



2024-2026

Strategic Plan



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Mission

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.

Introduction

This document represents the collective efforts and insights of almost fifty (50) key stakeholders who participated in our strategic planning session on January 18, 2024. The outcome is a strategic plan that will lead us confidently into a future where we set new benchmarks in health care delivery, expectations and patient experience in the Cayman Islands.

Informed by the goals set forth by the Minister of Health and the Chairman of the Board, this document outlines a comprehensive strategic framework designed to steer the Health Services Authority (HSA) through a constantly changing healthcare environment, ensuring that the HSA not only thrives in the present but is also well-positioned for continued success and excellence in the future:

- ▶ Enhance customer service
- ▶ Improve standards of care
- ▶ Improving the continuum of care for patients

- ▶ Additional ambulance services in the Eastern Districts
- ▶ Improve the patient experience
- ▶ Accountability of senior management by the Board
- ▶ Ensuring the HSA strategy priorities and expansion plans is guided by the

Government's broad outcome goals

- ▶ Quality and timeliness of care
- ▶ Expansion of care in the Districts
- ▶ Cost efficiency

Our plans and activities are also in sync with the broad and specific outcomes delineated in the 2024-2026 Government's Strategic Policy Statement (SPS), aiming to enrich the quality of life for all residents of the Cayman Islands by ensuring that quality, timeliness, cost-efficiency, and accessibility of care are top priorities.

The plan also aligns with the Ministry of Health's strategic

Introduction (*continued*)

goals to empower people in the Cayman Islands to achieve optimal well-being. Central to this initiative is the promotion of a vibrant healthy lifestyle complemented by seamless access to exemplary clinical care, ensuring that every individual has the opportunity to thrive within a supportive and proactive healthcare environment.

We are committed to improving customer service, raising the bar for quality and consistency in care, broadening our service offerings—particularly at the District level— to provide greater convenience for our patients, and enhancing the overall patient experience.

Accountability at every echelon, especially within senior management, is a fundamental principle of our progress, ensuring that decisions are in harmony with our mission and under the prudent watch of the Board.

The strategies and action plans we have outlined in this document are ambitious, but they are within our reach.

In all that we do, we will remain focused on the quality and timeliness of care, knowing that these are the pillars upon which patient trust is built. And through careful planning and financial stewardship, we will achieve cost efficiency without compromising the calibre of our services.

We now move forward together with conviction and collaboration, ensuring that the HSA meets and exceeds the expectations of those we serve. Our journey starts now, and I am confident that with this strategic plan as our guide, our future is brighter than ever.



Lizzette Yearwood
Chief Executive Officer

Defining Core Services

As the country's primary provider for delivering healthcare to the population of the Cayman Islands, the HSA is tasked with the critical responsibility of providing extensive medical services to meet the diverse and changing healthcare requirements of a varied population. We ensure that both residents and visitors have equitable access to high-quality medical care while safeguarding the economic interest and health security of the Cayman Islands. We ensure a healthy population at every stage of lifespan and respond effectively to disasters and health emergencies, thereby minimising risk to human life and maintaining the population's overall health.



Strategies

HSA's 2024 – 2026 strategies are dedicated to population wellness aligning with the Ministry of Health's policy goals to elevate the overall health of our community while simultaneously reducing healthcare expenditures.

1. Improving the patient experience:

Enhancing patient satisfaction through a commitment to patient-centered care, which prioritises open communication and tailored treatment plans to meet individual needs.

2. Improving Access to Care:

Expanding service coverage and integrating advanced technologies to improve access to healthcare for all patients.

3. Recruitment and Retention:

Enhance the HSA's ability to attract, nurture, and

retain top-tier talent by cultivating a nurturing work atmosphere, offering market- competitive remuneration packages, and presenting ample prospects for career advancement and professional development.

4. Enhance Infrastructure, Improve Operational & Cost Effectiveness:

Increase operational efficiency and maximise cost savings by streamlining processes to eliminate redundancies, upgrading facilities, and implementing cost-effective strategies that uphold stringent quality and safety standards.

5. Revenue Growth:

Implementation of a multifaceted strategy to

enhance revenue growth by refining our billing processes to increase efficiency, reducing financial leakage, ensuring optimal revenue capture, and broadening our service offerings to cater to a more diverse customer base.

6. Improving Population Wellness:

Promote initiatives that foster a healthy lifestyle to enhance the overall well-being of the population, including expanding access to preventive services, such as health screenings, vaccinations, and educational programmes, to empower individuals with the knowledge they need to take proactive steps toward their health.



2024-2026 Action Plans

The six strategies have informed the specific action plans to be undertaken by the HSA over 2024-2026.

