

Cayman Islands Health Services Authority

Strategic Plan 2021 - 2023



Our Mission, Purpose & Core Values



OUR MISSION

To provide the highest quality healthcare and to improve wellness of all people in the Cayman Islands through accessible, sustainable, patient focused care by highly skilled, empowered and caring staff in collaboration with our partners.

OUR PURPOSE

Delivering excellence in healthcare to the Cayman Islands.

OUR CORE VALUES

Respect

Responsibility

Integrity

Caring

Excellence

Our Strategies



Improve the patient and staff experience



Expand HSA's clinical capabilities and optimize core services



Talent Attraction & Retention



Develop and expand current infrastructure



Leverage Technology to improve access to and delivery of care

OBJECTIVES

2021 – 2023 STRATEGIES

01



Improve Service Quality

- Attain JCI Hospital Accreditation
- Enhance non-emergency patient transport system for Dialysis patients
- Provide resources to educate patients & promote available services
- Improve appropriate access to services
- Expand Maternal and NICU services
- Improve access to emergency mental health services for adolescent population
- Introduce an Executive Medical Service
- Maximise use of our Operating Rooms
- Expand Dialysis Services
- Improve EMS response times through additional station in Bodden Town
- Expand services to eastern districts with new Bodden Town satellite hospital

02



Optimise Partnerships

- Increase partnerships with the private sector to improve care coordination
- Consider Public Private Partnerships in our infrastructure development plans
- Collaborate with our non-profit organization partners in promoting the health and well-being of our society
- Operationalize the HSA foundation to further develop our community care model.

03



Ensure Resilient Infrastructure

- Renovate existing facilities to maximize infrastructure utilization
- Establish a Project Management Office to develop, plan, and implement a wide range of organizational projects
- Enhance operational efficiency, and plant systems reliability
- Embrace solar technology to reduce annual utility costs
- Renew aging infrastructure to maintain and enhance capabilities
- Implement facility upgrades and improvements to staff work areas

OBJECTIVES

2021 – 2023 STRATEGIES

2021

2022

2023

04



Improve Population Health

- Develop comprehensive confidential internal register of chronic non-communicable diseases (CNCDs)
- Implement age-appropriate screening programmes for all patients.
- Implement CayHealth Plus capitated healthcare model for Indigent population.
- Expand Cardiology Services
- Introduce Complementary and Alternative Medicine (CAM)
- Enhance the availability of Sports Medicine
- Enhance access to Therapy Services (Speech, Occupational, Language Therapy)
- Improve emergency & diagnostic services at Faith Hospital.
- Expand Maternity & NICU Services

05



Attract & Retain Staff

- Align HSA compensation system with the Civil Service.
- Establish Annual Career Fair in partnership with Education Department.
- Build core values through integration in all performance measurement activities, employee rewards and incentives and performance appraisals for all staff.
- Introduce staff amenity programmes such as Park & Ride.
- Implement staff recognition and rewards programme
- Develop structured succession planning.
- Develop Employee Occupational Safety & Health Department.
- Develop a quality assurance framework & raise staff training opportunities.
- Develop training themes to reinforce corporate purpose & values.
- Establish a mechanism to align training with career development.
- Facilitate flexible working arrangements for staff.
- Establish Human Resources presence in the Sister Islands.

06



Leverage Technological
Advancements in Care Delivery

- Increase utilization of technology to provide convenient online options for patients that enhance service delivery effectiveness and efficiency
- Replace and modernize clinical technology
- Implement Telemedicine in Sister Islands
- Modernize website and promote service availability
- Implement electronic platform for procurement management
- Implement electronic platform for HR management
- Expand business intelligence platform
- Support our customers to make the most of the patient portal & web site