



TURKS AND CAICOS ISLANDS HOSPITAL

People and Community Plan

2021-2024

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▶ OUR VISION

Naturally excellent,

where everyone is envious of our culture and customers receive the full benefit of our obsession with quality.

TURKS AND CAICOS ISLANDS HOSPITAL

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2021 - 2024

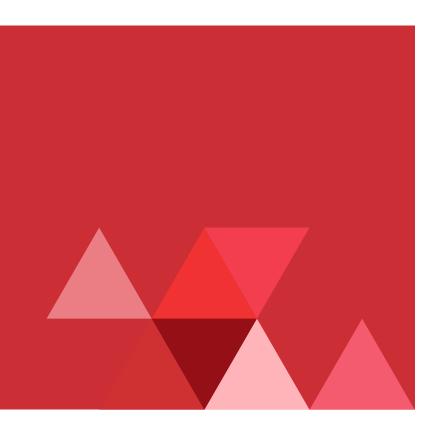


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Message from the Board of Directors

The People and Community Plan (PCP) 2021-2024 builds on the Hospital's strong foundation since services began on April 10th, 2010. It provides a general outline of our strategic goals for the next three years and incorporates extensive input from staff, patients, our board of directors, and key partners.

The plan echoes our commitment to excellence, people-centered care, and developing more seamless and integrated health services to benefit our community. The plan echoes our commitment to excellence, people-centered care, and developing more seamless and integrated health services to benefit our community.

Over the years, our successes and challenges have been stepping stones in our evolution, learning, and growth. We have recorded an increase in demand for services with more patient activity. The impact of major hurricanes is an annual threat due to our geographical location, and the COVID-19 pandemic has been the most recent stressor on our system and resources. Still, our resilience, proactive approach, and intense focus on managing risks have allowed us to navigate these elements.

There has been significant progress in providing quality health services to our community and value for money in our public-private partnership agreement with the Turks and Caicos Islands Government. We have continuously embraced our responsibility to make strategic decisions, invest wisely, and maintain effective partnerships with our stakeholders.



TCI Hospital was awarded "Diamond Status" by Accreditation Canada International in 2012, 2015 and 2018. The hospital is scheduled to be reassessed in November 2021 as part of the standard accreditation cycle. The retention of this designation is an emblem of service excellence and high standards of care.

The central vision of the Public-Private Partnership between our health care management company and the Turks and Caicos Islands Government has always been to improve the community's health by building a quality product that is second to none. Our plans will continue to progress this vision.

InterHealth Canada as a company remains committed to our goals for the TCI Hospital Project:

- Meet our obligations
- Exceed expectations
- Excellent Management "Hospital Experts"
- Ensure Program Quality and Effectiveness
- Ensure Financial viability
- Employer of Choice

Our leadership and health care team remain energized and agile even in the face of unprecedented times. We continue to give our very best, embrace learning opportunities and utilize feedback from our surveys and consultation sessions with patients and families.

This journey requires us to listen attentively and work together with all of the people we serve.



Message From The CEO

CEO statement

Dr Denise Braithwaite-Tennant

Chief Executive Officer InterHealth Canada TCI Hospital

Doctor Denise Braithwaite-Tennant was appointed as Chief Executive Officer, effective December 1st 2020. She joined the InterHealth Canada TCI team as a Lead Emergency Medicine Consultant in 2010 and was later promoted to Hospital Administrator at the Cockburn Town Medical Centre in September 2011. She returned to Providenciales in May 2014 to assume the role of Chief of Medical Services. She has served in this capacity over the years and became the first Belonger to be appointed as CEO of the company.

Together, we seek to create a resilient, responsive and world-class health care facility for our community.

Our commitment to 'GREAT CARE' is at the center of our Turks and Caicos Islands Hospital success. It coincides with our mission to become naturally excellent at everything we do, while serving patients and families across the island chain.

Our operational environment has given us unique strengths in preparing for and responding to challenges. For instance, our teams have navigated through several powerful hurricanes over the years. The experience and lessons garnered were leveraged to chart our way through the ongoing COVID-19 pandemic -- from diversifying our supply chains to reengineering our processes. Our resilient staff remains the anchor to health care delivery and is our greatest asset. Hence, we continue to recognize, reward, and further build on their expertise and dedication.

We recognize the need to use the advantages of our entire healthcare system to make health care more seamless and coordinated. The COVID-19 pandemic has fostered greater collaboration among many health care stakeholders, which has led to several transformational projects involving the TCI Hospital, the public and private sector, and the Turks and Caicos Islands government.

"

In the development of our 2021-2024 People and Community Plan, we re-examined our strategic priorities against the current health care and health policy landscape, and under the Board's direction. Instead of discarding our current mission, vision, and values, we ultimately decided to sharpen our focus on our core mission, which speaks to people-centred care, service excellence, safety and obsession with quality.

Our People and Community Plan (PCP) 2021 - 2024 is focused on our core mission, which speaks to people-centered care, service excellence, safety, and a culture of continuous quality improvement. Our goal is to improve the health and wellbeing of every person who seek our services. The PCP is a living document that will evolve with the health care needs of the people we serve. We remain committed to connecting with our internal and external stakeholders to gather constructive feedback to shape our health care priorities.