This comprehensive and forward-looking agenda not only defines the deliverables for which the Board and the

broader public will hold the organisation accountable but also serves as a cornerstone for our financial planning, influencing budget allocations and funding imperatives.

Strategy 1

Improving the Patient Experience

2024

- ▶ Implementing mandatory customer service training standards that consistently exceed patient expectations enhances satisfaction and fosters patient loyalty.
- ▶ Enhance accessibility to urgent medical care by expanding the Urgent Care Clinic's operational schedule to provide service on weekends and holidays.
- ▶ Establish an additional Triage Unit in Accident & Emergency to enhance Patient Assessment Efficiency and Reduce Wait Times.
- ▶ Expand Emergency Medical Services (EMS) to ensure comprehensive coverage and rapid response times in Bodden Town.
- ▶ Maximise Operating Room utilisation by implementing a 24-Hour service model to improve efficiency and patient throughput.
- ▶ Achieve a significant reduction in outpatient appointment wait times across all clinical specialties, ensuring timely access to care and enhancing patient satisfaction.
- ▶ Establish a Patient Discharge Lounge to enhance post-care transition efficiency.
- ▶ Enhance patient satisfaction and broaden the expertise of patient experience officers by implementing a strategic rotation program across clinical departments.
- ▶ Develop a comprehensive, user-friendly online appointment scheduling platform to enhance accessibility, efficiency, and customer satisfaction.
- ▶ Develop and implement a comprehensive patient education program that ensures all patients are provided with tailored educational materials and clear instructions relevant to their care, at every stage of their hospital stay, to enhance understanding and engagement in their own health management.
- ▶ Achieve a 'Mastery' Level in Bedside Shift Reporting to Enhance Patient Care and Communication Efficiency.
- ▶ Enhance patient access to pharmaceutical services at Faith Hospital by extending pharmacy operating hours into the evening.
- ▶ Enhance the Patient Call Center focused on providing exceptional, compassionate, and efficient service to enhance the healthcare experience, ensuring that every patient interaction leads to increased satisfaction and engagement.
- ▶ Implement a comprehensive visitor identification system to ensure that every individual entering the hospital is registered and issued a temporary ID, enhancing security and enabling efficient

2024-2026 Action Plans

Strategy 1 - Improving the Patient Experience *(continued)*

tracking for the safety of patients, staff, and visitors.

- ▶ Implement a fully automated medication dispensing system to enhance pharmacy operational efficiency, reduce dispensing errors, and improve patient safety.

2025

- ▶ Introduction of a Patient Navigation and Concierge Programme to enhance the patient experience and satisfaction.
- ▶ Implement an advanced Telehealth Initiative to enhance access to medical consultation and care.
- ▶ Enhance the Patient Experience by relocating the Forensic Specimen Collection Process.
- ▶ Implement a Barcode Scanning System for Enhanced Medication Administration accuracy and efficiency.

- ▶ Develop a comprehensive Wound Care Programme to Elevate Patient Outcomes and Optimise Healing processes.

- ▶ Recruit an additional full-time, board-certified radiologist to improve diagnostic service efficiency and patient care quality.

- ▶ Implement a Patient Greeter Program to Enhance the Welcoming Experience for Patients and Improve Overall Satisfaction Rates

2026

- ▶ Further enhancements to the appointment scheduling system to include more convenient appointment booking options.

Strategy 2

Improving Access to Care & Services

2024

- ▶ Establish a Specialised General Practitioner Clinic to provide tailored healthcare services for civil servants, retirees, seamen and veterans.
- ▶ Establish a dedicated phone line for Civil Service appointment scheduling and appoint a specialised Patient Service Representative to enhance service efficiency and improve customer satisfaction.
- ▶ Increase the Vaccination Rate of Gardasil 9 to Achieve Wider Immunisation Against HPV.
- ▶ Enhance Home Health Care Services.
- ▶ Increase the scope of services and extending operational hours at all District Health Services facilities.
- ▶ Establish and extend Strategic Medical Partnerships both locally and internationally.
- ▶ Establish a Specialised Clinic for older persons.
- ▶ Achieve full deployment and integration of FirstNet software within the Accident & Emergency department to enhance patient care and operational efficiency.
- ▶ Enhance patient care efficiency at Faith Hospital by recruiting a second Consultant Internist dedicated to conducting morning ward rounds, thereby reducing wait times and optimising the emergency department's operational flow.
- ▶ Establish a leadership structure within the front desk staff at Faith Hospital by appointing a qualified team leader to streamline operations and enhance patient services and assign a dedicated communications officer responsible for managing all phone inquiries to ensure prompt and professional patient engagement.
- ▶ Introduce bedside testing to enhance early detection and management of premature rupture of membranes and preterm delivery to improve patient outcomes through early detection and intervention, reduce the risk of neonatal and maternal complications, and enhance the overall quality of obstetric care.
- ▶ Enhance cervical pre-cancer and cancer management by acquiring a state-of-the-art colposcope to improve diagnostic accuracy and patient outcomes.
- ▶ Enhance and broaden ultrasound service capabilities to meet growing patient needs and improve diagnostic proficiency.
- ▶ Enhance paediatric urgent care services by extending operational hours to provide more accessible and timely healthcare for children.
- ▶ Develop and launch a comprehensive adolescent health services programme within the school system to enhance students' well-being.

