HSA

Committed to Caring for You

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

In Attendance:

Voting Directors Appointed by Cabinet
Chairman, Mr. Timothy Ridley ("Chairman")
Deputy Chairman, Dr. O. Neely Panton ("ONP")
Director, Mrs. S. Michelle Coleman ("MC")
Director, Mr. Buck Grizzel ("BG")
Director, Mr. Peter Spratt ("PS")

Ex-Officio non-voting Directors
Representative of Ministry of Finance ("MOF"), Accountant General, Mr. Matthew Tibbetts
Medical Director and Ex-Officio non-voting Director, Dr. Delroy Jefferson ("MD")
Chief Executive Officer and Ex-Officio non-voting Director, Ms. Lizzette Yearwood ("CEO")

By Invitation:
Deputy Chief Executive Officer, Dr. Vinton Douglas ("DCEO")
HSA Legal Counsel (In-house), Mr. Garcia Kelly ("LC")
Board Secretary, Ms. Claudine Dubrey

Guests:
Chief Financial Officer – HSA, Mrs. Sheila Thomas ("CFO")

The Chairman confirmed a quorum was present and declared the meeting duly constitutional at 5:39pm.
APOLOGIES FOR ABSENCE
Apologies for absence from Director Petrina Moore and Deputy Chief Officer Mrs. Exie Tomlinson-Panton
APPROVAL OF MINUTES OF MEETING OF 9 JUNE 2026
The Board unanimously approved the Minutes of the Meeting held on 9th June, 2026 with edits as suggested by the CEO.
DECLARATIONS – CONFLICTS OF INTEREST
No conflicts were declared.
MATTERS ARISING
The Action items arising from the Board meeting on 9th June, 2026 were reviewed and updates provided on their status. Outline of these and additional action items are attached at Appendix A. The Chairman reported that the 2025 Report and the 2026 six months report had been submitted to the Ministry of Health, Environment and Sustainability ("MHES").

MATTERS FOR DISCUSSION

Legionella Update and Action Plan

The Chairman invited the CEO to provide an update on the case of legionella that was discovered at the HSA.

The CEO's presentation addressed the following points:

1. the current position;
2. the corrective actions;
3. the independent review of a specialist.

A discussion ensued with Board members seeking clarity on a variety of issues.

The Chairman thanked the CEO for her presentation.

Finance Update

The CFO provided the Board with an update on the finances of the HSA.

The CFO addressed the:

1. Current ratio (liquidity);
2. Cash-on-hand days;
3. Year-on-year encounters;
4. Year-to-date performance;
5. Net revenue year-on-year;
6. Year-on-year operating expenditure;
7. Staff costs.

The Board engaged the CFO in discussion to obtain clarification on key points of interest and commended the CFO and CEO on the work being done to improve the HSA's financial position.

2025 Audit Findings Update

The CFO provided an update on the Audit findings. The update highlighted the key findings made by the auditors and the status of the work being done to address the concerns.

Smith Road Medical Center Acquisition

The CFO outlined that the 3rd floor of the Smith Road Medical Centre is currently for sale.

The CFO submitted a proposal for the acquisition of the property. The strategic benefits of acquisition were also outlined.

The proposal has been recommended by the Senior Management Team ("SMT") and should lead to significant savings in the medium and long term.

The SMT seeks the Board's approval to:

i. Approve the acquisition of the third floor at Smith Road Medical Centre for CI$6.2 million.
ii. Authorize Management to complete all remaining legal, valuation, engineering, financial and due diligence required before closing.
iii. Authorize execution of the Purchase and Sale Agreement, including the payment of the 10% non-refundable deposit pending outcome of 2 above.
iv. Authorize completion of the transaction by 31 December 2026 or if require (for budget purposes), by 31st January, 2027 provided all conditions satisfied.

Board unanimously approved item (ii) of the proposed resolution. That is, to authorize management to complete all remaining legal, valuation, engineering and due diligence required before moving forward. This was moved by the Chairman and seconded by Director BG.

Half-Year Report

The half-year report has been completed and submitted to the MHES as required by law.

The CFO closed her presentation in this area by providing an outlook to December 2026. The focus was on revenue, expenses and capital expenditure.

Enhancement of Physician's Allowance

This presentation was a collaborative one involving the CFO, CEO and MD.

The CEO opened the presentation by indicating that according to a report provided by Deloitte it was found that the HSA's remuneration for physicians is below the market standards.

The key recommendation is to grant allowances provided that would serve to increase the salary of HSA physicians.

The MD and CEO highlighted the extent of the disparity between salaries in the private sector and the HSA. Outlining that the aim of this initiative is to provide a show of goodwill which will build staff morale.

