congested with boxes of files due to space restrictions	Additional storage space to be identified for archived files. Retention schedule to be reviewed. Electronic document scanning solution being implemented.	

Key Risks	Actions to Manage Risk
Bottom corridor adjacent to CSR is congested with storage trolleys. The corridor is the Main Fire Exit from the Operating Room. Evacuation of patients on beds would be difficult due to the reduced corridor width.	Additional storage to be found for large equipment; Identify space for storage; Identify funding for additional storage area.
Lack of audible warning device in EMS office and lack of portable fire extinguisher in the EMS department. The office has only one exit	 Alarm to alert EMS to be installed; Extinguisher to be provided; Fire alarm panel will be upgraded to include alert for EMS.
Potential for the Inappropriate use of vehicles	 Policy for the use and maintenance of vehicles; Use of log book to sign out and return vehicles.
Potential for the unauthorised or private use of telephone	 Monitor telephone use; Check invoices for anomalous transactions.
Inappropriate personal use of the email/internet	 Email and Internet Policies; Supervision and monitoring
Potential loss of key staff in single incumbent positionsdue to retirement , resignation, lack of trained personnel on island and difficulty in recruiting and retaining professionals	 Development and ongoing review of recruitment and retention strategies; Development of succession plan; Funding of succession plan; Cross training of staff in these positions.
Potential Security breach of IT system	 Intrusion detection assessment; Periodic audit of active directory; Scheduled audits of IT system usage logs.
Potential for business interuption due to natural, internal or external disaster	 Continuous review and testing of emergency plans; Identified downtime procedures.
Clinical	
Potential for patient safety, quality of care issues, understaffing and staff burnout due to the difficulty in recruiting experienced nursing staff	 Transition to practice programme instituted for new RNs; Variety of recruitment methods are being used to attract nurses, inculding agencies; Additional incentives to attract nurses are being discussed.





Key Risks	Actions to Manage Risk
Potential for delays in transporting patients from Faith Hospital to CIH	 Maintain evacuation plan with Cayman Airways; Maintain agreement with RCIPS for use of helicopter; Provide training and regular updates for staff who may have to accompany patient to CIH.
Potential for patient falls in the inpatient and out patient setting	Fall risk assessment for each patient; Institution use fall prevention interventions; Regular rounding by nurses Quarterly monitoring of in-patient fall rates.
Potential for unauthorised entry to the Maternity Unit	Request to be placed for buzzer entry
Potential delays in Pharmacy services due to the conversion to a new pharmacy IT system	 Develop testing and training plan; Develop implementation guideline; Develop and practice downtime procedures.
Patient falls during rehab or transfers in physiotherapy	Protocols for movement and lifting of patients are in place.
Potential for inadequate Blood Supply with poor patient outcome	1. SLA established with overseas Blood Bank 2. Frequent Blood Donor drives



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