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## SOUTH EAST REGIONAL HEALTH AUTHORITY BOARD OF DIRECTORS STRATEGIC MANAGEMENT RETREAT 2022



**Theme: Advancing Healthcare Services in the 21st Century  
through Technology, Strategic Leadership and Management**



# Acknowledgement

The Planning Committee Members of the Board of Directors Strategic Management Retreat expressed sincerest gratitude to the Most High God for His guidance and provision of wisdom for the successful execution of this booklet and the success of the Retreat.

We thank the key players involved in providing the content for the booklet and reviewing same including Ms. Stacey-Ann Steele, Committee Chairperson, Ms. Shuwana Johnson, Public Relations Manager, SERHA, Mr. Anthony Wood, Parish Manager, Kingston and St. Andrew Health Services, Mr. Mark Martin, Parish Manager, St. Catherine Health Services, Mrs. Colleen Wright, Parish Manager, St. Thomas Health Services and the team at the Kingston Public Hospital.

Additionally, the Planning Committee would like to thank Mrs. Kathy-Ann Smith Hylton, Board Director, SERHA for providing her invaluable comments and suggestions throughout the entire process.

Further thanks and appreciation to the editors of the booklet including; Mr. Errol C. Greene, OD, JP, Regional Director, SERHA, Ms. Tosha Schwapp, Board Director, SERHA, Mr. Anthony Wood, Parish Manager, Kingston and St. Andrew Health Services, Mr. Stephen Davidson, Director, Public Relations and Communication, Ministry of Health & Wellness, Ms. Shuwana Johnson, Public Relations Manager, SERHA, Ms. Stacey-Ann Steele, Corporate Secretary and Legal Officer, SERHA, Mr. Jaedon Dunkley, Staff Welfare Officer, SERHA, Mr. Damion Dunbar, Audit Manger, SERHA and Dr. Michelle-Ann Dawson, Senior Medical Officer, Bustamante Hospital for Children.

To God be the glory.



## Message from The Minister of Health & Wellness



**Dr. the Hon. Christopher Tufton, MP  
Minister of Health & Wellness**

Over the next three to five years, the Ministry of Health & Wellness intends to make significant capital investments that should result in an improvement in the infrastructure and equipment at selected public health hospitals and health centres. This includes the use of technology in patient management and management of resources; new service offering; technological innovations in the delivery of services; and the use of networked approach in the delivery of healthcare. The investment programme will provide the foundation for the transformation and modernization of the public health sector. It will also provide improvement in patient experience in terms of the quality and quantity of service received from the institutions under the management of the South East Regional Health Authority.

The Ministry of Health & Wellness has identified priorities for the upcoming year including the operationalization and implementation of the Ministry's 10-Year Strategic Plan; developed with support from the Inter-American Development Bank. These key areas of focus for the financial year 2022/2023 include; mental health, internal efficiencies, special programmes (Primary Care, Compassionate Care, Jamaica Moves in Schools, Adopt-a-Clinic Initiative, and Better For You Menu Option), elective surgeries, projects within the Region and Non-Communicable Diseases.

The Ministry and the Regional Health Authority continue to work in the right direction, resulting in an improved quality of life for all Jamaicans that seek care at our facilities.

# THE WAY FORWARD

- Maintenance of CT-Scan and MRI machines and other critical equipment at all hospitals.
- Improvement in primary health care services and the mental health programme.
- Improvement in patient experience in the public health sector.
- Each parish will be tasked with providing a guide as to plan for the institution regarding staffing and training. The Institutions' Development Plans will seek to include and ensure a robust staffing/training plan to meet the needs of the hospitals.
- Land has been identified and approved for the construction of a staff parking lot on Rose Lane for the Kingston Public and Victoria Jubilee Hospitals. The procurement process has been initiated.



*Building of the Drug Serv Pharmacy at the Bustamante Hospital for Children*



*Dr. Amanda Daley (centre), Clinical Pharmacist, NHF Drug Serv, Bustamante Hospital for Children demonstrated the Mobile Dispensing Unit, while Dr. Christopher Tufton (left), Minister of Health & Wellness; Mr. Everton Anderson (second left), CEO, NHF, Dr. Michelle-Ann Richards-Dawson (right), Senior Medical Officer, BHC and Dr. Noel McLennon (back row), Consultant Paediatric Surgeon, BHC looked on.*



# THE WAY FORWARD

The way forward for the South East Regional Health Authority (SERHA) is in alignment with the Ministry of Health & Wellness's 10-year Strategic Plan which involves prioritizing both curative and preventative approaches to health care while providing infrastructural upgrades. These include:

- Improvement to diagnostic services for laboratory and radiology service at all hospitals.
- Construction of a Pediatric Cardiac Ward and the construction a new Parent Overnight Suite at the Bustamante Hospital for Children. In addition to the creation of a Centre of Excellence at the St. Joseph's Hospital.
- Major infrastructural improvements and equipment upgrade at the Kingston Public and Spanish Town Hospitals and 10 health centres under the health strengthening system. The construction of a new sixty-storey modern facility for the Spanish Town Hospital that will include; Accident and Emergency Department, Radiology Department, Outpatient Pharmacy, Endoscopy Unit, Outpatient Services, Surgical Suite, 4-bed Wards (90 beds), High-Dependency Unit, Laboratory, Central Sterile Service Department, Medical Records, Staff Lounge Area, underground staff parking. Improvement and renovation to medical wards, dietary departments and bathrooms at specific hospitals to expand its capacity and to enhance its aesthetic.
- Construction of Specialist outpatient blocks at some hospitals.
- Improvement to the Information Communication Technology (ICT) Infrastructure that will support e-government services with the introduction of telemedicine. The development of several sophisticated digital technology of integrated information systems for health including an Electronic Health Records (EHR) system. This will digitize key processes with Chronic Care Management (CCM). This will improve the management, quality and efficiency of health services to provide resources for the adoption of innovative technologies in telepath, such as remote specialist consultation from clinics and general hospitals.
- Expansion of services offered at some of our facilities in rural areas such as the Seaforth, Yallahs, Riversdale and Dr. Kenneth Baugh Health Centres.
- Employment of additional specialist staff to meet the needs of all cohorts who seek care at SERHA's facilities.
- Supporting the Ministry of Health & Wellness's Workplace Staff Welfare Agenda to reduce the risk of prevalence of Non-Communicable Diseases and to promote healthy lifestyle.
- Design programmes to improve staff welfare.
- Procurement of additional life-saving equipment for the Bustamante Hospital for Children, Spanish Town, Victoria Jubilee and Kingston Public Hospitals.

## Message from The Board Chairman



**Mr. Wentworth Charles**  
**Board Chairman**  
**South East Regional Health Authority**

The South East Regional Health Authority's (SERHA) Strategic Management Retreat 2022 provides highlights of the achievements, the challenges and the way forward for the Region.

For nearly 22 years, SERHA has been the largest Regional Health Authority providing primary healthcare services to communities within the Region and by extension neighbouring parishes. Through monumental change, the Region has maintained a steadfast focus on those it serves. This is central to what we do. It is who we are.

In health care, change is inevitable, and the pace of change continues to accelerate. There has never been a more critical time to plan for the future; to lay down an aspirational path that ensures continued success for years to come. We are pleased to introduce you to: *'Advancing Healthcare Services in the 21st Century through Technology, Strategic Leadership and Management'* – a bold and clear plan that outlines where we are going, how we will get there and what it means to us as committed leaders.