On behalf of the InterHealth Canada - Board of Directors and the leadership team of the Turks and Caicos Islands Hospital, we are grateful for the contributions and support of everyone.

OUR FIVE PILLARS

Our strategic priorities for the next three years are focused on redesigning our processes and are centered around our five pillars:

- I. SERVICE
- II. QUALITY AND SAFETY
- III. PEOPLE
- IV. FINANCE
- V. GROWTH



Dr. Denise Braithwaite-Tennant holds a Specialist Degree in Emergency Medicine from the University of the West Indies, Mona, Jamaica and a Master of Science in International Management with a specialization in health sector management from the University of Liverpool.

Or Genise Braithwaite-Tennant

Dr Denise Braithwaite-TennantChief Executive Officer



Our Core Values

These are our core values. They are the fundamental beliefs of our hospital team and will remain our unwavering commitment and guide.

► SHOW YOU ARE

Care passionately about the safety and well-being of the people we serve, our organization, stakeholders and community.

► WHEN WE SAY SOMETHING, WE MEAN IT

When we say something, we mean it: "We shall walk the talk". When we say we'll do something, we do it. If we can't, then we owe people an explanation, not in the future but now. We recognize the power of our words, attitudes, and actions. We shall hold ourselves accountable.

▶ BE FEARLESS

Be fearless and courageous; when we are fearless and courageous, we make things happen.

► GOLDEN RULE

Treat people as you would want to be treated. Our interpretation of the golden rule is that every person walking into our hospital shall be "surrounded with care and compassion". The golden Rule implies tolerance, consideration, compassion and reciprocity. We treat and care for our customers as if they were family members because that is why we would want to be treated if we were hospitalized. That philosophy is extended to each an every one of our colleagues who contribute to our Mission and Vision.



▶ BE HUMBLE

As valued team members, we all share and display humility to our customers, colleagues, team members, guests and visitors to our beautiful hospital.

We shall be unpretentious and demonstrate and demonstrate humility by:

- Asking for feedback
- Addressing prejudices
- Start with a question, thereby encouraging feedback
- Really listening
- Accepting setback and using it to become stronger

To the uninformed, being humble may be seen as a weakness or insignificance but it really speaks to strength of character and confidence. Leadership throughout our hospital creates an environment where humility is cherished, ranks high in our hierarchy and is rewarded.

Great Care

Our activities are framed and driven by our values. Each team member will seek to excel at the following core competencies, summarized in "Great Care":

- G Gifted, talented with high performance
- Continuous learning: skilled with care competencies consistent with our values
- Respect for the patients and team members through effective communication, constructive criticism and intervention
- Achievement: results oriented health care leadership
- Excellence in care delivery using evidence-based guidelines
- Responsive: use of health system data to develop and transform services
- Accountability, completing tasks on time with a high degree of quality
- Empathy: caring and compassionate providers
- Teamwork: effective communication via multidisciplinary teams

Our programs are designed to ensure training and learning are geared to driving core competencies, staff recruitment and talent development.

We will deliver the highest quality of care to achieve the best possible experience and outcomes for our patients and their families. This will be achieved through several approaches:



- Use best practices to promote safe care and improve the clinical outcomes for our patients.
- Expand the use of evidence-based practices and results that are measurable to drive continuous quality improvement
- Actively inform, engage and support patients and
- caregivers, respecting their values, preferences, and needs to provide compassionate, collaborative patient and family-centered care.
- Coordinate the patient clinical journey to support a successful transition across the different points of care.

Our Key Achievements 2018 - 2021

COVID-19 Preparedness and Response	People Management
Development of a Hospital COVID-19 dashboard and risk assessment guide that is issued to TCI Government, Management and Clinical Staff	Work from home strategies to promote work place safety, family support while minimizing service interruptions
Policies and protocols were updated and new one's developed to support a successful COVID-19 response	Internal and external stakeholder training programs with a focus on preparedness, workplace safety, COVID-19 response and management
A COVID-19 response plan was developed to ensure effective communication and provide a response road map	Development of national skills audit as a human capacity contingency strategy
Revised client flow strategies to promote seamless and safe patient and family flow across the hospital in the context of COVID-19 pandemic	Participation in the National Emergency Operations Centre
Public education on COVID-19, operational changes and the COVID-19 vaccine	Revision of the orientation pathway for new hires
Drills on key processes	Clinical and Ready Educational Programs promoting STEM
Participation in the National Emergency Operations Centre which is responsible for steering the COVID-19 and other disaster responses at a national level	Employee occupation health and safety programs during the pandemic
Clinical Services Resumption Plan	People psychosocial support strategies

Communication	Training and Development
Internal and external communication strategies on service changes and interruptions	Clinical Management of COVID-19
Risk communication and patient engagements - written, social media, videos, patient focus groups	Workplace Violence Prevention
Revision of TCI Hospital marketing assets with standardization and higher quality branding	International certification of laboratory technologists of COVID-19 testing
Participation in the National COVID-19 vaccine deployment program	International certification of three radiographers in mammography

