



Cayman Islands Health Services Authority

Strategic Plan 2010-2015

Mission Statement

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.

Statement of Beliefs

We believe that:

- *God created and sustains the universe and all therein by HIS WORD.*
- *Each person has infinite worth.*
- *The family is the primary source of our values.*
- *A society is only as strong as its families.*
- *Honesty is essential to the success of human relationships.*
- *All people have a right to health and safety.*
- *Each person has the duty to contribute to the well being of society.*
- *Each person deserves respect as a human being.*
- *Prejudicial discrimination of any kind is morally wrong.*
- *All rights have corresponding responsibilities.*
- *Each person has the right to express his/her opinion.*
- *The human potential to learn is limitless.*
- *Change is necessary for advancement.*
- *Physical, mental and spiritual harmony is essential for well-being.*
- *Life is precious.*

PARAMETERS

- *We will accept only the highest ethical and professional services*
- *We will ensure that the provision of services is consistent with the Health Services Authority's priorities and within its financial resources*
- *We will practice participative decision making at all levels of the Health Services*
- *We will not deny anyone access to our Health Services*
- *We will always expect to receive payment in a timely manner for the services provided.*

Objectives

1. To continuously decrease the incidence and adverse effects of chronic non-communicable diseases (e.g. obesity, diabetes, cancer, hypertension, etc.) of patients under the care of the HSA.
2. To implement evidence based practice in all areas of clinical care by 2015.
3. To have collections match operating expenses no later than 2015 supported by Government policies and legislative changes.
4. To have at least 90% of the population, rate the H.S.A as satisfactory or better for high quality healthcare by 2015.

Strategies

1. We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illnesses
2. We will implement patient-friendly processes to improve customer service, patient and external communications in order to enhance the public perception of the H.S.A
3. We will implement effective financial controls, maximize collections, improve operational efficiencies and enhance revenue to achieve financial sustainability
4. We will identify, adopt and implement evidence based practice for all areas of clinical care.
5. We will design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.
6. We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture
7. We will ensure that the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.

Strategies and Specific Results

Strategy 1

We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illnesses.

Specific Results

1. *Create a chronic disease information kiosk(s) to provide ease of access to information on prevention, risks, diagnosis, management, and treatment of chronic conditions/disease.*
2. *Establish a network of volunteers and lay educators to conduct community health outreach and promote chronic disease and healthy lifestyle awareness.*
3. *Establish a network of volunteers to offer indigents in need, transportation to and from the Hospital, clinics, and community health events.*
4. *Create a health/wellness after-school programme in each government primary school. This will be done on a phase-in basis.*
5. *Establish a surveillance mechanism to collect, process, analyze, and monitor data on prevalence of risk factors for developing chronic disease, specific chronic diseases themselves, and their morbidity/mortality.*
6. *Implement an ongoing chronic disease awareness media campaign.*
7. *Work collaboratively with the Education Department to integrate health education appropriately into the curriculum.*

Strategy 2

We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.

Specific Results

1. *Establish a customer service desk that will provide the public with appropriate information, advice and directions.*
2. *Create a “hospitable” hospital environment that decreases clients’ waiting time and complaints.*

3. *Create a “hospitable” hospital environment that decreases clients’ waiting time and complaints.*
4. *All H.S.A staff especially frontline workers will have ready access to the internal directory and will be knowledgeable about the services and programs that are offered by the H.S.A.*
5. *Establish a process where the patient financial services representative meet with the patient who cannot pay, within the department from which they seek care.*
6. *Establish a Hospital Volunteer Program.*
7. *Implement a customer-friendly telephone system for the HSA.*

Strategy 3

We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.

Specific Results

1. *Implement an automated inventory management system to improve operational efficiencies, and effective financials controls of inventory.*
2. *Develop a comprehensive and accurate costing of all services provided by the H.S.A.*
3. *Expand the current services of A&E and GP Clinic to reduce waiting times, increase customer service and enhance revenue.*
4. *Monitor and improve internal controls by improving our internal audit function.*
5. *Increase collaboration with external partners to reduce overseas referrals, increase revenue and patient satisfaction.*
6. *Implement after-hours specialist clinic to enhance revenue, increase patient satisfaction, improve access, reduce waiting times and increase physician remuneration.*
7. *Improve operational efficiency and patient convenience of the pharmacy service.*
8. *Ensure that the HSA collects equitable compensation for use of resources by private practitioners.*

9. *Implement a more effective debt collection management initiative to reduce the level of uncollectible debt.*
10. *Implement a health contingency fund through levy on all visiting cruise ship and airline passengers to provide financial compensation to the HSA for care to uninsured visitors.*
11. *In partnership with local health insurance providers, develop electronic health benefits eligibility, verification and automated payment system.*

Strategy 4

We will identify, adopt, and implement evidence based guidelines for all areas of clinical care.