The format of this Board of Directors Retreat is in keeping with the result based initiative that has organized the Regional Health Authority in areas of: Executive Direction and Administration, Delivery and Management of Health Care. These programme initiatives are focused on the delivery and management of the health care sector.

SERHA continues to work towards the goal of protecting the nation's health and achieving the Vision 2030 goal of a "healthy and stable population".





## Speaker Profile

**Mr. Ryan Evans, BA, LLB, MPA**

**Director of Corruption Prevention, Stakeholder Engagement and Anti-Corruption Strategy the Integrity Commission**

Ryan Evans is a Public Policy Specialist with over twenty-two years of work experience spanning the Public Sector, Private Sector and Academia. He currently serves as the Director of Corruption Prevention, Stakeholder Engagement and Anti-Corruption Strategy at the Integrity Commission and where he is, pursuant to Section 6 of the Integrity Commission Act, 2017, accountable to the Board of Commissioners for the strategic, effective and efficient discharge of corruption prevention measures, programmes and engagements, leads and manages the Division in the delivery of a wide range of stakeholder engagement and prevention activities, educational and sensitization initiatives, spearheads anti-corruption reform at the policy and operational level, provides sound technical advice to the Commission on anti-corruption legislative reform, leads the coordination activities for the development of a national anti-corruption strategy, and fostering a proactive culture of compliance, deterrence and trust in the anti-corruption efforts and strategic objectives of the Commission.

His extensive stint in the Public Sector includes but is not limited to, notable service as Governor General's Secretary and Clerk to the Privy Council at the Office of His Excellency the Governor General and Staff, General Manager at the Anti-Dumping and Subsidies Commission, Special Advisor to the Minister at the Ministry of Finance, Planning and the Public Service and firstly as Chief Standards Officer and then as Senior Policy and Project Officer at the Cabinet Office where he was an integral part of the Public Sector Reform and Modernization efforts.

In Academia, he currently serves as an adjunct lecturer in Public Policy and Public Administration at the Management Institute for National Development a position he has held for over twenty years. Ryan is the recipient of a Lome IV/Caribbean University Level Programme European Union Scholarship by virtue of which he holds a Master's Degree in Public Administration (MPA) from the Pontificia Universidad Catolica Madre y Maestra at Santo Domingo, the Dominican Republic. He also holds a Bachelor of Arts (BA) Honours Degree in History from the University of the West Indies at Mona, Jamaica and a Bachelor of Laws (LLB) Honours Degree from the University of Technology at Papine, Jamaica. Ryan is also an alumnus of the United States Department of State International Visitor Leadership Program in 2005. He is fluent in Spanish and is a proud past student of Wolmer's Boys School at Kingston, Jamaica.

# KEY ACHIEVEMENTS

## Vaccination Programme

With a population of under 3 million, Jamaica has registered over 51,000 cases and suffered 1,163 COVID-related deaths as of July 22, 2021. With the pandemic having a devastating impact on the well-being of Jamaican children, United Nations Children's Fund (UNICEF) Jamaica was quick to adjust its programming and support the Ministry of Health & Wellness' (MOHW) efforts to combat the spread of the virus. In March 2021, one year after identifying its first COVID-19 case, Jamaica became the first Caribbean country to receive a shipment of COVAX procured vaccines.

Since January to December 2021 636,755 single, second doses and booster shots were administered by the Health Departments in SERHA. Highlights of the vaccination activities are seen below:



*Ms. Denis Brown, Community Health Aide, checked the Ministry of Health's online vaccination appointment system on her tablet during the vaccination blitz at the Portmore HEART Academy in St. Catherine, April 10, 2021.*



*A senior citizen receiving her COVID-19 vaccine at National Arena in St. Andrew on April 20, 2021.*



*Dr. the Hon. Christopher Tufton (left), Minister of Health & Wellness received the COVID-19 vaccine, which was administered by Mrs. Teldra Burrell-Lewis, Public Health Nurse at the Spanish Town Hospital on March 19, 2021.*



*Most Hon. Andrew Holness (right), Prime Minister and his wife, the Most. Hon. Juliet Holness (second left) with sons – Matthew (left) and Adam, displayed their coronavirus (COVID-19) vaccination cards which they received after being inoculated with the Pfizer COVID-19 vaccine at Jamaica College on Sunday (August 22, 2021). Jamaica College was one of the vaccination sites in SERHA for children ages 12 years and older to receive the Pfizer vaccine.*



# KEY ACHIEVEMENTS

## Dental Services

The dental unit of the Sligoville Health Centre improved its capacity to deliver first-class oral healthcare to the citizens of the St Catherine community. The dental unit was renovated at a cost of \$500,000 through the cooperation of stakeholders and the Ministry of Health and Wellness. Dr. Hillary Jones, Dental Consultant for the parish in an appreciation ceremony in November 2020, thanked all the entities involved in creating a good functioning dental unit. The unit is equipped with infrastructures like a central suction for the proper infection control, and proper air conditioning and some basic things that made the environment more comfortable for the patients. The dental health unit in SERHA continues to perform at its optimum level. Below are the highlights of the dental unit at the Sligoville Health Centre:



FIRST CLASS!

ONCE AGAIN!



SLIGOVILLE HEALTH CENTRE  
CONTINUES TO PROVIDE 1ST  
CLASS DENTAL CARE FOR  
THE COMMUNITY



## Speaker Profile

**Mr. Wayne St. Aubyn Jones, OD, JP**  
**Deputy Financial Secretary Strategic Human Resource Management**  
**Ministry of Finance & The Public Service**

Mr. Wayne St. Aubyn Jones is an accomplished Human Resource Management practitioner with over thirty-five years' experience in the field of Industrial Relations and Employment Management. He is a graduate of the University of the West Indies and the City & Guild Institute of London; and a certified Change Management Specialist.

Mr. Jones currently serves as Deputy Financial Secretary in charge of the Strategic Human Resource Management portfolio in the Ministry of Finance and the Public Service, where he leads the public sector HR Transformation Programme. Prior to joining the Ministry in 2013, he served as Senior industrial Relations Advisor in the Office of the Cabinet.

A former President of the Jamaica Civil Service Association (JCSA) and General Secretary of the Jamaica Confederation of Trade Unions (JCTU), Wayne is accredited with much success leading these organisations in negotiations, advocacy and representation on behalf of public sector workers. At the regional and international levels, he held the presidency of the Caribbean Public Services Association and sat on the Executive Board of Public Services International as representative of the InterAmericas Region.

As a corporate governor, he also serves on various public and private sector Boards in Jamaica. In recognition of his invaluable contribution to the public service in the fields of corporate governance, employee advocacy and trade unionism, Mr. Jones was conferred with the Order of Distinction in 2007. Wayne's call to service extends beyond the Board Room. He is a Kiwanian, Justice of the Peace, President of his homeowners' association, and an active member of the Kingston College Old Boys Association.