2024-2026 Action Plans

Strategy 2 - Improving Access to Care & Services (*continued*)

2025

- ▶ Develop and launch a comprehensive Pulmonary Rehabilitation Programme to enhance patient outcomes and improve quality of life for individuals with chronic respiratory conditions.
- ▶ Develop and launch a state-of-the-art endoscopy suite to enhance patient care and operational efficiency
- ▶ Strategically increase our dental lab to serve an expanded customer base and meet the rising demand for high-quality dental prosthetics and orthodontic devices.
- ▶ Conduct a comprehensive review of mental health services to identify and effectively address unmet needs within the community.
- ▶ Enhance and broaden the physical therapy services at Faith Hospital to better serve our community through

expanded offerings, increased accessibility, and targeted outreach programmes.

- ▶ Develop and execute a comprehensive strategy for the activation and integration of dive medicine at Faith Hospital
- ▶ Implement an advanced Telehealth Initiative to enhance access to medical consultation and care.
- ▶ Develop and establish a comprehensive hospitalist programme to enhance patient care accessibility and improve patient satisfaction.
- ▶ Expand paediatric services in district health centres, beginning with East End.
- ▶ Establish a comprehensive paediatric physiotherapy programme to enhance the quality of life for children with developmental, neuromuscular, and orthopaedic conditions.

2026

- ▶ Implement a comprehensive digital transformation strategy to convert all existing dental records into a secure, easily accessible electronic format to enhance the efficiency of patient data management and improve the quality of dental care services.
- ▶ Expand laboratory infrastructure to expedite test processing and improve revenue streams.
- ▶ Implement the integration of paraprofessional staff into the HSA's patient care model to enhance service delivery and patient outcomes

Strategy 3

Recruitment & Retention

2024

- ▶ Develop and implement a comprehensive compensation strategy that transparently integrates the cost of employee benefits.
- ▶ Establish a robust training and professional development strategy to upgrade skills and promote career growth while providing financial support for Caymanians in higher education, aiming to improve employee retention and fortify the local workforce.
- ▶ Develop and implement a comprehensive career progression framework that provides clear pathways for employee professional growth, skill advancement, and leadership opportunities, fostering a culture of continuous learning and career fulfilment within the organisation.
- ▶ Develop an Employee Value Proposition (EVP) that positions

the HSA as a premier employer, attracting and retaining top talent through a compelling suite of benefits, career development opportunities, and a supportive and inclusive work environment.

- ▶ Develop and implement a comprehensive leadership development and succession planning programme at the departmental level to cultivate a robust pipeline of well-prepared leaders, ensuring organisational resilience and continuity of excellence.
- ▶ Implement VISTA Leave & Payroll modules.
- ▶ Establish and implement comprehensive performance standards across the organisation.
- ▶ Implement mandatory basic certification for all employees in their respective fields of expertise to enhance competency and ensure industry-standard performance.

- ▶ Update and implement the new Human Resources Manual.
- ▶ Implement a comprehensive Time and Attendance Policy to enhance workforce efficiency and ensure compliance with the Labour Law.
- ▶ Establish and align monthly Key Performance Indicators (KPIs) collaboratively with each manager and department to drive performance and achieve organisational objectives.

2025

- ▶ Implement a comprehensive salary rationalisation programme to ensure equitable compensation across the organisation.
- ▶ Optimise the human resources staffing structure to enhance organizational efficiency and employee satisfaction.
- ▶ Implement VISTA Recruitment & Reporting modules.

2024-2026 Action Plans

Strategy 3 - Recruitment & Retention (*continued*)

- ▶ Align vacation benefits with Central Government.

2026

- ▶ Develop and implement a performance-based fee-for-service compensation model to enhance physician remuneration and incentivise high-quality patient care.
- ▶ Implement VISTA Performance Management/Training & Development Module.