Specific Results

1. *Establish a system for the development of evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority.*
2. *Establish evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority.*

Strategy 5

To design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.

Specific Results

1. *Design and implement a system that analyzes data to support the implementation and outcomes of chosen evidence-based guidelines for treatment and prevention.*
2. *Design and implement a system of monitoring patient safety procedures and adverse events.*
3. *Use data generated to evaluate clinical services needs and resource allocation.*

Strategy 6

We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture.

Specific Results

- 1. Implement “The Learning Center” concept at HSA to provide, manage, support & track training and development to increase the knowledge and skills of employees.*
- 2. Complete the transformation of the organizational culture to reflect the Mission, Vision and Core Value statements of the HSA.*
- 3. Redefine recruitment strategies to attract the highest quality staff.*
- 4. Design and implement programs to empower staff to make contributions to achieving mission and vision of the organization*
- 5. Design and implement initiatives to recognize outstanding performance by staff to further mission and vision of the organization which exemplifies the core values.*

Strategy 7

We will ensure the technology; facilities and services required are available to improve our delivery of sustainable high quality healthcare.

Specific Results

- 1. Update the service needs model and produce an appropriate Master Plan for the HSA.*
- 2. Improve Energy Conservation to reduce utility costs at HSA.*
- 3. To improve the effectiveness and efficiency of the procurement and materials management system by reviewing and improving policies and processes.*
- 4. Establish and enforce policies and procedures to ensure the HSA's equipment is standardized, efficient, operational and supportable*
- 5. Evaluate the HSA's EMR (electronic medical record) system to determine its sustainability and implement a new system if found necessary.*

Implementation Schedule 2010-2011

Quality	Improve quality of Services and streamline processes to create greater efficiency in Pharmacy, Overseas Referrals, Operating Theatre, Scheduling and Registration	Section/Period
	Explore new business opportunities and expansion of services offered locally (cardiology, oncology, neonatology) to reduce the need for offshore referrals and increase the HSA's revenue potential	
Strategy 2	Establish a customer service desk that will provide the public with appropriate information, advice and directions.	HR 10/11
Strategy 4	Establish a system for the development of evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority.	MD/MOH/CNO/DCS 10/11
Strategy 7	Establish and enforce policies and procedures to ensure the HSA's equipment is standardized, efficient, operational and supportable	DSS/MD/CNO/DCS 10/11
People	We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture.	Section/Period
Strategy 2	All H.S.A staff especially frontline workers will have ready access to the internal directory and will be knowledgeable about the services and programs that are offered by the H.S.A.	HRD/CIO/CFO 10/11
Strategy 2	Establish a hospital Volunteer programme	HRD 10/11
Strategy 6	Complete the transformation of the organizational culture to reflect the Mission, Vision and Core Value statements of the HSA.	HRD 10/11
Strategy 6	Redefine recruitment strategies to attract the highest quality staff.	HRD 10/11
Community	Implement a new care funding model for indigent patients while improving care coordination and disease prevention by assigning patients to a primary physician	Section/Period
Strategy 1	Implement an ongoing chronic disease awareness media campaign.	DPHC 10/11
Information		Section/Period
Strategy 2	Implement a customer-friendly telephone system for the HSA.	CIO 10/11
Strategy 7	Evaluate the HSA's EMR (electronic medical record) system to determine its sustainability and implement a new system if found necessary.	CIO/MD/CNO/DCS 10/11
Finance	Implement a new payment policy and improve collections to reduce bad debt	Section/Period
Strategy 3	Monitor and improve internal controls by improving our internal audit function.	CFO 10/11

Implementation Schedule 2011-2012

Quality		Section/Period
Strategy 3	Expand the current services of A&E and GP Clinic to reduce waiting times, increase customer service and enhance revenue	MD/MOH/CNO 11/12
Strategy 4	Establish evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority	MD/MOH/CNO/DCS 11/12
Strategy 5	Design and implement a system that analyzes data to support the implementation and outcomes of chosen evidence-based guidelines for treatment and prevention	MD/CNO/DPHC/DCS 11/12
Strategy 7	Update the service needs model and produce an appropriate Master Plan for the HSA	DSS 11/12
Strategy 7	Improve Energy Conservation to reduce utility costs at HSA	DSS 11/12
People		Section/Period
Strategy 6	Design and implement initiatives to recognize outstanding performance by staff to further mission and vision of the organization which exemplifies the core values.	HRD 11/12
	Redefine recruitment strategies to attract the highest quality staff.	HRD 11/12
Community		Section/Period
Strategy 1	Establish a network of volunteers and lay educators to conduct community health outreach and promote chronic disease and healthy lifestyle awareness	DPHC 11/12
Strategy 1	Establish a network of volunteers to offer indigents in need, transportation to and from the Hospital, clinics, and community health events	DPHC 11/12
Strategy 1	Establish a surveillance mechanism to collect, process, analyze, and monitor data on prevalence of risk factors for developing chronic disease, specific chronic diseases themselves, and their morbidity/mortality	DPHC/CIO/MD/CNO 11/12
Information		Section/Period
Finance		Section/Period
Strategy 3	Implement an automated inventory management system to improve operational efficiencies, and effective financials controls of inventory	CFO/CIO 11/12
Strategy 7	To improve the effectiveness and efficiency of the procurement and materials management system by reviewing and improving policies and processes	CFO 11/12