## Speaker Profile

**Mr. Stephen Davidson (MBA, BSc (Hons))**  
**Director of Public Relations & Communication**  
**Ministry of Health & Wellness**

Mr. Stephen Davidson is the Director of Public Relations & Communication at the Ministry of Health & Wellness. He has responsibility for the development and maintenance of corporate communications programmes to promote and enhance the public image and corporate identity of the Ministry. He is also task to promote healthy lifestyle and maintain a coordinated system of promotional publications. So too, he is responsible for monitoring and analysing public opinion on the Ministry as well as the administration of the Ministry's internal communications programme.

He is a former Director of marketing and public relations at the Jamaica Cultural Development Commission (JCDC) and in his prior experience had portfolio responsibility for the communications, public relations and corporate affairs of the Victoria Mutual Building Society (VMBS) and the Victoria Mutual Group of Companies.

Mr. Davidson holds a Master of Business Administration degree in Marketing from the Mona School of Business and Management, UWI Mona and a Bachelor of Science degree, Magna Cum Laude, in Marketing and Applied Management with a minor in Communications from Le Moyne College in New York. He is a member of Alpha Sigma Nu, the National Jesuit Honour Society and Delta Mu Delta, the International Honour Society in Business. He is an avid track and field fan and a lover of music.

He is an adjunct lecturer at the Caribbean School of Media and Communications (CARIMAC), the University of the Commonwealth Caribbean and a Digital Marketing Trainer. Mr. Davidson life mantra is to make a positive impact on the lives that he comes in contact with.

# KEY ACHIEVEMENTS

## Vector Control Activities and Vehicles



The Ministry of Health & Wellness launched its **Enhanced Vector Control Programme** in April 2019 as it continued the fight against mosquito-borne illnesses.

The programme engaged 1,000 temporary workers, who joined more than 200 permanent staff in undertaking vector control and public education activities in communities across the island.

The Vector Control Programme within the Region received a major boost with the addition of 13 new vehicles received from the Ministry of Health & Wellness at the official handover ceremony on January 27, 2020 at the Ranny Williams Entertainment Centre in Kingston. Dr. the Hon. Christopher Tufton, Minister of Health & Wellness, announced that a total, 60 new vehicles, valued at over \$400M were acquired for the regional health authorities.

These new vehicles are equipped with mounted foggers to strengthened the dengue control programme as well as rodent vector control activities across the region.

## Employment of Community Health Aides



*Dr. the Hon. Christopher Tufton, Minister of Health & Wellness shared photo at the Half Way Tree, Transportation Centre with the Community Health Aides assigned to the Kingston St. Andrew Health Department during the road march to distribute face masks and hand sanitizers.*

Since March 2020 to date, SERHA employed and trained approximately 238 Community Health Aides (CHAs) to assist in the fight against COVID-19. The Officers are critical to the Ministry's surveillance activities as part of the COVID-19 containment measures.

The CHAs were also trained to deal with other public health issues and to offer clinical services at primary healthcare facilities. These includes antenatal, postnatal, curative, rheumatic, mental health, environmental health, immunization and identifying symptoms of non-communicable diseases (NCDs). Importantly, they are also trained to identify the symptoms of COVID-19.

The CHAs are to report suspected cases of the virus to the authorized health officials.



# KEY ACHIEVEMENTS

## Taking Responsibility Road Tours



The South East Regional Health Authority hosted two *Taking Responsibility Road Tour* events in the parishes of St. Catherine and Kingston and St. Andrew. The *Taking Responsibility Road Tour* is an initiative under the Ministry of Health & Wellness that focuses on individuals taking responsibility for their own health. Dengue was the topic of discussion at the St. Catherine leg which was held at the Portmore HEART Academy on February 7, 2019.

The second *Taking Responsibility Road Tour* was held at the Bellevue Hospital to commemorate the Ministry of Health & Wellness's Mental Health Programme on World Mental Health Day, October 10, 2019. The forum featured several survivors of mental illnesses under the theme "Speak Up, Speak Now".

During the function, Dr. the Hon. Christopher Tufton, Minister of Health & Wellness, said that most Jamaicans see mental illness as taboo and often dump off their relatives who suffer from the illness at the Bellevue Hospital in Kingston and forget they ever existed. He also added that Jamaicans need to remove the stigma from mental illness and to show support, love and care to those who are suffering.



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# OBJECTIVES

- ◆ To foster a collective vision and mission for the Region in alignment with Vision 2030.
- ◆ To evaluate and assess the Region's challenges and weaknesses in order to chart the way forward.
- ◆ To identify managerial and technological strategies to achieve the mandate of the Region.



# KEY ACHIEVEMENTS



The state-of-the-art High-Dependency Unit (HDU) at the Victoria Jubilee Hospital (VJH) and the space for neonatal and maternal care were refurbished by PROMAC. The programme is aimed at reducing maternal and child mortality, in keeping with the Government of Jamaica's own development goals. The new six-bed maternal HDU at VJH, which included an operating theatre and isolation suite, has increase the hospital's capacity to care for critically ill patients, who are usually transferred from other hospitals across the island. The official opening was held on Wednesday, June 24, 2020.



The High-Dependency Unit at the Spanish Town Hospital (STH) is the third of four HDUs. The new facility has a maternal HDU, spanning 2,691 square feet of space, and a rehabilitated neonatal space and general nursery (3,283 square ft) completed at a cost of \$423million. The STH admits up to 100 women to its maternity ward every month, where five to eight per cent of babies are delivered prematurely. The mother has the benefit of the new HDU, and a rehabilitated neonatal space and general nursery. The official opening was held on Wednesday, July 9, 2020.



Dr. Simone Spence, Director of Health Promotion and Protection in the Ministry of Health & Wellness and Coordinator for the Programme for the Reduction of Maternal and Child Mortality (PROMAC), displayed a midwife bag to be used in primary healthcare facilities.



A state-of-the-art High-Dependency Unit (HDU) for neonatal and maternal care was opened at the Bustamante Hospital for Children. It is the final of four HDUs to be successfully completed and opened across the country under the Programme for the Reduction of Maternal and Child Mortality (PROMAC), which is being funded by the European Union (EU). The 4,359 square-foot facility, established at a cost of \$315million, provides specialized bed spaces for critically ill neonates. It comprises of 10 beds (including two isolation rooms), a nurses' station, one sluice room, a breastfeeding area and a restroom. The officially opening was held on Tuesday, July 14, 2020.



# KEY ACHIEVEMENTS

## Jamaica Moves Initiative



Highlights of award ceremony for the Regional Office Staff transformational Challenge



Jamaica Moves event at Rudolph Elder Park, St. Thomas



Teachers and students trained as Jamaica Moves Ambassadors

The Jamaica Moves Campaign is a response by the Ministry of Health & Wellness to increase the level of physical activity among Jamaicans. The aim is to effect change in lifestyle choices, in order to reduce the incidences of Non-Communicable Diseases. SERHA has launched several exercise sessions throughout the Region and schools. These main Jamaica Moves events were held at Emancipation Park (Kingston), Portmore Parkway (St. Catherine) and Rudolph Elder Park, Morant Bay (St. Thomas). The Public Relations Manager in association with Regional Health Promotion Unit also hosted several exercise sessions in the workplace. The Health Promotion Officers also trained several teachers and students to become Jamaica Moves Ambassadors.

