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 constituted 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
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