Strategy 1

Action Plans

ACTION PLAN

Strategy 1
Plan Number: 1

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Create a chronic disease information kiosk(s) to provide ease of access to information on prevention, risks, diagnosis, management, and treatment of chronic conditions/disease.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate one individual to coordinate the chronic disease information kiosk(s).				
2	Identify a location at the Hospital entrance and/or off-site to house the information kiosk(s).				
3	Determine the types and quantity of resources available to the public in the kiosk(s).				
4	Determine how and if the kiosk(s) will be staffed and updated.				
5	Identify sources of funds (grants, voluntary organizations, corporate sponsors) to establish the kiosk(s).				
6	Purchase resources for the kiosk(s).				
7	Advertise to the public on the uses of the resource kiosk(s).				
8	Duplicate same information available at the kiosk on HSA website				
9	Evaluate annually the use of the kiosk(s) and revise accordingly				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 2

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Establish a network of volunteers and lay educators to conduct community health outreach and promote chronic disease and healthy lifestyle awareness.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate an individual or group of individuals to develop and administer a lay educator and volunteer programme.				
2	Contact Public Health and Primary Care Services to determine their needs for volunteers and lay educators in specific areas (screenings, health fairs, and healthy lifestyle talks in schools, churches, workplaces, community settings).				
3	Contact potential sources of volunteers (voluntary organizations, service clubs, university students, businesses/companies) to determine their availability, preferred areas of volunteering, and schedule.				
4	Periodically facilitate joint planning with the existing chronic disease support groups.				
5	Develop a matrix of Primary Care Services' needs and volunteer interests/schedules and suggest matches.				
6	Contact the volunteers to finalize the schedule, assignments, and training needs.				
7	Provide training sessions on a quarterly basis.				
8	Change preferences and/or assignments throughout the course of the year if requested by volunteer				

9	Evaluate the programme and report the number and types of assignments on an annual basis.				
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Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 3

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Establish a network of volunteers to offer indigents in need, transportation to and from the Hospital, clinics, and community health events.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate an individual or group of individuals to develop and administer a volunteer transportation programme.				
2	Liaise with the Patient Services Representative and Director of Primary Care Services to compile a register of indigent clients with transportation needs.				
3	Contact potential sources of volunteers (churches, voluntary organizations, service clubs, university students, businesses/companies) to determine their availability, location, and schedule.				
4	Develop a matrix of indigent clients' needs and volunteer location/schedules and suggest matches.				
5	Establish contact between volunteers and their matches to finalize transportation arrangements.				
6	Refer unmatched clients back to the coordinator to be matched again.				
7	Change preferences and/or assignments throughout the course of the year if requested by volunteer or client.				
8	Evaluate the programme and report the number of matches and trips on an annual basis.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 4

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Create a health/wellness after-school programme in each government primary school. This will be done on a phase-in basis.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate an individual or group of individuals to develop and administer a health/wellness after-school programme.				
2	Work collaboratively with the Ministry of Education to establish this after-school programme.				
3	Identify a pilot school to test the programme.				
4	Identify the gaps in health/wellness knowledge and skills of pilot school.				
5	Identify sources of funds (grants, voluntary organizations, corporate sponsors) to administer the programme.				
6	Identify and purchase resource materials/supplies needed to conduct programme.				
7	Identify volunteers to assist in programme implementation with the support of teachers already supervising students after-school.				
8	Choose data set to collect, assesses, and monitor during the programme.				
9	Adapt programme according to evaluation of data (see above step)				
10	Repeat above steps #3-8 in two successive schools per year.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 5

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Establish a surveillance mechanism to collect, process, analyze, and monitor data on prevalence of risk factors for developing chronic disease, specific chronic diseases themselves, and their morbidity/mortality. (Cross reference with Strategy 5)*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate an individual or group of individuals to coordinate chronic disease surveillance.				
2	Identify the standard data set for risk factors, specific chronic disease, types of morbidity, and mortality.				
3	Review current procedures for collecting, processing, analyzing, and monitoring data related to chronic disease and identify gaps.				
4	Identify sources of missing and/or specific information.				
5	Develop standardized policy and procedures for collecting, processing, analyzing, and monitoring data related to chronic disease.				
6	Conduct standardized surveillance activities				
7	Write and disseminate at least biennial reports of findings from surveillance activities.				
8	Use the data collected in steps 1 – 7 to mitigate the impact of chronic disease and illnesses.				
9	Periodically facilitate joint planning with the existing chronic disease support groups.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 6