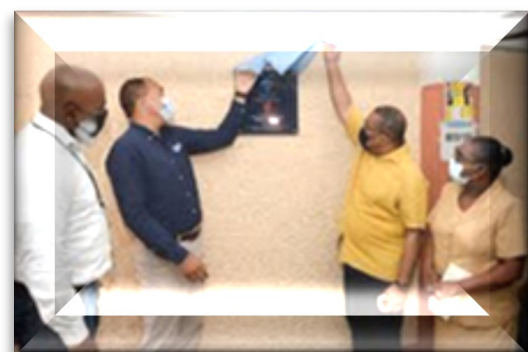
## Adopt a Clinic Initiative



Ten (10) Health Centres across the Region have been officially adopted since the start of the Ministry of Health & Wellness's Adopt-A-Clinic initiative in November 2017. These Health Centres in the parishes of Kingston and St. Andrew are the Duhaney Park, Comprehensive, Gordon Town, Glen Vincent, Seaview Gardens and Olympic Gardens Health Centres. The St. Jago Park, Riversdale and Brown's Hall Health Centres are currently the three Health Centres adopted in St. Catherine and Seaforth Health Centre in St. Thomas was also adopted. The Adopt-A-Clinic Programme is a strategic initiative that seeks to proactively leverage the philanthropic support of the private sector and diaspora to play a more critical role in improving the very important Primary Health Care System. The Primary Health Care System consist of 325 Community Health Centres of which 100 of the most needy constitute the portfolio of the Adopt-A-Clinic Programme. These donors have committed \$3million or more for three years to purchase much needed equipment and to support the maintenance of the facilities.



Dr. the Hon. Christopher Tufton (second right), Minister of Health & Wellness and Mr. Norman McDonald (second left), Chairman and CEO of Canco Ltd, unveiled a plaque marking the adoption of the Seaforth Health Centre on June 17, 2021 by the Seprod Foundation and Canco Ltd., which operates under the Linstead Market brand. Sharing the moment are Ms. Lisa D'Oyen (right) Executive Director of the Seprod Foundation and Mr. James Robertson, Member of Parliament for St. Thomas Western.



Dr. the Hon. Christopher Tufton (second left), Minister of Health & Wellness, Mr. Anthony Hylton (third left), Member of Parliament, St. Andrew Western unveiled a plaque during the ceremony for the formal adoption of the Duhaney Park Health Centre by Hardware and Lumber, under the Ministry of Health & Wellness's Adopt-a-Clinic Programme. The event was held at the facility's St. Andrew location, on Thursday, February 25, 2021. Also pictured are Mr. Marcus Richards (left) Managing Director, Hardware and Lumber, and Ms. Winnifred Mckenzie, Public Health Nurse, Duhaney Park Health Centre.

# ROAD MAP

To chart a road map to align our strategic objectives with



**VISION  
2030**





# OVERVIEW OF SERHA

## BRIEF HISTORY ON REGIONALIZATION

The Regional Health Authorities were formed in 1997 under the National Health Services Act. The development of Regional Health Authorities came out of the Ministry of Health's Reform Programme that looked to decentralize the management of health services. One of the main objectives of the Health Reform Programme was to improve the management of health care facilities. The decentralization of health services was seen as a critical step in bringing accountability to the local level as well as bringing the management of the services closer to the people that are recipients of the service. This was a significant change in the governance structure for the management and delivery of health services.



The Ministry of Health & Wellness is now responsible for policy development, standard setting and monitoring while the Regional Health Authorities are responsible for operational management in the areas they serve. The Regional Health Authority is managed by a Board of Management appointed by the Minister of Health and Wellness along with the Regional Director responsible for the daily management of the Region.

## ABOUT THE SOUTH EAST REGIONAL HEALTH AUTHORITY

SERHA is a statutory body of the Ministry of Health & Wellness which provides effective healthcare to the parishes of Kingston and St. Andrew, St. Thomas and St. Catherine, through a network of nine (9) major hospitals and ninety-two (92) Health Centres strategically deployed throughout the region.

The hospitals regulated by SERHA are: the Bustamante Hospital for Children, Sir John Golding Rehabilitation Centre, Hope Institute, National Chest, Spanish Town, Linstead, Princess Margaret, Kingston Public and Victoria Jubilee Hospitals. Five of the nine hospitals within the Region are also Specialist or National Referral Hospitals. Some of these institutions also accept patients referred from other Caribbean islands.

# MAJOR PROJECTS AND INFRASTRUCTURE ACHIEVEMENTS



## **RENOVATION OF STONY HILL HEALTH CENTRE, ST. ANDREW**

The Stony Hill Health Centre is a Type three (3) facility, which provides medical care to at least 200 patients per day, now has an expanded records system, dental unit, pharmacy, and an upgraded sewer system. It also boasts new consultation rooms, nebulization and rehydration areas and new waiting and sub-waiting areas. The National Health Fund provided the funding at a cost of \$80 million.

The official opening was held on Friday, December 6, 2020.

## **NEW ELEVATORS COMMISSIONED INTO SERVICE AT SERHA'S HOSPITALS**



*Dr. the Hon. Christopher Tufton (second left), Minister of Health & Wellness, Mr. Wentworth Charles (right), Board Chairman, SERHA, unveiled a plaque dedicating the newly commissioned elevator at the Spanish Town Hospital on Friday (July 26, 2021). Applauding (at left) is Mr. Everton Anderson, Chief Executive Officer, National Health Fund (NHF).*



*(Right to Left): Dr. the Hon. Christopher Tufton, Minister Health & Wellness, Mr. Wentworth Charles, Board Chairman, SERHA and Mrs. Elsie Fairweather-Blackwood, Director of Nursing Services, VJH disembarked the newly installed elevator at the Victoria Jubilee Hospital.*

In 2021, new elevators were commissioned into service at the Spanish Town and Victoria Jubilee Hospitals. The elevator at the Victoria Jubilee Hospital (VJH) was commissioned into service on February 16, 2021 and at the Spanish Town Hospital on July 26, 2021.

The project was undertaken by the National Health Fund (NHF) as part of a \$143-million initiative to install eight elevators in hospitals across the South East Regional Health Authority (SERHA). The new elevators will medical practitioners to be more efficient, to improve the delivery of service to patients, and add value to the hospitals.

The VJH has two lifts, which will provide for quicker and easier movement between floors for staff, patients and visitors to the public health facility.



*Hon. Juliet Cuthbert-Flynn (second right), Minister of State in the Ministry of Health & Wellness seen cutting the ribbon to commission an elevator into service at the VJH on February 16, 2021. Others (from left) are Mrs. Diane McIsaacs, Deputy Chief Executive Officer, VJH; Mr. Orette Clarke, Director of Projects, Institutional Benefits and Facilities Management, National Health Fund (NHF) and Dr. Garth McDonald, Senior Medical Officer, VJH.*



# MAJOR PROJECTS AND INFRASTRUCTURE ACHIEVEMENTS



COVID-19 FIELD HOSPITAL AT SPANISH TOWN HOSPITAL



Dr. Jacqueline Wright-James, Senior Medical Officer, Spanish Town Hospital examined the sanitizing station during the tour of the field hospital. Looking on is Dr. the Hon. Christopher Tufton, Minister of Health & Wellness.

The coronavirus (COVID-19) field hospital, which was previously set up at the National Chest Hospital was redeployed to the Spanish Town Hospital. This field hospital was donated by the United States (US) Government through the US Embassy in Jamaica. Dr. the Hon. Christopher Tufton, Minister of Health & Wellness toured the relocated facility on Friday (April 9, 2021), before officially opening it for patient care. It came equipped with all the gadgets for power, air conditioning and all the other support infrastructure. It is equipped with 40 beds, but has the capacity to hold 60 beds.