Our Key Achievements 2018 - 2021

Our Rey Acinevements 2010 2021	
Infrastructure	Training and Development
Collaboration with TCIG to expand bed capacity in outpatient areas	Leadership training of supervisors and selected frontline staff
Collaboration with TCIG to introduce on island oxygen production	PAHO Mass Casualty training of key members of staff
Diagnostics	Quality training on common continuous quality and auditing strategies
Implementation of COVID-19 Antigen and PCR testing	Training on Just Culture for leadership and frontline staff
Enhancement of onsite laboratory personnel coverage	Initiation of ventilation training for hospital, public and private sector health care workers
Clinical Care	Quality Master Class Training
Multidisciplinary Team for ongoing review of emerging diagnostics, therapeutics and other interventions for COVID-19	Accreditation Canada Tracer Methodology Training, Introduction to People centred care and Risk Management in Healthcare organizations
COVID-19 management clinical guidelines	Infection Prevention & Control certification of 12 team members by PAHO
Physician orders to streamline care and mitigate against variation	Customer Service Training
Service Excellence	Client and Family
Pre-designate Practice Spotlight Organization by Registered Nurses of Ontario Canada	Restructuring of the auto-attendant menu on the PBX system to help patients navigate the hospital mainline easier
Internal/external review by independent evaluator related to reduce medication errors on the inpatient unit with significant impact from 37% to 7%	Operation Reach - patient and family engagement in the context of COVID-19
Implementation of a FALLS program by an independent consultant in all clinical areas with the development of champions	Various patient forums held over the years with involvement from clients and family on topics including service design
Implementation of the baby friendly initiative/Patient and staff education	Community Advisory committee - co-design, strategic planning and service enhancements
Collaborated with TCIG on PAHO/ WHO EMTCT Validation Exercise	Community Health Screening programs

Our Key Achievements 2018 - 2021

Awards	Client and Family
Go Clear Award [™] – Gold Level for achievement in the elimination of hazardous smoke during surgical procedures. The Go Clear Award is presented by the Association of periOperative Registered Nurses (AORN)	Annual Stop The Clot - raise awareness of VTE
Achievement of accreditation from the UWI accreditation body to deliver Medical Internship Programs	Community Engagement on Best Practice Spotlight Organization
Achieved Teaching Hospital status from the Higher Education Board of the Ministry of Education TCI	Community Education on COVID-19 and COVID-19 vaccine
Pandemic Hero from the Human Rights Commission	Supplies Management
Technology	Supply chain diversification
Telemedicine services for onshore and visiting services	Training on appropriate use, utilization and inventory related to Personal Protective Equipment
Implementation of the EVIDENT- Health Information System	Growth - completion of Change Enquiries – Under the Project Agreement with TCI Government, changes made to existing clinical services must undergo a Change Request Procedure seeking pre-approval from government. Change enquiries are completed by our management team and submitted to TCI Government once patient volumes reach the necessary levels to create a sustainable service model. The change enquiries are being discussed with government.
Enhancement of the TCI Hospital Referrals portal with re-branding as MediRefi	Change Enquiry - introduction of medical internship program
Human Resources Information System	Schedule 6 Pandemic nursing - 10 full time employees
Life QI Software	Schedule 6 - Clinical Pharmacist for inpatient units
TCI Hospital Hosted Conferences	Schedule 6 staffing 1 full time Orthopaedic physician, 1 full time orthopaedic nurse
Annual Ethics Symposium	Change Enquiry - upgraded specifications on CT and MRI
Ethics and Health Research Symposium	Change Enquiry - Dialysis services expansion (staff, infrastructure, equipment)
Annual Leadership Development Retreat	Change Enquiry - addition of Paediatric Cardiology to the visiting consultant program

Strategic Direction

We listened to and acted upon the needs of our people and community as key stakeholders. Their input was key to shining a light on our strengths, weaknesses, threat, and opportunities.



We have identified opportunities for change and innovation through our ongoing scans of the environment, strategic planning, and learning from past quality improvement initiatives.

Our smart goals will streamline and refine our services so that we are more efficient and cost effective in our use of resources. The overall strategic priorities for the next three years are focused on process co-design and re-design with input from our patients and their families, team and key stakeholders.

Our population health focus will strive to close gaps in care by providing more services in-country, working along with the National Health Insurance Board and the Turks and Caicos Islands Government.

These entities are responsible for providing eligible patients with access to catastrophic tertiary level care overseas.

We have adopted the Health Standards Organization's standards and seek to achieve the following:

- Designing our services to meet the needs of our patients and the community.
- Providing our patients and family with a people-centered care journey.
- Involving patients and families in the clinical decisions at organizational and direct care levels.
- Continuously improving the quality and optimizing the delivery of safe, reliable, integrated and people-centered care.

Our smart goals will streamline and refine our services so that we are more efficient and cost effective in our use of resources.



Service Delivery Model

The World Health Organization defines People-centered Care (PCC) as "an approach to care that consciously adopts individuals', carers', families' and communities' perspectives as participants in, and beneficiaries of, trusted health systems that are organized around the comprehensive needs of people."

People-centered care also requires that patients have the education and support they need to make decisions and participate in their care and that carers are able to attain maximal function within a supportive working environment.

With this background, our service delivery model is based on two main guiding principles:

People-centered Care

The people-centered care model provides the following benefits to our services and people:

- Patients and their families can build the knowledge, skills, and confidence to manage their health, resulting in improved health outcomes and less reliance on health care services
- Patients and their families form strong relationships with their health care providers and take part in shared decision making, resulting in improved decisions and better experiences
- Patients and their families identify opportunities for improvements in their care early in the process, contributing to better risk management and increased safety
- Teams can apply the principles of the people-centered care model during engagements with patients and their families.