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Implement an ongoing chronic disease awareness media campaign.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Designate an individual or group of individuals to coordinate chronic disease media campaign.				
2	Establish partners with whom to conduct campaign				
3	Establish message(s) to be communicated in campaign				
4	Establish campaign identity				
5	Identify media types used to disseminate message(s)				
6	Identify sources of funds (grants, voluntary organizations, corporate sponsors) to conduct the campaign.				
7	Partner with GIS and/or external PR resource to develop and manage campaign				
8	Evaluate the chronic disease awareness media campaign by surveys.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 1
Plan Number: 7

STRATEGY: *We will work collaboratively with other partners to actively engage the public in healthy lifestyle change to mitigate the impact of chronic disease and illness.*

SPECIFIC RESULT: *Work collaboratively with the Education Department to integrate health education appropriately into the curriculum.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1					
2					
3					
4					
5					
6					
7					
8					

Responsible:

(Shaded areas for administrative use in implementation phase)

Strategy 2

Action Plans

ACTION PLAN

Strategy 2
Plan Number: 1

Strategy: *We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.*

Specific Result: *Establish a customer service desk that will provide the public with appropriate information, advice and directions*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identify the location at the entrance of the hospital				
2	Install a phone line and a phone at the station				
3	Update telephone directory to include persons who speak different languages				
4	Equip the station with a comprehensive telephone directory, leaflets and pamphlets of all the services offered both in hospital and district health centers and all other appropriate information that will enhance customer service.				
5	Conduct random quarterly audits of customer service station and review accordingly				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 2

Strategy: We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.

Specific Result: Create a “hospitable” hospital environment that decreases clients’ waiting time and complaints.

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identify or employ a customer service liaison representative				
2	Liaison rep communicates intra and interdepartmentally to ensure clients or informed of glitches and delays				
3	Ensure that patient dissatisfactions or complaints are heard by a hospital representative before the client leaves the hospital and addressed as quickly as possible.				
4	Develop a 24-hour appointment system.				
5	Ensure that all appointments for follow-up visits are given at the end of client visit				
6	All wheelchairs will be replaced at the designated area at the entrance of the hospital during the course of the day				
7	Cross train registration and appointments clerk in registration and scheduling to increase efficiency in processing clients				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 3

Strategy: We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.

Specific Result: All H.S.A staff especially frontline workers will have ready access to the internal directory and will be knowledgeable about the services and programs that are offered by the H.S.A. *(Cross reference with Strategy 6)*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	An updated internal telephone directory will be placed at all first point of contact (registration, appointment desk)				
2	All staff will be educated on the services offered at the H.S.A. and the district health services.				
3	Develop an audit tool to evaluate whether customer service is up to standard				
4	Provide incentives for excellent customer service. <i>(Cross reference with Strategy 6)</i>				
5	Train frontline staff how to professionally acknowledge clients and guide them through the hospital instead of saying "I do not know"				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 4

Strategy: *We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.*

Specific Result: *H.S.A representatives will make public appearances and or presentations on a scheduled long term basis to enhance external communication*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	H.S.A health professionals will make media presentations re services offered on a regular basis				
2	Senior Managers will make quarterly presentations to cooperate organizations and NGOs e.g. Rotary and Chamber of Commerce				
3	Conduct an open house every six months and invite Lawyers, Bankers, Hotel managers etc.				
4	Develop leaflets and pamphlets and distribute them to cruise lines, hotels, the port or tourist board				
5	Conduct an open forum at each district where physicians from different specialty are available to answer patient's questions ("Ask the Doc")				
6	Enhance and frequently update the web page.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 5

Strategy: *We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.*

Specific Result: *Establish a process where the patient financial services representative meet with the patient who cannot pay, within the department from which they seek care.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	The patient financial services manager will identify the representative who will go to the appropriate department during peak hour each morning.				
2	The registration clerk will inform the finance department when the need for the rep arises				
3	The Rep will take with her all the forms to be completed before the promissory note is signed				
4	The department will provide the finance rep with a comfortable and private area where the interview can be completed.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 6

Strategy: *We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.*

Specific Result: *Establish a Hospital Volunteer Program*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Follow HR hiring process for all volunteers.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 2
Plan Number: 7

Strategy: *We will implement patient-friendly processes to improve customer service, and external communications in order to enhance the public perception of the H.S.A.*

Specific Result: *Implement a customer-friendly telephone system for the HSA.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1					

Responsible:
(Shaded areas for administrative use in implementation phase)

Strategy 3

Action Plans

ACTION PLAN

Strategy 3
Plan Number: 1

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Implement an automated inventory management system to improve operational efficiencies, and effective financials controls of inventory. (Cross reference strategy 7 action plan 3)*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Establish a team – to look at the current process and map out the preferred process				
2	Make recommendation to replace current system with an appropriate inventory and procurement software				
3	Determine the method of purchase – lease or outright purchase				
4	Identify the source of fund				
5	Sign the contract- implementation phase				
6	Training of staff				
7	Ongoing assessment of process				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 2