COVID-19 BUILDING AT THE ST. JOSEPH'S HOSPITAL

The COVID-19 building at the St. Joseph Hospital and Medical Centre is a 36-bed facility that is used to treat more patients with coronavirus and other ailments. It is equipped with the necessary health infrastructure, equipment and personnel. The hospital was built by Rogers Land Development Limited. The Ministry of Health & Wellness provided the funding at a cost of approximately \$99 million. The official opening was held on February 11, 2021.



CONVERSION OF THE REFURBISHED CHILDREN'S WARD TO THE COVID-19 WARD AT PMH

The Princess Margaret Hospital (PMH) in St. Thomas has implemented significant changes to deal with the coronavirus (COVID-19). The hospital has a 10-bed dedicated COVID ward, which along with the three-bed isolation facility brings the bed complement dedicated to COVID-19 treatment to 13. The South East Regional Health Authority provided the funding for the Ward. The official opening was held in March 2020.



# MISSION AND VISION

Motto: "People Caring for People"



VISION:

The South East Regional Health Authority with the general population seeks to facilitate a satisfying and healthy life.

MISSION STATEMENT:

The Mission of the South East Regional Health Authority is to promote and safeguard the health of the Jamaican people in collaboration with individuals, groups/agencies through the provision and monitoring of cost-effective, preventive, curative, promotive and rehabilitative services delivered by adequately trained and motivated personnel.

CORE VALUES:

- Accountability
- Integrity
- Merit
- Fairness
- Transparency
- Equity
- Respect





# CURRENT CHALLENGES

SERHA faces several issues which have impacted the outcome of service delivery. These current challenges include:

- Increased demand on service delivery with inadequate infrastructure, human and material resources.
- Most of our health facilities have outgrown their spaces and infrastructure to provide healthcare services. This is due to a higher demand of persons that require healthcare services especially in St. Catherine based on the growth in the population of recent housing developments in that parish.
- There are major concerns by healthcare workers about the use of outdated machines and the need of urgent repairs of equipment to perform sophisticated surgeries in the Surgical Department and the Intensive Care Units at the Bustamante Hospital for Children, Kingston Public and Spanish Town Hospitals.
- Frequent complaints at all the hospitals due to limited equipment, breakdown of critical machines and missing dockets.
- Frequent complaints by patients about bad treatment and negligence while in the care of some of our hospitals.
- Several complaints about missing medical records and undocumented time of birth at the Victoria Jubilee and Spanish Town Hospitals.
- The population over the years appears to have lost confidence in the health centres and instead utilized the hospitals as their first contact with the healthcare system. This has resulted in unnecessary visits to the Accident and Emergency Department (A&E), overcrowding and pressuring our resources.
- The waiting process to triage is long and undocumented in most A&E Departments. This has resulted in delays in the time to first contact with a healthcare provider and also affect decisions to divert patients to health centres.
- There is an increase number of social cases at the Kingston Public, Spanish Town and Princess Margaret Hospitals. This has resulted in bed shortage for persons who are in need of hospital care.
- There is a high increase of motor vehicle accidents, gunshot wounds and head injuries admission at the Kingston Public and Spanish Town Hospitals that have significantly affected the healthcare personnel to provide radiological services (MRI, X-ray etc).
- There are insufficient parking spots for the staff at the Kingston Public and Victoria Jubilee Hospitals. This results in staff competing with each other as well as with visitors for the limited parking spaces. This situation is untenable as it results in the services being delayed extensively as staff sometimes spends up to an half hour trying to locate suitable parking. Thus further lower staff morale.
- Major concerns made by banking institutions and staff about the late payment of salary deductions which has resulted in arrears being paid by staff members to various institutions.
- Delayed payment for vaccination workers honorarium and gratuity. This has resulted in an outburst on social media by staff members.
- The St. Thomas Health Department continues to experience challenges with routine supplies to include medical sundries, food items and maintenance materials, due to the reluctance of some suppliers to deliver as a result of outstanding debts.
- In recent times, many of our nurses and specialized doctors have migrated due to several factors including but not limited to; poor working conditions, insufficient remuneration for services rendered and increased working hours. This is resulting in a high turnover rate of staff which has affected the productivity of the organization.

# MAJOR PROJECTS AND INFRASTRUCTURE ACHIEVEMENTS

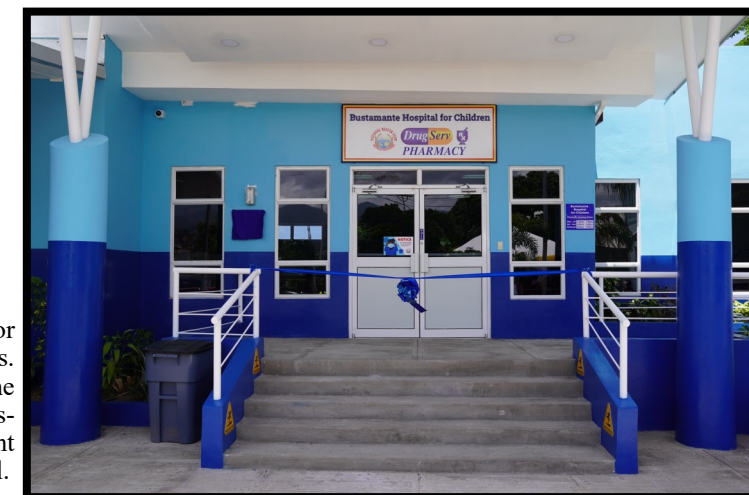


The construction of the new pharmacy at the Bustamante Hospital for Children was undertaken to meet existing and future population needs. It delivers new and improved pharmaceutical services offered by the National Health Fund to its clients. The pharmacy boasts increased dispensing windows for timely processing of prescriptions and a pleasant and welcoming environment for patients as well as staff at the hospital.

It is equipped with a sterile room to protect the integrity of the drugs ensuring that they are of the highest quality, a manufacturing room to facilitate liquid formulations, staff areas, multi- purpose room, and a sick bay.

The Drug Serv Pharmacy was opened on June 7, 2021. The National Health Fund provided the funding at a cost of over \$70 million, as part of the development plan for the hospital.

## OFFICIAL OPENING OF THE NATIONAL HEALTH FUND DRUG SERV PHARMACY AT THE BUSTAMANTE HOSPITAL FOR CHILDREN



*Building of the new Drug Serv Pharmacy at the Bustamante Hospital for Children*

## OPENING OF THE NEW DR. KENNETH BAUGH HEALTH CENTRE, ST.CATHERINE



The new Dr. Kenneth Baugh Health Centre in West Central, St. Catherine is a Type 3 facility that serves more than 200 persons each month from Point Hill, Duxes, Mendez, Pusey, Roaring River, Garden Hill, Brown's Town, Rennals and Old Works. The facility, formerly the Point Hill Health Centre, was renamed in honour of the late Dr. Kenneth Baugh, who served as Minister of Health from 1980 to 1989, and Member of Parliament for West Central St. Catherine from 1997 to 2016. The National Health Fund provided the funding at a cost of \$42 million for the rebuild. The official opening was held on Wednesday, June 9, 2021.