Strategy 4

Enhance Infrastructure, Improve Operational Efficiency & Cost Effectiveness

2024

- ▶ Expand morgue capacity to effectively accommodate increasing demand and ensure dignified management of the deceased.
- ▶ Complete the first phase of the Endoscopy Suite Project.
- ▶ Develop and implement a sustainable emergency backup power continuity plan by upgrading Faith Hospital's emergency generator.
- ▶ Complete the Atrium enclosure project at the George Town Hospital to provide a modern, secure, and comfortable environment for patients, visitors, and staff.
- ▶ Initiate design plans for Bodden Town District Health Center to enhance community healthcare services.
- ▶ Complete the procurement process for architectural design for a new Emergency Room and Diagnostic Imaging Centre for Faith Hospital.
- ▶ Develop and integrate advanced water conservation systems, incorporating scalable water storage solutions, to achieve a sustainable reduction in water usage.
- ▶ Develop and implement a plan to evaluate and optimise our portfolio of facility leases to reduce costs and enhance operational efficiency.
- ▶ Establish and implement an advanced preventive maintenance strategy for all HSA facilities and equipment to enhance longevity and performance reliability.
- ▶ Formulate a comprehensive business strategy and investment case for the expansion of Maternity and Neonatal Intensive Care Services.
- ▶ Complete Phase 2 of the Patient Bed Replacement Project, ensuring enhanced patient comfort and safety.
- ▶ Expand the Therapy Services Department to enhance patient satisfaction and treatment.
- ▶ Upgrade hospital plumbing systems to mitigate system failure risks
- ▶ Launch the preliminary phase for construction or acquisition of a HSA-owned warehouse facility in 2024 and commence construction by 2025.
- ▶ Formalising a long-term lease with the Ministry and District Administration for the Aston Ruddy Centre Medical Wing for Public Health Services.
- ▶ Expand chemotherapy services into the existing Emergency Medical Services (EMS) infrastructure for seamless and comprehensive oncological treatment delivery.
- ▶ Integrate artificial intelligence (AI) technologies to enhance efficiency, significantly lower costs, and elevate patient satisfaction.

2024-2026 Action Plans

Strategy 4 - Enhance Infrastructure, Improve Operational Efficiency & Cost Effectiveness (*continued*)

2025

- ▶ Convert the previous administration section at the George Town Hospital for the new inpatient unit to increase bed capacity, enhance operational efficiency and patient satisfaction.
- ▶ Develop a comprehensive business strategy and initiate the planning process for phase ii of the endoscopy suite expansion.
- ▶ Finalise Phase 2 of the Emergency Room Expansion Project to enhance patient care capacity and improve service efficiency.
- ▶ Enhance hospital security by upgrading perimeter fencing
- ▶ Commence preliminary activities for maternity ward expansion [in 2024], and initiate construction in 2025 to improve healthcare services for expecting mothers.

- ▶ Commence preliminary planning for Radiology expansion in 2025 and initiating construction by 2026/27 to enhance diagnostic capabilities and meet the growing demand for advanced imaging services.
- ▶ Commence the preliminary planning phase for dialysis expansion ensuring all necessary research, resource allocation, and stakeholder engagement are completed.
- ▶ Commence planning and design for a new mental health inpatient facility with groundbreaking scheduled for 2026.
- ▶ Commence preliminary planning stages for new West Bay District Health Centre and advancing to break ground on construction by 2025.

2026

- ▶ Expand the operating theatre facilities, thereby reducing wait times for surgeries, and accommodating a greater number of complex procedures.
- ▶ Enhance operational efficiency by strategically evaluating support functions to specialised third-party providers, thereby reducing overhead costs and allowing our organisation to focus on core competencies and growth opportunities.

Strategy 5

Revenue Growth

2024

- ▶ Update Chargemaster to maximise revenue capture and ensure compliant billing practices.
- ▶ Develop and execute a strategy to integrate the American Medical Association's Coding Standards across all clinical services.
- ▶ Implement a structured mechanism to minimise unnecessary patient transfers to external facilities, enhancing patient care continuity and reducing overall healthcare costs.
- ▶ Acquire and integrate advanced encoder software to enhance coding precision and optimise revenue collection efficiency.
- ▶ Enhance HSA clinical capabilities to minimise the need for international and local patient referrals.
- ▶ Establish and execute a clear and systematic set of criteria, policies, and procedures, along

with an automated patient referral process within the HSA, to improve the continuity of patient care and minimise unnecessary referrals and revenue loss.