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Develop a comprehensive and accurate costing of all services provided by the H.S.A.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Prepare a list of all services provided by the H.S.A				
2	Identify a consultant along with an in-house team to conduct a costing of all H.S.A services perform.				
3	Compare results in step 2 with the current prices charged and the amount under the standard fee rate.				
4	Secure information on fees from various healthcare provider or agencies				
5	Develop a comprehensive fees schedule.				
6	Seek Board and cabinet approval of new Charge Master.				
7	Determine a review process				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 3

STRATEGY: We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.

SPECIFIC RESULT: Expand the current services of A&E and GP Clinic to reduce waiting times, increase customer service and enhance revenue.

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	<i>(Representatives from A&E and GP to get together to determine steps).</i>				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 4

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Monitor and improve internal controls by improving our internal audit function.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Recruit a qualified auditor with experience in the Health Care industry that report directly to the Board				
2	Establish a risk assessment for H.S.A – - Audit Programme - Audit report				
3	Finalize audit report with the Board				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 5

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Increase collaboration with external partners to reduce overseas referrals, increase revenue and patient satisfaction.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Select a team of doctors to look at the collaboration with external partners to enhance patient care, such as: tele-medicine partnerships.				
2	Formalize agreements and procedures for effective implementation of each new partnership.				
3	Collaborate with relevant agencies to maximize collections.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 6

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Implement after-hours specialist clinic to enhance revenue, increase patient satisfaction, improve access, reduce waiting times and increase physician remuneration.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Establish a committee to determine the details of the clinic, including staffing needs and compensation model.				
2	Ongoing assessment of service.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 7

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Improve operational efficiency and patient convenience of the pharmacy service.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Use the existing Pharmacy Committee to explore such options as: <ul style="list-style-type: none"> • feasibility of an off-site pharmacy drive-thru service. • feasibility of home delivery of prescriptions. • Improved district pharmacy service and encourage usage. 				
2	Expand the employee Internet refill request and update the website.				

Responsible:
 (Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 8

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Ensure that the HSA collects equitable compensation for use of resources by private practitioners.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Engage private providers to determine the meaning of equitable compensation.				
2	Collaborate with insurance providers.				
3	Make appropriate changes in billing system.				
4	Work with government to make any changes in the Law, if necessary.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 9

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Implement a more effective debt collection management initiative to reduce the level of uncollectible debt.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identify all stakeholders, e.g. Banks, Immigration and other relevant agencies.				
2	Establish committee which include H.S.A.				
3	Identify the feasibility of creating a national agency of historical information of a person credit worthiness.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 10

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *Implement a health contingency fund through levy on all visiting cruise ship and airline passengers to provide financial compensation to the HSA for care to uninsured visitors.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	THIS CANNOT BE DONE BY HSA ALONE; REQUIRES GOVT ACTION.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 3
Plan Number: 11

STRATEGY: *We will implement effective financials controls, maximize collection, improve operational efficiencies, and enhance revenue to achieve financial sustainability.*

SPECIFIC RESULT: *In partnership with local health insurance providers, develop electronic health benefits eligibility, verification and automated payment system.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1					

Responsible:
(Shaded areas for administrative use in implementation phase)

Strategy 4

Action Plans

ACTION PLAN

Strategy 4
Plan Number: 1

STRATEGY: We will identify, adopt, and implement evidence based guidelines for all areas of clinical care.

SPECIFIC RESULT: Establish a system for the development of evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority. *(Cross reference to strategy 5)*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Establish a core multidisciplinary committee with representatives from each area of clinical area within the H.S.A. (The committee will be responsible for overseeing and approving evidence based guidelines for H.S.A. Additionally they will ensure collaboration between all units during the guideline development process.)				
2	The committee will create and recommend a common format for evidence based guidelines for use within H.S.A.				
3	The committee will complete a needs assessment for each unit to establish priority evidence based guidelines <i>(cross reference to Strategy 5)</i> .				
4	The committee will identify a designate from each unit who will be educated on the evidence based guidelines writing process.				
5	All designates will proceed to their units to commence the evidence based guidelines process, placing emphasis on completing priority guidelines first.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 4
Plan Number: 2

STRATEGY: *We will identify, adopt, and implement evidence based protocols for all areas of clinical care.*

SPECIFIC RESULT: *Establish evidence based guidelines for selected areas of clinical care within the Cayman Islands Health Services Authority.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Each unit will identify areas where guidelines need to be formulated. There will be a minimum of two team leaders per guideline.				
2.	Each unit will identify sample guidelines, based on presently existing international guidelines (as deemed appropriate by the committee).				
3.	Each unit will identify the key stakeholders for each guidelines.				
4.	It will be mandatory that a representative from the key stakeholders area of specialty/department will be a part of the team that is formulating the guidelines.				
5.	The team will define specific objectives that will encompass the responsibilities of all of the stakeholders.				
6.	The team will select a common format that will: <ul style="list-style-type: none"> a.) meet international standards b.) be reflective of the needs of H.S.A. and its patients c.) be reflective of the present scope of services that are currently offered (or will be offered in the near future) by H.S.A. 				