Our people are also our staff. By adopting the people-centered approach, we strive to create a learning environment that upskills and retools our team to match the dynamic healthcare changes.

Service excellence

With our commitment to service excellence we aim to improve the decision-making process, health outcomes, patient and team experience, financial management, patient and workplace safety.

- A learning environment
- High performing team delivering on evidenced based care and professional excellence

We have also adopted the five interdependent strategies recommended by the World Health Organization:

- Empowering and engaging people and communities
- 2 Strengthening governance and accountability
- 3 Reorienting the model of care
- Coordinating services within and across departments and at points of transitions of care
- 5 Creating an enabling environment

The strategic inputs and outputs shall include but are not limited to the following:

Patient, family and community and promoted by practices Talent management alignment and Team Engagement

Quality, Learning and Research Engagement

Care coordination and Integration An environment that facilitates people centred care

People-centred Care and Service Excellence

We are seeking to achieve precise outcomes. These include but are not limited to:

Increased levels of co-design through our quality improvement initiatives, the development of projects, committees to promote participatory decision making, training activities, and continued efforts to design or redesign services where needed and possible

High patient satisfaction in the form of an excellent rating by 95% of respondents

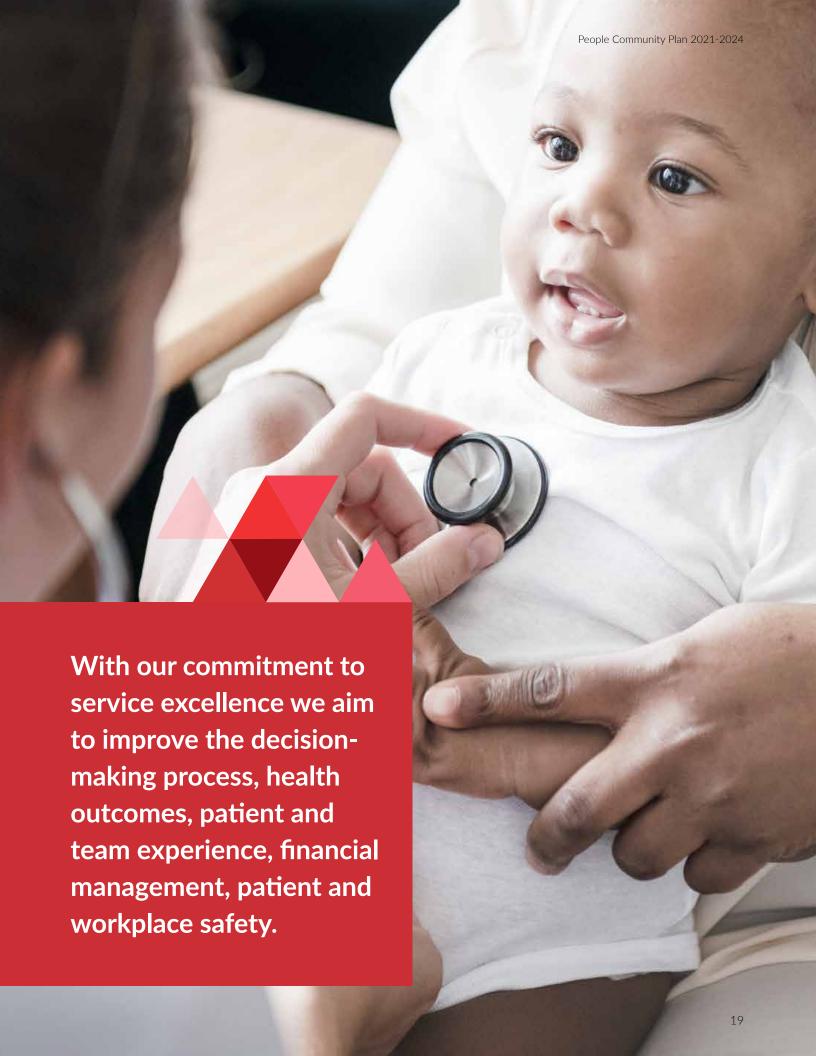
Reduction in patient complaints

Reduction in incidents

Better clinical outcomes, particularly for non-communicable and chronic diseases

Build confidence, trust, mutual respect, and the creation of social networks. We understand that people's physical and mental well-being depends on strong and enduring relationships

To achieve the desired output there shall be ongoing monitoring, data collection, and continuous feedback.





A look at our priorities for the future

2021 - 2024

▶ STRATEGIC PILLAR

SERVICE

DIGITAL HOSPITAL

▶ GOAL

Our goal is to become a digital hospital. This journey requires exploring and introducing more innovative technology, software, platforms, and systems to support clinical and administrative workflows.

The benefits include automation, forecasting, and improved efficiency, which provide a more seamless experience for our patients and their families.

We want our hospital to be more technology enabled so that we can be digitally connected to our community rather than having our engagement limited to a physical space or visit.

When people, systems, and processes are seamlessly connected, the sharing of data is more effective. This leads to efficient diagnostic, treatment, and management of patients, which results in better business decisions and a more productive and rewarding workplace environment. Efficiency is achieved when the right information and resources are made available at the right time at different points of care. This benefits people – team, patients, families and community.



