HSA
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Health Services Authority ("HSA")
Minutes of Meeting of
Directors
19 February 2026 at 5:30pm | Mandarin Conference Room, Citrus Grove

In Attendance:

Directors Appointed by Cabinet
Chairman, Mr. Timothy Ridley
Deputy Chairman, Dr. O. Neely Panton
Director, Mrs. S. Michelle Coleman
Director, Mr. Omari Corbin
Director, Mr. Buck Grizzel
Director, Ms. Petrina Moore
Director, Mr. Peter Spratt

Ex-Officio non-voting Directors
Chief Officer – Ministry of Health, Environment and Sustainability and Ex-Officio non-voting Director, Ms. Tamara Ebanks
Medical Director and Ex-Officio non-voting Director, Dr. Delroy Jefferson
Chief Executive Officer and Ex-Officio non-voting Director, Ms. Lizzette Yearwood

By Invitation:
Deputy Chief Executive Officer, Dr. Vinton Douglas
HSA Legal Counsel (In-house), Mr. Garcia Kelly
Board Secretary, Mrs. Veerila Elliott

Guest:
Hon. Minister of Health, Environment and Sustainability, Mrs. Katherine Ebanks-Wilks MP

Apology for absence:
Representative of the Ministry of Finance, Mrs. Karen Rivers

CALL TO ORDER

A quorum being established, the meeting began at 5:40pm, and it was agreed that the official call to order would be conducted upon the arrival of the Hon. Minister and Chief Officer of the Ministry of Health, Environment and Sustainability.

WELCOME AND OPENING REMARKS

Chairman's Remarks

- The Chairman welcomed all Board Members and Senior Management, noting:
  - The central importance of healthcare in social policy.
  - The country's tradition of providing accessible healthcare despite population growth and resource constraints.
- The Chairman thanked Board Members for their willingness to serve and acknowledged the complexity and public visibility of the HSA's work.

Chief Executive Officer's (CEO's) Welcome

- The CEO welcomed new and returning Board members.
- Noted:

- Healthcare is a 24/7 service, and issues often escalate directly to the Chair, Deputy Chair, Minister, and Senior Officials.
- One of the Board's key roles is to ensure structures and systems are in place so that complaints and concerns are resolved at the operational level wherever possible.

- Provided background on:
  - Historic use of subcommittees (finance, audit, risk, clinical, etc.) and proposed renaming them "committees" in line with usual good practice.
  - A proposal to replace the existing sub-committees by reporting committees of Executives, Management and Staff to be developed by the CEO and meeting frequency as a starting point, subject to Board input and later refinement.

The Hon. Minister and Chief Officer arrived at 5:56pm.

The official call to order was at 5:56pm by the Chairman who welcomed the Hon. Minister and Chief Officer of the Ministry of Health, Environment and Sustainability to the Board Meeting.

The Chairman invited the Hon. Minister to address the Meeting. Formal remarks of welcome and guidance to the newly appointed Board were shared and thanks expressed to the Deputy Chairman, the two Directors who remained onboard, and the CEO.

The CEO in-turn thanked the Hon. Minister and expressed appreciation for the support provided by the Ministry during the recent transition period.

The Hon. Minister advised the Board of the Ministry's areas of focus:

- Escalating Personnel Costs
- Unbilled / Unpaid Services and Receivables
- Collaboration between the Ministry, CEO and Senior Management Team (SMT)
- Governance vs Operational
- Capacity and Quality of Care
- Culture and Patient Experience
- Collaboration with Private Providers

DECLARATIONS – CONFLICTS OF INTEREST

There were no conflicts declared.