7.	There will be a time period allotted where unit representatives consult with unit staff to ensure that there is a staff consensus on the proposed guideline.				
8.	All unit representatives/key stakeholders will meet to agree the tentative guidelines.				
9.	The tentative guidelines will be forwarded to the Clinical Practice Committee for approval.				
10.	Upon approval of the guidelines, ongoing training programmes will be provided to all stakeholders who will be expected to follow the guidelines when providing clinical services.				
11.	Post guidelines for clinical care on intranet.				
12.	Embed guidelines for each area of clinical care in the EMR.				
13.	Review and recommend updates to the approved guidelines as deemed necessary.				
14.	This process will be repeated until all units have completed all of the proposed guidelines.				

Responsible:

(Shaded areas for administrative use in implementation phase)

Strategy 5

Action Plans

ACTION PLAN

Strategy 5
Plan Number: 1

STRATEGY: *To design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.*

SPECIFIC RESULT: *Design and implement a system that analyzes data to support the implementation and outcomes of chosen evidence-based guidelines for treatment and prevention.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identify clinical care performance indicators.				
2	Establish protocols for clinical care performance indicators.				
3	Education of patients as partners in achieving good health care.				
4	Increase and improve training of community health nurses to enhance public education.				
5	Use HSA electronic system to collect data by building templates to meet specified clinical care indicators.				
6	Analyze CQI data and give specific feedback to clinicians.				
7	Restructure primary care so as to allow for adequate clinical care and electronic data input.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 5
Plan Number: 2

STRATEGY: *To design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.*

SPECIFIC RESULT: *Design and implement a system of monitoring patient safety procedures and adverse events*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identification of safety procedures.				
2	Availability of patient safety goals electronically for all staff review.				
3	Educate all staff on patient safety goals.				
4	Implement patient safety goals.				
5	Monitor and report of adverse events to the risk manager.				
6	Conduct of periodic assessment for compliance with patient safety goals and collection of data on compliance.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 5
Plan Number: 3

STRATEGY: *To design and implement a system for analyzing data to establish baseline and key performance indicators for continuous monitoring in order to support clinical and financial decision making.*

SPECIFIC RESULT: *Use data generated to evaluate clinical services needs and resource allocation.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Generation of QA data				
2	Presentation of QA data to senior management:				
3	Availability of QA data to clinical care providers				
4	Availability of QA data to public.				
5	Use the data to determine changes in care and/or resource allocation.				

Responsible:

(Shaded areas for administrative use in implementation phase)

Strategy 6

Action Plans

ACTION PLAN

Strategy 6
Plan Number: 1

STRATEGY: We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture.

SPECIFIC RESULT: Implement “The Learning Center” concept at HSA to provide, manage, support & track training and development to increase the knowledge and skills of employees.

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	HR Director and Senior Managers will appoint a Steering Committee comprised of multi-disciplinary experts.				
2	HR Director will designate a Learning Centre Project Manager.				
3	Create Vision Expansion and formalization of the 5 categories of the Learning centre (a) mandatory training (b) staff development (c) career pathways (d) management and leadership development (e) other				
4	Design the Project (a) Determine location for the Learning Centre (b) Assessment of training needs. (c) Identify funding (d) Identification and development of external strategic training partnerships.				
5	Prepare Project Implementation (a) job descriptions (b) policies (c) programs (d) create timelines				
6	Monitor and evaluate progress on a quarterly basis and modify if necessary.				

Responsible: _____

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 6
Plan Number: 2

STRATEGY: *We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture.*

SPECIFIC RESULT: *Complete the transformation of the organizational culture to reflect the Mission, Vision and Core Value statements of the HSA.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Adopt the core value statements.				
2	Ensure support from senior management to model and reinforce the values, mission and vision of the organization.				
3	Provide orientation for all staff regarding the mission and core values statements and create the expectation for behaviour employees will embrace and model.				
4	Identify accepted behaviours by employees and reinforce them whenever the opportunity arises.				
5	Identify behaviours that are inconsistent with the organization culture and provide corrective action.				
6	Use the values, mission and vision appropriately in the formal evaluation process.				
7	Provide the organisational support necessary to sustain the organization culture we desire.				
8	Monitor and assess staff demonstration of the new organization culture and make any changes appropriate.				