► KEY DRIVERS FOR SUCCESS

Digital patient experience – seamless processes to improve patient access to medical records and other information.

Operational efficiencies through technology

People-centered Care

Service Improvement

Designs that promote healing and well-being Health Information Systems Specification Goals Maintain cybersecurity



► STRATEGIC PILLAR

PEOPLE

TALENT MANAGMENT

▶ GOAL

Our talent management programs will include a consistent and carefully structured organization-wide approach to attract, retain, and develop high-performing teams. This coincides with our vision to become naturally excellent and exceed internal and external customer service expectations.

Strong employee engagement, staff satisfaction and high performance has a direct impact on the quality of a services delivered and client satisfaction rates are usually higher. Succession planning also remains high on our agenda to ensure we are preparing for the future.

Our goal is to continue to improve on a people management strategy that is focused on leadership



and interdisciplinary teams. We will strengthen our programs related to continuous quality improvement, wholistic health and wellness, staff reward and recognition, and other innovative talent management strategies. In addition, we will continue to promote a caring culture that facilitates a healthy and safe work environment.

KEY DRIVERS FOR SUCCESS

Joy at work program

High Performance Team Development

Robust work place violence prevention program

Work Life Balance and staff wellbeing strategies

Ethical competency and principlebased decision-making

Create a culture of health research

Grow our Teaching Hospital Program

Enhance our Human Resources policies and procedures with close alignment to people centred care and service excellence

Enhance Recruitment and Retention Strategies to grow a sustainable and high performing workforce

Enhance Training and Development programs that upskill and re-skill the team to meet the current and future innovations and changes in health care

Data Resource Management



► STRATEGIC PILLAR

Quality, Risk and Patient Safety

▶ GOAL

Quality is a shared accountability throughout the hospital – everyone has a role to play. Quality and patient safety are woven through all strategic directions. Our goal is to advance more measures to ensure patients receive personalized and safe medical care, good customer service, timely access, and an overall high-quality experience. We are committed to using evidence-based practices in health care delivery and medical teams that cover various disciplines to provide integrated care.

GREAT care delivered by GREAT people in a great place to work is our intention. Our primary goal is to ensure patients are treated in a friendly and safe environment built on the values of ethical and respectful behavior, honesty, accountability and excellence in all we do.

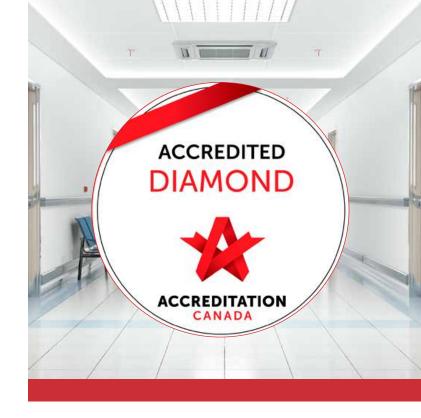
The patient safety plan is designed to improve the safety of our patients, reduce risk and respect the dignity of our patients.

Three key areas of focus are as follows

ENABLING: Setting organizational priorities; leadership practices that motivate the pursuit of safety

ENACTING: Frontline actions that improve patient safety

LEARNING: Learning practices that reinforce safe behaviors



The areas of focus are grounded in the dimensions of quality and safety established by Accreditation Canada. These will be advanced through the use of evidence-based practices and collaborations, which will be evaluated.

► KEY DRIVERS FOR SUCCESS

Continuous patient safety program

Medication Safety program- Inclusive of medication reconciliation

Story boards on areas related to quality, risk and patient safety

Broaden the patient safety audience through engagement strategies

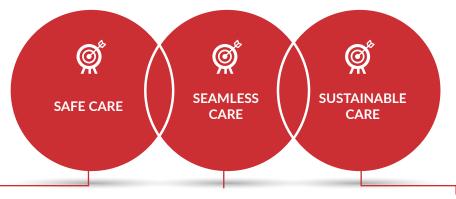
Ongoing implementation of performance and process improvement strategies

Quality and leadership integration strategies

Developing quality champions to create quality spread and sustainability

Accreditation

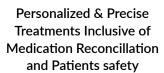
STRATEGIC QUALITY GOALS



We wil provide care that keeps our patients, families andproviders safe We continue to partner and work with stakeholders to ensure seamless transitions in care of our patients We will focus on ensuring that the services that are available for our patients today continue to be available in the future

STRATEGIC DIRECTIONS







Integrated and Sustainable Models of Care



Improve Quality and Create Better Experience



High Performing Teams

QUALITY ENABLERS

Three important enablers have been identified as essential elements to advance our three strategic quality goals. Strengthening our capability in each of these areas will be vital to support all quality improvement work at the TCI Hospital.



QUALITY CULTURE



DIGITAL HEALTH



ADVANCE ANALYTICS

► STRATEGIC PILLAR

Finance

► GOAL

This is the cornerstone of sustaining our services due to the nature of hospital operations. To succeed and provide quality healthcare for patients, we must maintain robust and efficient financial management plans and systems.

Our goal is to provide value for money. This requires the organization to maintain a superior cost performance, strong management of expenses and explore ways to generate revenue privately. A portion of the revenue generated from private revenue streams are shared with the TCI Government.