# MAJOR PROJECTS AND INFRASTRUCTURE ACHIEVEMENTS

## CARDIAC WARD, OVERNIGHT SUITE AT THE BUSTAMANTE HOSPITAL FOR CHILDREN GROUND BREAKING

The Most Hon. Andrew Holness, Prime Minister on July 7, 2021, broke ground for the construction of a multipurpose building at the Bustamante Hospital for Children to house a Paediatric Cardiac Ward and Overnight Parent Suite.

The two-storey facility, to be built over the next two years at a cost of approximately \$120 million, this will be developed by the National Housing Trust (NHT) in partnership with the National Health Fund (NHF) and SERHA.

This forms part of the hospital’s multimillion-dollar redevelopment master plan; which includes a newly established Drug Serv Pharmacy built by the NHF at a cost of approximately \$70 million.



## UNDP DEPLOYMENT OF RENEWABLE ENERGY AND ENERGY EFFICIENCY IN PUBLIC HEALTH



The United Nations Development Programme in 2021 focused on the deployment of renewable energy and improvement of energy efficiency in the public sector; which aims to advance a low carbon development path and reduce Jamaica’s public sector energy bill through the introduction of renewable energy. This will improve energy efficiency in the health sector. The participating public health facilities are the Bellevue, National Chest, Sir John Golding, May Pen, Black River and the Savanna-la-mar Hospitals.



# STRATEGIC FOCUS

## SERHA’S STRATEGIC FOCUS

The mission and vision of SERHA are in alignment with the Ministry of Health & Wellness’s mandate that reflects on the overarching goal for health, and reaffirms our commitment to the people of Jamaica. Our strategic focus is aimed at developing SERHA’s five (5) Year Plan in keeping with the Government of Jamaica (GOJ’s), medium-term strategic priority of human capital development. It sets out the strategic goals and outcomes that the Ministry and SERHA, working in conjunction with key stakeholders and partners, are committed to achieve.



Each strategic goal in Table 1.1 is linked to a strategic objective which provides guidance in the design and implementation of the programmes that will determine the way forward for the Region. These are as follows:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Ensuring human resources for health in sufficient numbers and competencies.	1. To reduce the critical human resources for health, skills gap by 3% in 2024.
2. Making reliable and modern infrastructure available for health service delivery at our major hospitals.	2. To ensure that 75% of major infrastructure projects are completed within scope, schedule and budget by 2025.
3. Improving customer service delivery.	3. To train more critical healthcare workers in customer service by 2024 to improve customer service at public hospitals.
4. Improving the technology of diagnostics services and documentations to provide better e-government services.	4. To strengthen the collaboration with private organizations for providing diagnostic services and to acquire more electronic devices to assist with paper less systems and proper medical recordings by 2026.
5. Safeguard access to equitable, comprehensive and quality health care	5. To increase access to equitable, comprehensive and quality health care by 5% for public patients suffering from non-communicable and communicable diseases. 5.1 To improve maternal and child health outcomes by 2%
6. Upgrading machine and equipment used in operating theatres	6. To improve the collaboration with the Ministry of Health and Wellness and other donors to provide funding to upgrade machines and equipment used in operating theatres by 2024.

Table 1.1





# ORGANIZATIONAL CHART

MINISTER OF HEALTH & WELLNESS

BOARD OF MANAGEMENT

REGIONAL  
DIRECTOR

PARISH  
MANAGEMENT

LEGAL

FINANCE

PROCUREMENT

PROJECTS

OPERATIONS AND  
MAINTENANCE

MANAGEMENT  
INFORMATION  
SYSTEM

PUBLIC RELATIONS

REGIONAL  
TECHNICAL  
DEPARTMENT

ENVIRONMENTAL HEALTH

HEALTH PROMOTION

FAMILY AND CHILD HEALTH

HEALTH INFORMATION

INTERNAL AUDIT

HUMAN RESOURCE  
AND INDUSTRIAL  
RELATIONS

## Highlights of KPH & VJH

### Major Activities for KPH & VJH:

#### Donations:

1. T. Geddes Grant, through the Huggies brand, donated a Hug-a-Baby Lactating Room valued at \$1.7M to the Victoria Jubilee Hospital (VJH) on December 23, 2020. The breastfeeding room, located on the postnatal ward, is a multi-functional space that will be used not just for breastfeeding, but also as an educational space for 'Mommy and Me Baby-care' demonstrations. It will also be used for private group or individual sessions with mothers who are having challenges with breastfeeding.
2. On December 30, 2020, Zion Care International handed over Cardiac Rehabilitative equipment valued at US \$6,600 to the Kingston Public Hospital.
3. Guardian Life Limited and Guardian Group Foundation donated \$2.5M worth of new medical equipment to the Neonatal Care Unit. The equipment includes: a touchscreen infant incubator, a radiant warmer and a patient monitor.



#### The Bathroom Project:

1. The bathrooms at both hospitals require extensive work to improve the infrastructure and the aesthetics. The Santokie Foundation has adopted the patient's bathroom on Ward 3B, Medicine. The renovation exercise is near completion and there will be an official opening.
2. Ward 1B, Medicine patient's bathroom is also the beneficiary of a renovation exercise from donations; the activity is near completion.
3. The Window Project – this project is to be scoped for the two institutions, KPH – Phase 1 and VJH – Phase 2. Funds have been secured from the National Health Fund amounting to \$2.6M to facilitate phase one of the project.



Neurosurgical Microscope



Hon. Juliet Cuthbert-Flynn (seated), State Minister in the Ministry of Health & Wellness, tested a chair in the renovated breastfeeding room at the Victoria Jubilee Hospital (VJH) in Kingston, during the official handover and tour of the facility on December 23, 2020. The refurbishing of the unit was made possible through a donation made by the Huggies brand, distributed in Jamaica by T. Geddes Grant. Observing from left to right are: Mr. Michael Subratie Managing Director of T. Geddes Grant; and Ms. Tanisha Morrison, T. Geddes Grant (KC Trade Relationship Manager). In the background is Mrs. Andrea Dawkins Powell, Deputy Director of Nursing Services, VJH.



# Highlights of KPH & VJH

## KINGSTON PUBLIC HOSPITAL

Public institutional medicine was first established in Jamaica with the founding of the Kingston Public Hospital (KPH) on December 14, 1776. KPH is one of the three (3) oldest health institutions in the western hemisphere. It has a glorious history of saving lives and training healthcare professionals who have served the world with distinction. A series of fires in the early 1980's destroyed a number of its buildings and infrastructure. As a result, a new Accident and Emergency Building was built in 1983, and a new Medical Block in the mid-1990s.

KPH is the largest multidisciplinary hospital in the Government Health Service as well as the largest trauma Centre in the public hospital system. The hospital has a bed complement of approximately four hundred and seventy-five (475) and offers a wide range of specialist, diagnostic, and rehabilitative services, as well as curative services in medicine, surgery and related sub-specialties. KPH remains the main provider of critical services such as Haemodialysis, Kidney Transplant and Radiotherapy in Jamaica and the English speaking Caribbean. Over fifty thousand (50,000) patients are seen in the Accident and Emergency Department each year, over twelve thousand (12,000) admissions and in excess of ninety-five thousand (95,000) patients visit the multidisciplinary outpatient department. Even with all the challenges being encountered due to the pandemic and its after issues, the institution with its staff complement of 1316 continues to be regarded as one in which sophisticated surgeries are performed and continues to contribute significantly to the delivery of quality healthcare services in Jamaica.