Responsible:
(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 6
Plan Number: 3

STRATEGY: *We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture*

SPECIFIC RESULT: *Redefine recruitment strategies to attract the highest quality staff.*

#	ACTION STEP	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Identify the best strategies for recruiting staff using a team approach for the following areas: <ul style="list-style-type: none"> - Medical/Dental - Nursing - Allied professionals - Administrative & support staff 				
2	The HR Director in conjunction with senior managers will appoint the subject matter experts for each team.				
3	Determine the recruitment plan for each area.				
4	Ascertain the availability of funding				
5	Establish advertising methods and markets				
6	Use core values, mission and vision to recruit and screen potential new recruits.				
7	Ensure fair and equitable compensation packages within the guidelines of the salary structure.				
8	Designate HR Officer for each specialty who will be responsible for coordinating the recruitment activities.				
9	Implement the recruitment plan.				
10	Track and measure turnaround time for recruitment.				
11	Follow-up quarterly and make changes as necessary.				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 6
Plan Number: 4

STRATEGY: *We will recruit, retain, develop, empower and recognize high quality staff to assist in transforming our organizational culture*

SPECIFIC RESULT: *Design and implement programs to empower staff to make contributions to achieving mission and vision of the organization*

#	ACTION STEP	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	-				
2					

Responsible:

(Shaded areas for administrative use in implementation phase)

Strategy 7

Action Plans

ACTION PLAN

Strategy 7
Plan Number: 1

STRATEGY: *We will ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.*

SPECIFIC RESULT: *Update the service needs model and produce an appropriate Master Plan for the HSA.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	<i>Identify the scope of services anticipated for the next decade in the H.S.A</i>				
2	Establish steering committee of HSA and external stakeholders to guide the master planning process.				
3	Identify the scope of services anticipated for the next decade in the HSA.				
4	Appoint Master Planning Consultant (Must have solid experience in hospital master planning) <ul style="list-style-type: none"> i. Develop scope / tender invitation document for Master Plan consultancy services ii. Advertise for consultants iii. Shortlist and interview consultants iv. Award consultant contract 				
5	Produce audit / schedule of existing HSA space allocation <ul style="list-style-type: none"> i. Consultant / Facilities Management to carry out detailed audit of all HSA space usage and record in schedule 				

6	<p>Determine standard for future accreditation that the HSA aspires to, to guide future development.</p> <ul style="list-style-type: none"> i. Consultant / HSA to review applicable accreditation standards ii. HSA Board to issue direction on accepted future accreditation standard iii. Consultant to be directed that master plan is to be guided by requirements of accepted future accreditation standard 				
7	<p>Produce schedule of future space requirements.</p> <ul style="list-style-type: none"> i. Consultant to review existing master plan ii. Consultant to meet with all HSA departments and record their stated future needs iii. Consultant to meet with HSA Board and HSA Senior Management to receive direction on HSA strategy and departmental needs above 				
8	<p>Produce master plan document.</p> <ul style="list-style-type: none"> i. Consultant to produce draft master plan document taking into account HSA strategy, projected future needs, accepted space standards, existing site restrictions and all other pertinent data ii. Consultant to review draft master plan document with HSA Board and senior management and amend / update as necessary iii. HSA Board to sign off on final master plan document 				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 7
Plan Number: 2

STRATEGY: *We will ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.*

SPECIFIC RESULT: *Improve Energy Conservation to reduce utility costs at HSA.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Establish steering committee of HSA/ independent stakeholders to guide this project				
2	Produce comprehensive energy audit report for all HSA facilities <ul style="list-style-type: none"> i. Develop scope / tender invitation document for consultancy services for energy audit ii. Advertise for consultants iii. Shortlist and interview consultants iv. Award consultant contract v. Consultant to survey HSA facility and produce energy audit report 				
3	Produce prioritized, cost schedule of energy conservation measures (ECM's) from the energy audit report. <ul style="list-style-type: none"> i. Produce cost and prioritize schedule of recommended ECM's. ii. HSA to authorize implementation of agreed ECM's 				
4	Implement agreed ECM's. <ul style="list-style-type: none"> i. Consultant to sort agreed ECM's into contract packages ii. Consultant to develop scope / tender invitation documents for contract packages iii. Issue tender documents iv. Advertise for contractors v. Consultant to evaluate tenders 				

	<p>and make recommendation on contract award to HAS</p> <ul style="list-style-type: none"> vi. Award contract packages vii. Consultant to provide project management and construction review of contract works viii. Complete contract works ix. Air conditioning / controls upgrades to be commissioned by specialist commissioning agent 				
5	<p>Establish plan for continuous monitoring of energy usage to maximize ongoing energy efficiency</p> <ul style="list-style-type: none"> i. Consultant to produce plan for continuous monitoring (both monthly checks and say bi-annual re-certifications to ensure ECM's are adhered to) ii. HSA's Facilities Manager to be tasked with ensuring monitoring is carried out in accordance with the plan 				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 7
Plan Number: 3