We will continue to deliver value for money through technology that provides a high level of data analysis and actionable information that helps executives and managers make informed business decisions. Financial transparency and accountability to our key partner remains our priority.

The contract between InterHealth Canada and TCI Government contains well-defined expectations and methods for monitoring performance. These are referred to as Key Performance Indicators



(KPI's). We will continue to diligently to track and review our KPI's and where indicated.

A more detailed breakdown of our key financial principles is to:

Streamline and optimize spending practices

Leverage evidence-based strategies to reduce costs without sacrificing quality of care.

Third Party Revenue Generation





KEY DRIVERS FOR SUCCESS

The training of leaders and managers on lean management strategies and how to leverage them to develop interventions across the system in order to maximize operational efficiency.

Enhance the current key performance indicators (KPIs). Data and metrics are the building blocks to gather meaningful information and plays a valuable role in our decisions. These KPIs will be enhanced to ensure we have targets that are sustainable based on changes in patient demand. These will also inform any changes made in our workflow.

Reduce the amount of bad debt accrued from patients with unpaid medical bills and implement effective processes to minimize these cases without causing an undue financial burden on patients and families. Raise awareness of alternative payment options and introduce timely adjustments to workflows to identify possible payment sources and patients without insurance.

Leverage technologies that allow for greater financial data analysis and decision making.

Robust revenue cycle strategies at every level of the organization to ensure there is up-to-date data to understand high level and nuanced financial performance by measuring every hand off throughout the process

Finance Information Management software that allow for advanced analytics

Enhance finance policies and procedures to ensure clear lines of accountability and performance management systems that drive key performance indicators

Human capital development using recruitment and professional development strategies

Development of a new business strategy team with the core focus of exploring viable third party revenue streams with high returns.

► STRATEGIC PILLAR

Growth

▶ GOAL

The Turks and Caicos Islands Hospital is poised for significant growth as it emerges from the COVID-19 pandemic. The strategic partnership with the government of the Turks and Caicos Islands has led to the achievements of several projects aimed at enhancing the disaster resiliency and supporting future growth.

It is important that we remain adaptive and responsive to community and staff needs. Our management team will continue to make every effort to ensure our resources are sustainable to keep pace with advances in medical technology, increasing patient demand, and our population's changing health care needs. We will continue to mature and enhance our services and infrastructure to grow our portfolio and reduce the number of patients sent overseas for medical care.



Therefore, our strategic priorities related to growth are:

To ensure resources are used in the most efficient way possible and ensure financial sustainability.

To provide good governance, effective risk management, strong performance monitoring and forward planning.

To be adaptive and responsive to our community and staff needs

To ensure our company values are embedded across all functions of the organization.

To be an organization that is widely regarded as an employer of choice.

To be recognized as a major part of the local economy in service delivery

To utilize partnerships to identify and implement programs that generate revenue to help address the health care needs of our patients.



► KEY DRIVERS FOR SUCCESS

Develop the shell space located inside both centers to expand the hospital's bed capacity and critical care services. Both medical centers have built-in capacity to double in size.

Advance the scope of health care services available at TCI Hospital to reduce the number of patients that need to be transferred overseas for care via the National Health Insurance - Treatment Abroad Program.

Advance the introduction of more full-time subspecialty services to provide greater access to care.

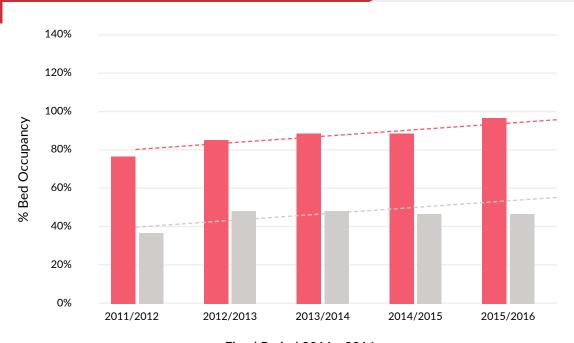
Introduce more digital processes within the health care system.

Continue to provide forums and platforms for patients and families to share feedback to help guide service and infrastructural changes.

Each year, significant resources will be diverted to health promotion and advocacy in the community while educating our healthcare professionals and strengthening our hospital's core functions.

Operational Statistics

This chart reflects the upward trend in bed occupancy levels year on year recorded at Cheshire Hall Medical Centre (CHMC) and Cockburn Town Medical Centre (CTMC) between 2011 to 2021.



Fiscal Period 2011 - 2016



Fiscal Period 2016 - 2021

Graph 1 & 2- Bed occupancy for the Turks & Caicos Islands Hospital

► STRATEGIC PILLAR

Service

DIGITAL HOSPITAL

Greater digitalization of our services towards innovative platforms that deliver sustainable services underpinned by automation, forecasting and efficiency while ensuring a seamless experience for our patients and their families

WEBSITE REDEVELOPMENT

Enhance brand awareness and expansion.

COMMUNITY ADVISORY COMMITTEE

The voice of the people - partners in program design and re-design

CONTENT ROAD MAP

Generate a roadmap that will seeks to develop spontaneous, time specific and timeless content for sharing across multiple channels.