MATTERS FOR DISCUSSION

Board and Committee Meetings ***Decision***	Discussions were held regarding Directors' and Committee Meetings. Decisions: • Board of Directors' Meetings will be held on the last Thursday of the month – the next will be held on Thursday 26 March 2026. • Subcommittees (Committees) are hereby disbanded. Reports from each section, formerly covered by the Sub-committees, are to be prepared for presentation (by the Senior Executive / Director of each section) to the Board at the monthly Meeting. • The Board Policy Manual Review – dates to be proposed. • The Chief Financial Officer (CFO) will attend Board Meetings.	***Chairman and Directors*** ***CEO***
Ratification of 2026/27 Ownership and Purchase Agreements	A motion to ratify the HSA's 2026-27 Ownership and Purchase Agreements was moved by the Chairman and seconded by Director Ms. Coleman and was unanimously approved.	***Decision***

HSA Overview	The CEO provided a high-level overview of the following: • Referrals Policy • Financial Overview and Budget Position 2026/27 Budget has been approved • Current Challenges • Clinical Capacity, Social Cases and Use of Private Hospitals • Strategic Planning Workshop – scheduled for Monday 23 February 2026 ***Board Resolution*** A motion for the approval of 21 priority positions plus 20 Mental Health positions (funded by Cabinet) was moved by Director Ms. Moore, seconded by Director, Ms. Coleman, and unanimously agreed.	***CEO*** ***Decision***
ANY OTHER BUSINESS		
Banking Details for Payment of Board Fees	Directors were encouraged to provide banking details as soon as possible, to allow for smooth payment of Directors' fees approved by Cabinet.	
Board Policy Manual	The new dates for the review of the Board Policy Manual will be announced later.	
Publication of Board Meeting Minutes	The Minutes of Board Meetings held in 2024 and 2025 had been reviewed by Legal counsel and necessary information redacted prior to publication. The final redacted versions are to be provided to the Ombudsman's Office by 27 February 2026.	***Decision***
Permission to Acquire Expert Report	Permission was granted to allow the CEO to acquire an Expert Report in the matter regarding the Physician facing criminal charges.	***Decision***
Confidentiality	Directors were reminded of their duty of confidentiality.	
Conflict of Interest	Directors were reminded of their duty to disclose any conflicts or possible conflicts of interest.	

ADJOURNMENT

The Chairman declared the meeting closed at 9:25pm.

ACTION ITEMS

- CEO/Legal Counsel - Redact confidential material from 2024–2025 board minutes and submit the redacted minutes to the Ombudsman by the end of the month
- CEO - Implement hiring for the 21 approved critical positions (add approved headcount and begin recruitment actions) to address staffing shortfalls and reduce overtime
- CEO - Authorize payment for the required expert report and arrange travel/accommodation support for the physician's court attendance related to the criminal case (prepare and fund expert report and travel arrangements)
- CEO - Prepare and present a bad-debt write-off proposal and supporting details to the board within the next few months

- Centralize registration processes and refine billing workflows to reduce billing delays and improve timely claims submission
- Draft local MOUs with private hospitals for collaboration (vascular surgery and other shared services) and present proposed MOUs to the Board or Management for approval
- CEO/Board Secretary - Organize site visits for board members to all HSA locations, including the BRAC and Sister Islands' facilities, and schedule a Board Meeting at BRAC for an on-site tour
- CEO/Board Secretary - Send meeting schedule dates, request board bank details, and circulate the proposed board manual review dates to Directors
- CEO - Ensure Senior Management reports are provided to the Board at least five working days before each Board Meeting and implement the new reporting schedule for monthly Board Meetings
- Deputy Board Chairman/ Medical Director - Meet with the physicians in person to discuss recent clinical concerns and follow up actions (physician engagement meeting).

APPROVAL OF MINUTES

Approved: ______________________

Timothy Ridley, Chairman

Date: 09/04/2026

DD/ MMM/ YYYY

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Health Services Authority ("HSA")
Minutes of Meeting of Directors
26 March 2026 at 5:30pm
Hibiscus Conference Room, George Town, Grand Cayman

In Attendance:

Directors Appointed by Cabinet
Chairman, Mr. Timothy Ridley
Deputy Chairman, Dr. O. Neely Panton (Teams)
Director, Mrs. S. Michelle Coleman
Director, Mr. Buck Grizzel
Director, Ms. Petrina Moore
Director, Mr. Peter Spratt

Ex-Officio non-voting Directors
Chief Officer – Ministry of Health, Environment and Sustainability and Ex-Officio non-voting Director, Ms. Tamara Ebanks
Deputy Chief Officer – Ministry of Health, Environment and Sustainability Representative, Mrs. Exie Tomlinson-Panton
Representative of Ministry of Finance, Accountant General, Mr. Matthew Tibbetts
Acting Medical Director and Ex-Officio non-voting Director, Dr. Courtney Cummings
Chief Executive Officer and Ex-Officio non-voting Director, Ms. Lizzette Yearwood