## VICTORIA JUBILEE HOSPITAL (VJH)

The Victoria Jubilee Hospital (VJH), which resides on the same compound as KPH sees more than 70,000 women and approximately 7,000 babies are delivered each year. The institution has a bed capacity of 252 and 96 cots with a staff complement of 356. Forty percent of the hospital's out-patients are from the inner city communities which surround the hospital.

### Achievements in 2020-2021

- Opening of the PROMAC Maternal High Dependency Unit
- Procurement of Neurosurgical Microscope
- Reopening of the KPH/VJH Cafeteria
- Installation of CCTV System that covers both institutions
- Upgrade of the Network Infrastructure
- Installation of four (4) new elevators at sections of the Linen Room, Upper Nuttall, Medical Block and Main X-Ray Department.



*Dr. the Hon. Christopher Tufton (right); Minister of Health & Wellness and Ambassador Malgorzata Wasilewska, Head of the European Union (EU) Delegation to Jamaica, unveiled a plaque dedicating the High Dependency Unit (HDU), which opened at VJH on Wednesday June 24, 2020. Looking on is Mr. Wentworth Charles, Board Chairman, SERHA.*



# LEADERS

## Board Members

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>♦ Mr. Wentworth Charles, Board Chairman</li><li>♦ Mr. Errol C. Greene OD, JP, Regional Director</li><li>♦ Dr. Natalie Whyllie, JP, Acting Regional Technical Director</li><li>♦ Mr. Collin Cooper, Acting CEO, Kingston Public &amp; Victoria Jubilee Hospitals</li><li>♦ Mr. Omar Francis, Director</li><li>♦ Mr. Angus Gordon, Director</li></ul> | <ul style="list-style-type: none"><li>♦ Mrs. Shereece Rowe MBA, BSc, Director</li><li>♦ Mrs. Kathy A. Smith Hylton, LL.B (Hons). L.E.C, Director</li><li>♦ Mr. Willard Brown, Director</li><li>♦ Mr. Sheldon Smith BBA (Hons), Director</li><li>♦ Mr. Shantez Stewart, Director</li><li>♦ Dr. Karen Webster-Kerr, Director</li><li>♦ Ms. Tosha Schwapp, Director</li></ul> |
|---|--|

## Regional Directorate

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>♦ Mr. Errol C. Greene OD, JP, Regional Director</li><li>♦ Dr. Natalie Whyllie, JP, Acting Regional Technical Director</li><li>♦ Ms. Pauline Roberts, Director of Human Resource and Industrial Relations</li><li>♦ Mr. Dwayne Bailey, Director of Procurement</li><li>♦ Mrs. Sophia Moodie-Reid, Director of Finance</li></ul> | <ul style="list-style-type: none"><li>♦ Ms. Jody-Ann Bailey, Acting Director of Management and Information Systems</li><li>♦ Mr. Lascelles Brown, Director of Operations and Maintenance</li><li>♦ Mr. Damion Dunbar, Audit Manager</li><li>♦ Mr. Renaire Bender, Projects Manager</li><li>♦ Ms. Shuwana Johnson, Public Relations Manager</li><li>♦ Ms. Stacey-Ann Steele, Corporate Secretary and Legal Officer</li></ul> |
|--|---|



## Parish Management

### KINGSTON AND ST.ANDREW

- ♦ **Dr. Stephanie Reid, Chairman Hospital Management Committee, Kingston Public and Victoria Jubilee Hospitals**
- ♦ **Mr. Barrington Chisholm, Chairman Hospital Management Committee, Liguanea Region of Hospitals**
- ♦ **Dr. Kenneth Benjamin, Chairman, Hospital Management Committee, Bustamante Hospital for Children**
- ♦ **Mr. Anthony Wood, Parish Manager, Kingston and St. Andrew Health Services (KSAHS)**
- ♦ **Mr. Collin Cooper, Acting Chief Executive Officer, Kingston Public and Victoria Jubilee Hospitals**
- ♦ **Mr. Dwayne Francis, Chief Executive Officer, Liguanea Region of Hospitals**
- ♦ **Mrs. Camile Wallen-Panton, Chief Executive Officer, Bustamante Hospital for Children**

### ST. CATHERINE

- ♦ **Mr. Omar Francis, Chairman Hospital Management Committee, Spanish Town Hospital**
- ♦ **Mr. Peter McConnell, Chairman Hospital Management Committee, Linstead Hospital**
- ♦ **Mr. Mark Martin, Parish Manager, St. Catherine Health Services (SCHS)**
- ♦ **Ms. Jacqueline Ellis, Chief Executive Officer, Spanish Town Hospital**
- ♦ **Dr. Christopher Munroe, Acting Chief Executive Officer, Linstead Hospital**

### ST. THOMAS

- ♦ **Mr. Michael Mcleod, Chairman Hospital Management Committee, Princess Margaret Hospital**
- ♦ **Mrs. Colleen Wright, Parish Manager, St. Thomas Health Services (STHS)**
- ♦ **Ms. Melecia Linton, Chief Executive Officer, Princess Margaret Hospital**

# PARISH PROFILES

## St. Thomas

The parish of St. Thomas, located at the south - eastern end of Jamaica, has an area of approximately 300 square miles. The geographic layout of the parish consists of plains on the southern coast and the Blue Mountains on the northern border. Its geographic location makes it vulnerable to natural disasters such as hurricanes and flood rains which often result in accessibility problems due to loss of major bridges and road ways. Employment opportunities are limited secondary to the collapse of the major agricultural and commercial entities.

The St. Thomas Health Services (STHS) provide health services to clients in the parish of St. Thomas in addition to communities in eastern St. Andrew and eastern Portland; serving a population of about 100,000. Total client visits 2020/2021 was 103,200. The parish's health service operates through a Primary Health Care component which is comprised of the St. Thomas Health Department and 17 Health Centres distributed over four (4) Health Districts and a Secondary Health Care component, the Princess Margaret Hospital (PMH).

Primary Care services offered through the St. Thomas Health Department and the 17 Health Centres includes Curative, Family Health, Oral Health, Nutrition, Health Education, Health Promotion, Mental Health, Environmental Health, HIV/STI and support services – Pharmacy and Laboratory.

### Major Achievements for Princess Margaret Hospital:

- The ward that had housed the Excelsior Nursing School was renovated to facilitate COVID -19 cases. This 19 bed Respiratory Ward was commissioned in September 2021. This allowed for improved management of patients presenting with respiratory symptoms.
- The St. Thomas Health Department (STHD) collaborated with the SERHA, Emergency Disaster Management and Special Services Branch (EDMSSB) and the Ministry of Health & Wellness in the establishment and operation of the Quarantine Facility, Marabella Hotel in April, 2020. The STHD provided Medical Officers to manage patients at the facility as well as meals, water, sanitation supplies amongst other items needed.
- The PMH benefitted from a donation of medical supplies, to include a patient monitor, vital sign monitor, Cardiotocography (CTG) machine, blood pressure machines, suction machine and pulse oximeters through the initiative of the Custos Rotulorum and partners from the Morant Bay Business Community, St Thomas. These equipment were procured for the newly commissioned COVID-19 Ward and Maternity Ward and will aide in the improvement of care to confirmed patients and expectant mothers.
- A donation of CAD\$1000 was made to the PMH during the month of October from a citizen of the diaspora.