STRATEGY: *We will ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.*

SPECIFIC RESULT: *To improve the effectiveness and efficiency of the procurement and materials management system by reviewing and improving policies and processes. (Cross reference: Strategy 3, Plan 1)*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
1	Appoint a steering committee of stakeholders to review the procurement and material management process				
2	Steering Committee to determine the HSA Procurement & Material Management Department's requirements for the following areas:-				
2a	Review, document and update existing organizational structure and determine HR needs.				
2b	Information Technology <ul style="list-style-type: none"> i. Review existing hardware and software systems ii. Identify IT requirement for new procurement and Material Management solution iii. Identify available software in the industry (Ensure report writing capability) iv. Select and Implement IT system 				

2c	<p>Warehousing</p> <ul style="list-style-type: none"> i. Write off and dump obsolete and dead stock items in ambient and cool storage warehouse ii. Identify overstocked items and reduce Inventory levels to created par level iii. Reset and reorganize ambient and a/c warehouse racking to industry standards and compliance iv. Add or change to appropriate type of additional racking if found necessary v. Implement warehouse training, safety and sanitation program 				
2d	<p>Procurement process</p> <ul style="list-style-type: none"> i. Review present procurement process ii. Perform Gap analysis iii. Define requirement to achieve desired results iv. Create steps leading to timeliness and quality of the procurement process v. Implement updated procurement process vi. Audit process regularly to ensure efficiency 				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 7
Plan Number: 4

STRATEGY: *We will ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.*

SPECIFIC RESULT: *Establish and enforce policies and procedures to ensure the HSA's equipment is standardized, efficient, operational and supportable*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
A	Preliminary data collection				
1	Create a steering committee of all the stakeholders involved in the operation and maintenance of HSA's equipment				
2	Review and re-structure the organizational leadership for facility and biomedical department				
3	Acquire a copy of the existing policies and procedures related to purchase of new equipment and maintenance of the existing ones				
4	Interview the various departments heads / staff within HSA that are involve in the use, purchasing, servicing and support of equipment to determine the effectiveness of the policies and procedures, identify area of improvement, and service levels				
5	Conduct equipment audit to produce a detailed assets registry.				
6	Conduct an assessment of findings and make recommendations related to the specific result above.				
7	Implement the policies and procedures as recommended.				
B	Operation and supportability				
1	Implement a CMMS (Computerized Maintenance Management System)				

Responsible:

(Shaded areas for administrative use in implementation phase)

ACTION PLAN

Strategy 7
Plan Number: 5

STRATEGY: *We will ensure the technology, facilities and services required are available to improve our delivery of sustainable high quality healthcare.*

SPECIFIC RESULT: *Evaluate the HSA’s EMR (electronic medical record) system to determine its sustainability and implement a new system if found necessary.*

#	ACTION STEP (Number each one)	Assigned To:	Starting Date:	Due Date:	Completed Date:
A	Review Current System – Period of Time 3-9 months				
1	Establish a Steering Committee to provide Project Governance and Management. Ideally such Governance and management should include members from inside and outside the HSA.				
2	Define the scope of the project and define what should be reviewed and the criteria for reviewing the capabilities of the system(s). The scope may include:- i. Total Cost of Ownership of the current system(s) ii. Functional analysis of current and proposed business and system processes and their effectiveness and sustainability iii. The scoring system to determine sustainability				
3	Ensure suitable resources (internal and/or external) are available to provide a full effective review.				
4	Review the EMR system as per the scoring and provide summary, determining the scope, impact and costs of changes required to make it sustainable. Produce EMR System Review Document for Steering Group				

5	Define a Request For Information (RFI) based upon defined scope for potential alternative EMR vendors and send to alternative vendors. Produce a vendor shortlist and cost / benefit analysis for implementing an alternative EMR vendor solution.				
6	Steering Committee to provide recommendation to HSA Board on whether to continue with current EMR system or formally proceed with implementing an alternative system				
B	System Selection Process – Period of Time 3-9 months				
1	Refine the Project Steering group and governance model if deemed necessary				
2	Define Functional Requirements and Needs of the EMR System				
3	Assemble a Request For Proposal (RFP)				
4	Conduct alternative Vendor Analysis and compile vendor shortlist for RFP				
5	Send RFP to Vendor shortlist				
6	Determine the scoring tools to select appropriate vendor and system. This may include specific scorings on Functionality, Viability, Technical Environment and Total cost of ownership				
7	Score RFPs and select at least 2 potential shortlist vendors				
8	Conduct Due Diligence on vendors and site visits with client implementations				
9	Vendors to provide Detailed Final proposals for conversion, implementation and deployment of their system				
10	Determine scoring tools for Detailed Final Proposal and score accordingly				
11	Make recommendation to HSA. Board and once approved proceed with the implementation				

Responsible:

(Shaded areas for administrative use in implementation phase)