By Invitation:
Deputy Chief Executive Officer, Dr. Vinton Douglas
HSA Legal Counsel (In-house), Mr. Garcia Kelly
Board Secretary, Mrs. Veerila Elliott

Guests:
Chief Medical Officer - Minister of Health, Environment and Sustainability, Dr. Hilary Wolf
Healthy Futures, Mrs. Fiona McDougall
Associate Partner - Ernest & Young, Ms. Nicki Angstadt
Senior Manager – Ernest & Young, Ms. Anne Lagat
Chief Financial Officer – HSA, Mrs. Sheila Thomas
Deputy Chief Financial Officer (Interim) – HSA, Mr. David Van Duynhoven

Apology for absence:
Medical Director and Ex-Officio non-voting Director, Dr. Delroy Jefferson

CALL TO ORDER
The Chairman confirmed a quorum was present and declared the meeting duly constituti~~onal~~ed at 5:37pm.
OPENING REMARKS
The Chairman advised the resignation of Omari Corbin as a Director for professional reasons. The Chairman thanked Mr. Corbin for his contribution during his term of office and wished him every success in his future endeavours.
APPROVAL OF MINUTES OF MEETING OF 19 FEBRUARY 2026
The Board unanimously approved the Minutes of the Meeting held on 19 February 2026.

DECLARATIONS – CONFLICTS OF INTEREST
No conflicts were declared.

MINISTRY OF HEALTH, ENVIRONMENT AND SUSTAINABILITY PRESENTATION
The Chairman invited Dr. Hilary Wolf, Chief Medical Officer (CMO), to brief the Board on the Government's plan to transition the Public Health Department from the HSA to the Ministry of Health, Environment and Sustainability. During her presentation the CMO discussed the following points: • The current role of public health in the health system; • The strategic rationale for the planned transition; • The alignment of the plan with the Ministry's mandate for health and strategy regulation; • Clarification of the roles across the health system; • The expected changes that the planned transition will bring about; • The aspects of the current structure of the public health system that will NOT change; • The key areas of operational collaboration between the Ministry and the HSA; & • The transition of the workforce that underpins the public health system. The CMO stressed that detailed engagement with Public Health staff will follow and requested that the contents of her briefing remain within the Board until staff have been formally advised and updated on the details of the proposed plan.

HSA DRAFT STRATEGIC PLAN
The Chairman invited Ms. Fiona McDougall of Healthy Futures to present the draft Strategic Framework for HSA. Mrs. McDougall's presentation was based on review of the feedback provided by participants at HSA's Strategic Planning Retreat held on the 23 February 2026. Mrs. McDougall summarised the feedback and (in discussions with the Management team) identified 6 strategic priorities and 18 goals (which would support these priorities). The Board discussed the need for clear key performance indicators (KPIs), realistic phasing and explicit mapping of dependencies, and agreed that not all identified initiatives can be delivered in the next five years. The Board endorsed the 6 priorities/18 goals framework and authorised the CEO and management to continue working with Healthy Futures to develop detailed objectives, KPIs, project mapping and a sequenced implementation plan for presentation at the next Board meeting.

ERNST & YOUNG
The Chairman invited Mrs. Nicki Angstadt and Anne Lagat from Ernst & Young to provide details regarding the overhaul of the HSA's Inventory records and Accounts Receivable ahead of the external audit. The Ernst & Young team provided a Summary which addressed the following matters: • The scope of the work and key deliverables as consultants reviewing the Accounts Receivable and Inventory records of the HSA; • Summary of the matters proposed for write-offs; • Analysis and Write-Off Recommendations concerning Aged Receivables; • Overview of the Historical Loss Rates associated with Aged Receivables; & • Analysis of encounters categorized as Discharged Not Final Billed (DNFB). The Ernst & Young team outlined their findings related to aged accounts receivables and legacy debits and credits recommended for write-off. The Board provided feedback on the proposed adjustments and write-offs, emphasizing the need for accurate and complete financial reporting.