COMMUNITY WALL

A community wall and or/wall of gratitude

LYMPHEDEMA CLINIC

Reduction in the number of patients accessing this care overseas

WEIGHT MANAGEMENT PROGRAM

Working in partnership with Ministry of Health and NHIB to facilitate access to a comprehensive weight management program

PEOPLE ENGAGEMENT PROGRAMS

Facilitating services delivered in partnership with patients and families, talent development and wellbeing, customer service training, and community outreach programs

INTEGRATIVE COVID-19 RESPONSE PLAN

Working in partnership with key partners in the health care system to facilitate an integrated and comprehensive system response and evidenced based care.

DIGITALIZATION OF SERVICE DELIVERY

Process automation, efficiency and seamless experience for our people (staff, patients, families and community) and advanced analytics

HYBRID TELEHEALTH/ FACE-FACE CLINICS

Provide options for patients and facilitate engagement in service design and service continuity in disaster

DISASTER RESILIENCY

In partnership with the Ministry of Health, expand critical care to ICU level, create flexible beds, convert visiting subspecialist to full time on island services (vascular, ophthalmology and oncology) and build human capacity

SERVICE EXCELLENCE

Continuous quality improvement projects and advance professional excellence

PEOPLE CENTRED CARE DELIVERY MODEL

Facilitate program development to advance safe and seamless personalized care delivered in a learning environment

INTRODUCE A CALL-PICKUP UNIT

Enhanced communication between the hospital, patients, families and community

IMPROVE PRE-VISIT COMMUNICATION

Enhanced communication and efficiency in the appointment process

MEDICAL REFERRALS PORTAL SOLUTION

Promote efficiency, care coordination and integration

► STRATEGIC PILLAR

Quality & Safety

Patients will receive personalized, inclusive, safe, integrative and evidenced care in partnership with high performing multidisciplinary teams.

QUALITY PATIENT SAFETY STORY BOARDS

Promoting story boards as a way to communicate to patients and families our patient safety objectives and showcase their involvement in the strategies that would keep everyone safe.

PATIENT SAFETY AND QUALITY CULTURE FRAMEWORK 2021- 2024

Enabling a strong and integrated Quality Culture that will further grow and support our quality leaders and a healthy, resilient workforce, assess performance and improve quality.

STRENGTHENING THE RELATIONSHIP WITH OUR ACADEMIC AND OUALITY PARTNERS

Advancing service excellence, evidenced based and people centred care by leveraging International partnerships

LEVERAGE AND TRACK WAITING LIST DATA TO DETECT TRENDS AND PREDICT BOTTLENECKS

Using digital innovation to enhance trend analysis capability to identify and address patient flow via a comprehensive client flow strategy.

INCREASE FREQUENCY
OF AUTOMATIC PATIENT
RESULT UPLOADS FOR
EXTERNAL REFERRALS

Promote communication between providers, patients and families.

ENHANCE DATA ENTRY CONSISTENCY AND RELIABILITY

Explore and implement strategies that enhance consistency and reliability to promote sound decision making and resource allocation.

MEDICATION MANAGEMENT PROGRAM

People engagement to promote effective and safe medication management, inclusive of medication reconciliation and empower patient self-management where appropriate

SAFE CARE - CULTURE OF SAFETY

Promoting a culture of patient safety through evidenced based practice, shared decision making, monitored and improved on an ongoing basis.

DIAMOND STATE OF MIND

Developing a high performing team with an obsession with quality, innovation and learning

COMMUNICATION

Promoting and sustaining a caring culture through people engagement, open, two-way communication and empowerment through consistent internal and external communication

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People

Talent management programs will develop high performing naturally excellent teams delivering safe integrative care and exceeding internal and external customer service expectations

EXPAND VIRTUAL SPEAKER OPPORTUNITIES

Encourages health advocacy by engaging in activities that promote a health-conscious community and preventative measures, which reduces the need for secondary level health care interventions

PROMOTING STAFF MINDFULNESS

Promote high level of staff morale, promote happiness at work, living with gratitude and support mental health and wellness

COMPANY TOWN HALL MEETINGS

Enhanced internal communication, staff engagement and enhance existing channels for direct and valuable team feedback

HR POLICIES AND PROCEDURES REVIEW

Ensuring ongoing review and update to facilitate alignment of Talent management with the guiding principles of people centred care and service excellence

HIGH PERFORMING TEAMS DELIVERING GREAT CARE IN A GREAT PLACE TO WORK

Provide the team members with opportunities to promote continuous learning and professional excellence in a caring and nurturing environment

WORKFORCE RESILIENCY

Implement programs and work force planning strategies that build an expert and sustainable work force for the future

CREATING SUSTAINABLE CARE THROUGH LEARNING

Build a Culture of Research & Innovation

ETHICAL FRAMEWORK

Promoting principle-based decision making, ethical behaviour and competency and developing a health research agenda in partnership with patients and families

EMPLOYER OF CHOICE

Promoting a healthy and safe work environment, promoting and supporting a positive quality of work life and investing in our people's professional development

STRENGTHENING OF OUR KEY EXTERNAL PARTNERS

Leveraging partnerships to create growth and sustainability

LEARNING HOSPITAL

Promoting service excellence through learning and innovation

WORK PLACE VIOLENCE PREVENTION

Integrative and comprehensive workplace violence prevention framework that supports team engagement and safety.