- ▶ Recruit a full-time neonatologist to enhance the quality of neonatal care and meet the growing demand for specialised infant care services and revenue.
- ▶ Enhance and broaden our Neurology services to drive revenue growth and establish the HSA as a leading provider in neurological care.
- ▶ Expand Oncology Services to Cayman Brac to enhance patient care.
- ▶ Enhance and expand strategic marketing, communications, and outreach initiatives to elevate the visibility and understanding of HSA's services, clinical outcomes, and accomplishments, thereby positioning HSA as a leader in healthcare excellence.

2025

- ▶ Establish strategic partnerships with world-renowned healthcare providers to develop Centers of Excellence that elevate the standard of care and foster innovation in medical services.
- ▶ Develop and launch the HSA Foundation aimed at cultivating philanthropic support to secure funding for essential clinical equipment infrastructure expansion.
- ▶ Establish a Comprehensive Vascular Programme tailored for dialysis patients to improve outcomes and enhance quality of care.
- ▶ Expand Urology Services
- ▶ Strategically enhance Cardiology service offerings by integrating pacemaker implantation procedures, diversifying our healthcare offerings and driving revenue growth in the cardiac care segment.

2024-2026 Action Plans

Strategy 5 - Revenue Growth (*continued*)

2026

- ▶ Develop and launch a Joint Replacement Centre of Excellence to provide advanced, specialised care for patients requiring joint replacement surgery.
- ▶ Enhance and broaden haematology services to meet evolving patient needs and foster sustainable growth.



Strategy 6

Improving Population Wellness

2024 - 2026

- ▶ Develop and maintain an inclusive non-communicable disease registry to encompass chronic kidney disease and chronic obstructive pulmonary disease.
- ▶ Advocate for a mandatory Comprehensive National Cancer Registry Programme as an essential tool for advancing cancer research and improving patient outcomes.
- ▶ Enhance and expand immunisation rates across diverse demographics to achieve comprehensive vaccination coverage for all age groups.
- ▶ Formulate and implement a robust wellness strategy focused on empowering individuals to take charge of their own well-being.
- ▶ Establish partnerships with the public and private sector to develop and integrate comprehensive wellness initiatives that promote organisational health and employee well-being.
- ▶ Develop and execute comprehensive community wellness and educational programmes to enhance public health and knowledge.
- ▶ Encourage regular preventive care and screenings to catch diseases early when they are most treatable. This includes vaccinations, cancer screenings, and monitoring for chronic conditions like diabetes and hypertension.
- ▶ Create initiatives that promote healthy behaviour, such as regular physical activity, nutritious eating, and smoking cessation.
- ▶ Develop support systems for individuals with chronic conditions to manage their diseases effectively.
- ▶ Increase health education programmes that empower individuals to make informed health decisions.
- ▶ Foster community engagement in health initiatives to ensure that programmes and policies are culturally appropriate and meet the specific needs of the population.
- ▶ Utilise data collection and analytics to identify health trends, measure outcomes, and target interventions where they are most needed.

Conclusion & Approval

The Health Services Authority (HSA) has developed a comprehensive three-year strategic plan representing a significant milestone for our organisation and our patients.

This strategic plan is the result of the collective efforts and insights from a diverse group of nearly fifty key stakeholders who participated in a strategic planning session on January 18, 2024. Their valuable input has been essential in charting a course for the future of the HSA.

This strategic framework is designed to steer the HSA through an evolving healthcare environment, focusing on the sustainability of the organisation and setting new benchmarks in healthcare delivery and patient experience.

The strategic plan aligns closely with the Government's broad outcome goals, its 2024- 2026 Strategic Policy Statement (SPS),

and the strategic goals of the Ministry of Health. The aim is to promote a robust, healthy community lifestyle supported by accessible, top- tier clinical care.

Outlined within this document, our strategies and action plans are both ambitious and attainable. As we undertake this transformative journey, we will maintain our commitment to the quality and timeliness of care, which are crucial to earning and retaining our patients' trust. Through careful planning and financial management, we will pursue cost efficiency without compromising service quality.

Special recognition goes to our Chief Executive Officer, Lizzette Yearwood, whose leadership has been pivotal in the strategic planning process. The strategies and action plans for 2024-2026 reflect our collective determination to evolve the HSA and solidify our role as the primary healthcare provider for the Cayman Islands.

As the Chairman of the Board, I proudly endorse this strategic plan, confident that it will serve as a reliable blueprint for progress. With the ongoing collaboration and dedication of all members of our organisation, the Health Services Authority is poised to reach unprecedented levels of excellence and set a standard for healthcare innovation and quality in the Cayman Islands and beyond.

With this plan to guide us, we move forward together, unified in our mission and energised by the promising future that awaits.

Thank you.



Osbourne Bodden
Board Chairman
Health Services Authority



HSA

Committed to *Caring* for You