



2024-2026

Strategic Plan

Updated June 2025



HSA

Committed to *Caring* for You

hsa.ky

Introduction

This document represents the collective efforts and insights of almost fifty (50) key stakeholders who participated in our strategic planning sessions in January 2024 and February 2025. 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 Board of Directors, 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.

Introduction (*continued*)

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

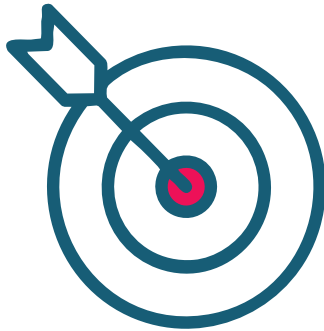
In all that we do, we will remain focused on the quality and timeliness of care, knowing that these are the pillars upon which patient trust is built. And through careful planning and financial stewardship, we will achieve cost efficiency without compromising the calibre of our services.

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

Our Core Values



Respect
Responsibility
Integrity
Caring
Excellence

Defining Core Values



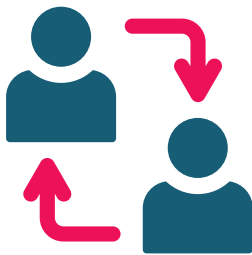
We believe that caring and compassionate personal behaviours are at the core of our organisation's commitment to delivering quality patient focused care. By making an official commitment to practice these values we reinforce them, acknowledge that they are expected behaviours and require our fellow employees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

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.

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.

Defining our 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.



Patient & Staff experience

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



Improving Access to Care & Services

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



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.



Infrastructure Development

Upgrade current facilities and planned expansions to maintain compliance, safety and service standards.



Revenue Growth & Cost Efficiency

Implementation of a multifaceted strategy to enhance revenue growth and increase cost efficiency 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.



Advancing 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.



Technological Innovation

Implement technological tools and upgrades to improve on organisational, staff and patient safety & resiliency.

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 sessions in January 2024 and February 2025. 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. The Board of Directors 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.

Board of Directors

Health Services Authority



HSA

Committed to *Caring* for You