SPIRITUAL SUPPORT

Re-design the Chaplaincy Program in the context of a pandemic environment in partnership with spiritual leaders, patients and families

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Finance

We will continue
to deliver value for
money by leveraging
innovative
information
technology
systems that
deliver on a high
level of business
intelligence,
efficiency,
e-commerce and
increased Thirdparty revenue.

FINANCIAL SUSTAINABILITY

Finance Management System – enable enhanced business intelligence, flexible to respond to changing needs and priorities.

LEAN MANAGEMENT

Use of lean management principles to enhance financial efficiency and streamline processes

FINANCE DEPARTMENT

A comprehensive operational enhancement with a view to advanced analytics, human capacity development, innovations in resource allocation and maximize efficiency

EXPLORE MEASURES TO ENHANCE THE BILLINGS AND COLLECTIONS PROCESS

HUMAN CAPACITY DEVELOPMENT OF PATIENT SERVICES DEPARTMENT

Capacity analysis and work force strengthening of the patient administration service to match demand

STAFF REMUNERATION AND BENEFITS REVIEW

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Growth

We will continue to mature into a sustainable and environmentally friendly organization with strategic service and infrastructure developments that lead to more programs that reduce our carbon foot print, expand our service portfolio and reduced overseas care referrals.

BRAND AWARENESS AND EXPANSION

Leverage innovative strategies to facilitate brand awareness and expansion.

THIRD-PARTY REVENUE

Explore new revenue generation streams Explore what we do best and can add value and market to others as leading practice and centre of excellence

SERVICE EXPANSION

Repatriation of Treatment Abroad
Services to the visiting consultant
program and expansion of the medical
team to include more subspecialists.
In partnership with the Ministry of
Health, the formation of a multistakeholder working group to plan
for the introduction of ICU services
within the expansion space of
Cheshire Hall Medical Centre

EXPANSION SPACE DEVELOPMENT

In partnership with the Ministry of Health, the formation of a multistakeholder steering committee that leads to the development of a project plan for the development of the expansion spaces of the hospital to create more bed capacity and service expansion.

MEDICAL INTERNSHIP PROGRAM

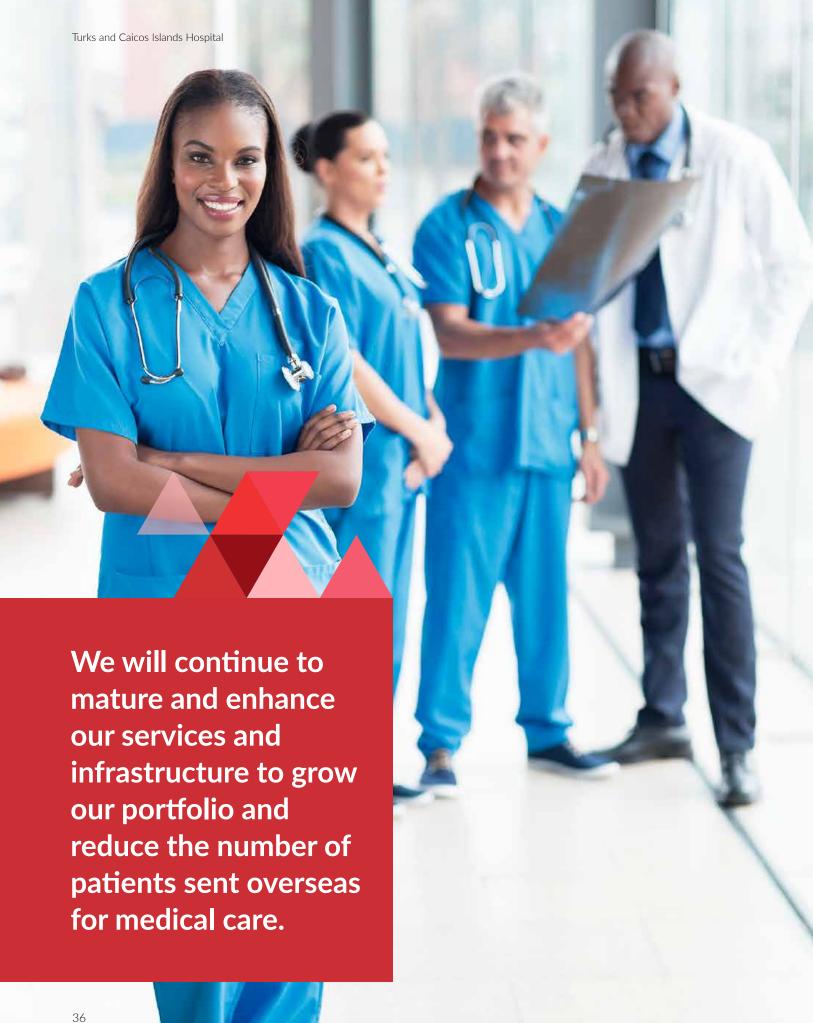
Development of a tiered structure for the medical services cohort and the introduction of medical internship program to build local capacity and provide access to these programs locally

TREATMENT ABROAD PROGRAM

Multi-stakeholder ongoing review of referral patterns to identify opportunities for subspecialty service expansion

EMAIL MARKETING

Information to be diverted to targeted groups to advance meaningful relationships with stakeholders.



Our People, Our Community, Our Plan.







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