The Board expressed its understanding of the initiative but highlighted concerns about the impact that such increases in the staff costs are likely to have on the financial position of the HSA.

The Board expressed its willingness to revisit this matter at the next meeting where further discussion can be held.

Proposal for Specialist Locum's Remuneration

The CEO outlined that the remuneration of locum physicians was not aligned with those of current specialists.

The MD outlined that this situation has had a direct impact on the ability to attract locum physicians.

The CFO sought a resolution to endorse the transition from D1 of the salary scale to C1 of the salary scale and to approve separate recognition of on-call duties.

The Board unanimously approved the resolution, in the following terms:

1. Specialist Locum remuneration is transitioned from D1 of the salary scale to C1 of the salary scale;
2. Approval is granted for separate recognition of on-call duties;
3. Incremental annual financial impact of CI$341,961.7 is noted; and
4. Additional costs are fully funded within current approved personnel budget.

Poinciana Transition Protocol

The CEO updated the Board on the relationship that the HSA has with Poinciana Rehabilitation Centre ("PRC").

The CEO outlined that the continued demands on our staffing are not sustainable and there have been a series of extensions of the MOU.

There is an upcoming meeting to discuss the transition of services under the HSA-PRC memorandum of understanding.

Board Manual Update

LC provided the Board with an update on the status of the Board Manual. The manual is currently being edited and reviewed. The following timeline was proposed by LC for completion of the process:

1. 31st July, 2026 – Board Chairman to receive a draft copy;
2. 3rd August, 2026 – Full Board to receive a draft copy;
3. 14th August, 2026 – Review and comments to be provided by the Board;
4. 21st August, 2026 – LC to collate comments and make updates;
5. Next Board meeting (August, 2026) – LC to provide an update on the Manual;
6. Board Meeting of September, 2026 – Document to be finalized by Board approval and implementation.

Annual Health Care Conference Update

The CEO provided an update on the conference leadership surrounding the HSA's role and transition arrangements to the MHES

The HSA has been a leader in organizing the conference without making a monetary donation or sponsorship.

The MHES has changed this model, and the HSA will no longer have a role in organizing the conference. Instead, the HSA may have to be a paid sponsor.

The MHES will assume direct responsibility for leading and coordinating the Cayman Islands annual health care conference. This will support the MHES leadership of national healthcare policy and sector engagement.

HSA will continue as a sponsor, exhibitor and presenter.

Office of the Auditor General Performance Audit on Governance

The CEO circulated the Office of Auditor General Performance Audit on Governance.

The report was reviewed by LC prior to submission.

KPMG Report

The KPMG report is being released on the 4th August 2026.

This will be discussed at the next Board meeting proposed for 27th August 2026.

ANY OTHER BUSINESS
NONE.
CLOSE OF MEETING
The Chairman declared the meeting closed at 8:33p.m.

Timothy Ridley, Chairman

Date: 19 AUG 2026
DD / MMM / YYYY

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APPENDIX A

ACTION ITEMS: ONGOING

ITEM	UPDATE	STATUS
Ministry Meeting RE: Public Health Transition	Meeting held	Ongoing
CIG receivables (covid 19)	Sent to ministry	Complete. Awaiting Response
Board Manual Framework	Next meeting	Work in Progress
Revenue Cycle Improvements to Billings and Accounts receivable	Next meeting	Work in Progress
Debits and Credits write off next meeting	Next meeting	Work in Progress

ACTION ITEMS: NEW

ITEM	UPDATE	STATUS
Referral System Reform: HSA to liaise with CMO	Next meeting	WIP. Meeting with CINICO arranged to discuss the patient referral process
HEARTS Pilot Project: HSA to liaise with CNO/MHES on funding.	Next meeting	WIP. Preparatory work done. Meant to start in September, 2026 using existing staff due to budget constraints.
CFO to present on Strategies for Dealing with Revenue Leakage	Next meeting	WIP. Strategies to address revenue leakage included in the CFO's Finance Update.
MOU – School Health Nurse & Home Care Nurses Expansion	Next meeting	WIP. MOU for School Health Nurse and Home Care Nurses Expansion signed. Recruitment to follow.
Term Limits/Work Permits Update	Next meeting	Completed.

MOU With Dr. Foley	Next Meeting	WIP. Dr. Foley is out of office and will return on 13th August, 2026 at which time proposals and draft agreements will be developed.
Acquisition of 3rd Floor Smith Road Medical Centre	Next Meeting	WIP. SMT to complete due diligence with respect to the property.
Physicians Allowance	Next Meeting	WIP. SMT should provide further information to address concerns raised by Board.