MATTERS FOR DISCUSSION	
Finance Update	The Chairman invited the Chief Financial Officer, Mrs. Sheila Thomas and her team to lead the discussions regarding key financial issues affecting the HSA.

	The discussion related to the following matters: • Financial Deficit and the need for a policy to prevent future issues; • Credit balances and accounting implications; • Legal and practical considerations for Credit Balances; • Debit Balances and systemic issues; • Making provisions in light of identified historical loss rates; • Operating expenses and staff costs; • Revenue and Cost Management; • Billing and Revenue Process Improvements; • Government Debt and Reimbursement; • Future Plans and Strategic Initiatives. Arising from this presentation the CFO presented two matters for approval by the Board, as follows: • Addition and approval of rates for new radiology procedures which are being performed but are not reflected in the HSA Chargemaster; • The Revision of Bad Debt/Expected Credit Loss provision rates presented by Management. The Board unanimously approved these matters as presented by the CFO.
Board Manual Framework	The Chairman invited Legal Counsel, Mr. Garcia Kirt Kelly, to make his presentation to the Board on the proposal to update the HSA's Board Manual. During his presentation Mr. Kelly outlined the following matters: • The object and purpose of the Board Manual; • The role of the Cabinet; • The legislative framework which informs the manual's policies and procedures; • The Improvement Opportunities identified within the current manual; & • The work to be done to streamline and modernize the manual. The Board provided feedback on the presentation and invited Legal Counsel to review and redline the current version of the manual and present this for the Board's future consideration.
ANY OTHER BUSINESS	
Marketing Department and Budget	The meeting agenda included a presentation from the Marketing Department. However, due to time constraints, the documents will be tabled, and the Directors were requested to submit their questions arising from review of the information.
Next Meeting	The next Board Meeting is scheduled to be held in Cayman Brac on 30 April 2026 The Chairman advised of the possibility of a visit to Little Cayman in July 2026.
District Health Centres	A tour of the District Health Centres will be arranged at a later date.
CLOSE OF MEETING	
The Chairman declared the meeting closed at 9:02pm.	

Timothy Ridley, Chairman

Date: 09/04/2026
DD/ MMM / YYYY

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APPENDIX

ACTION ITEMS

- The CEO will take steps to arrange a meeting with the Minister of Health and Ministry representatives to present the public health transition vision, secure minister participation, and establish a joint working/operational implementation committee with the HSA;
- The Management will raise the outstanding pandemic-related reimbursements and invoices paid on government's behalf with the Ministry (provide supporting details) and arrange ministerial-level discussion to resolve reimbursement or recovery;
- The Board Secretary will arrange and circulate logistics for the April board site visit (Cayman Brac travel, flight options, itinerary and meeting arrangements) so that Board members have travel details and agenda;
- The Management in collaboration with Health Futures will continue developing the draft Strategic Plan framework into a full implementation plan (objectives, KPIs, sequencing, capacity, budget alignment) and deliver the detailed implementation plan for board review by the next board meeting (end of April);
- Legal Counsel will redraft and streamline the HSA Board Manual (condense content, update governance references, include director orientation requirements and resignation/communications process) and produce a redline draft and circulate it to the board for review;
- The Management team will provide a breakdown of staffing costs showing clinical vs. clinical support vs. non-clinical (staffing cost split) and circulate the breakdown to the board;
- The Management will prepare and present a 30-day update on billing and accounts-receivable process improvements (business-process changes, IT reconfiguration, progress metrics) and outline additional needs/resources required to reduce DNFB and aged receivables;

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- The Management will prepare and present a proposal to the board for write-offs and disposition of long-standing uncollectible credit/debit balances (including options to remit unknown/untraceable funds to the Financial Secretary and treatment of government/CINICO balances) to support audit clearance;
- The Management team will include Director Spratt in electronic medical record (EMR/Cerner replacement) vendor demonstrations and procurement evaluation sessions and ensure director participation in those evaluations;
- The Management will recirculate the updated Ernst & Young presentation and the revised financial slides (including any minor changes to the wording) to the board members;
- The Management will prepare and present a detailed accounts-receivable cleanup plan (including approach to the remaining ~400,000 AR lines, prioritized collections focus, and recommended write-offs) for audit support and future prevention measures.