Photo of representatives during the handover exercise of medical supplies to PMH



# PARISH PROFILES

## St. Catherine

Geographically the largest parish within SERHA and the fourth largest in Jamaica; St. Catherine presents both unique challenges and opportunities to the public health service.

It is the fastest growing parish with a population of 516,218 (STATIN 2011), with 279,400 below the age of 30 and 236,810 30 years and older. The sex ratio male/female is 94.4%. Since the previous census in 2001 the population has grown by 7% or 33,900 persons. It has the distinction of having the five (5) top urban areas of population growth in Portmore, Old Harbour, Linstead, Ewarton and Spanish Town (Census 2001) and Portmore being the largest dormitory community in the English speaking Caribbean.

The St. Catherine Health Services is mandated to co-ordinate and manage the integrated healthcare delivery system in the parish. Thus ensuring that all patient care services are consistent with local needs and are in keeping with the National and Regional policies and priorities. To this end, public healthcare services in the parish is delivered through a network of 27 health centres and two hospitals; the Spanish Town Hospital a type B and the Linstead Hospital a Type C.



### Major Achievements and Activities in 2021:

- Opening of the Dr. Kenneth Baugh Health Centre
- Opening of New Phlebotomy area
- The decline in the numbers of COVID 19 cases led to a closure of the COVID-19 field hospital at the Spanish Town Hospital for a short period. The opportunity was also used to carry out some much needed maintenance.

### Major projects at the hospitals:

- ♦ **Linstead Hospital**
  - Renovation of the Alcan and Maternity Wards.
- ♦ **Spanish Town Hospital**
  - Construction of a High Dependency Unit – Ward 3
  - Renovation and equipping of the Laundry Department
  - Renovation of the Phlebotomy area, Director of Nursing Services and Deputy Offices, Laboratory and Administration Bathroom
- ♦ **St. Catherine Health Department**
  - Renovation of offices for Chief and Deputy Public Health Inspectors
  - Installation of Standby Generator at Sydenham and Cumberland Health Centres
  - Renovation of two (2) Doctors' offices at the Old Harbour Civic Centre
  - Renovation of Laboratory Department at the Greater Portmore Health Centre and renovation of bathroom at Bartons Health Centre



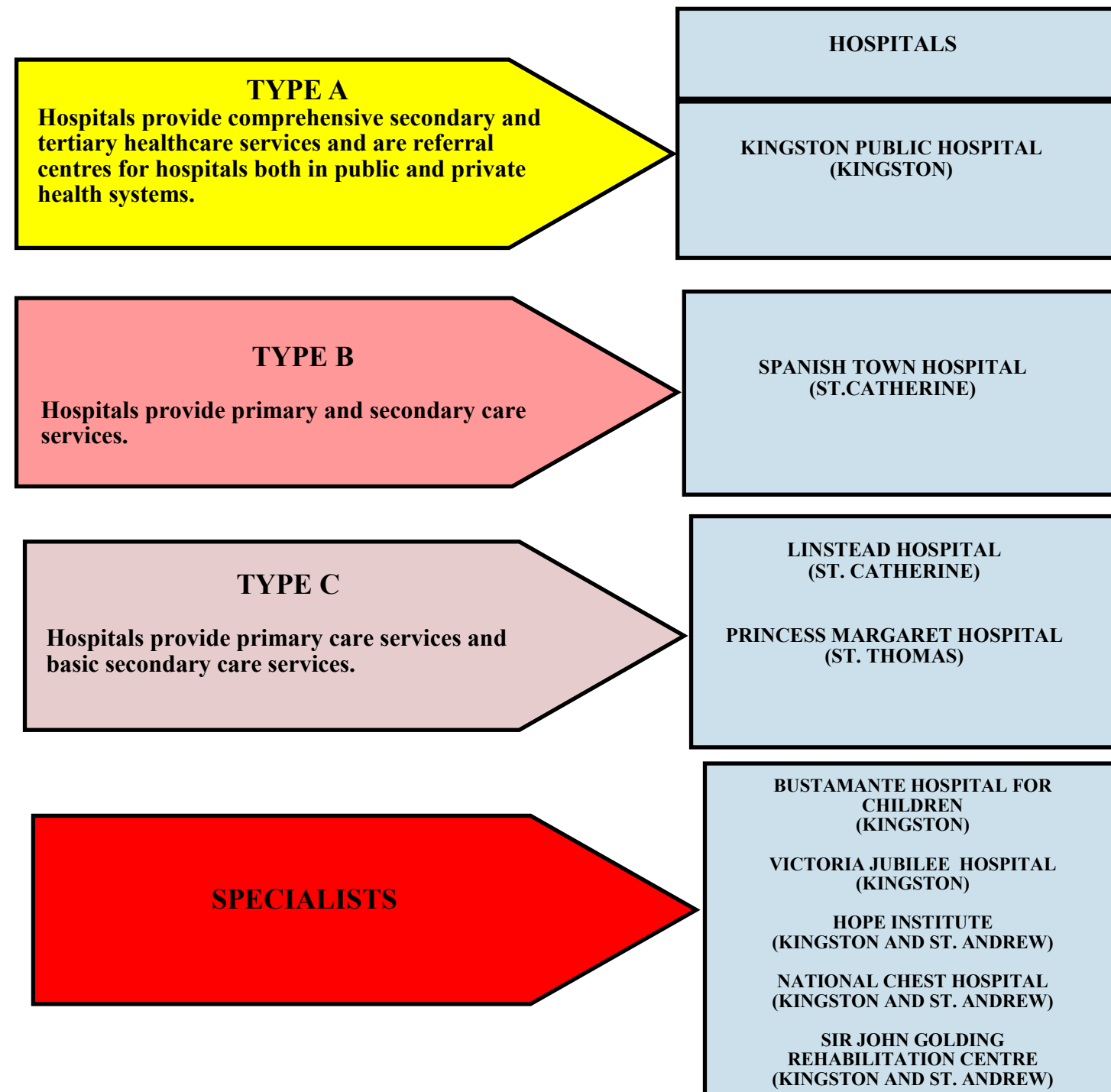
*Dr. the Hon. Christopher Tufton (left); Minister of Health & Wellness, Ambassador Malgorzata Wasilewska (centre) Head of the European Union Delegation to Jamaica (EU) and His Excellency Josep Maria Bosch, Spanish Ambassador to Jamaica celebrated the opening of the \$423-million high-dependency unit (HDU) at the Spanish Town Hospital in St. Catherine, on July 8, 2020.*



# CLASSIFICATIONS

## Hospital Classifications

All health facilities are ranked based on the type and level of service they provide.







# SPECIALIST HOSPITALS

## **Bustamante Hospital for Children**

The Bustamante Hospital for Children (BHC) has the distinction of being the only specialist paediatric hospital in the English Speaking Caribbean. With a bed capacity of 279, this remarkable institution caters to patients from birth to 12 years, providing a comprehensive range of diagnostic, preventive, curative, rehabilitative and ambulatory services in paediatric medical and surgical specialties and sub-specialties.

The hospital caters to not only patients from across Jamaica, but other neighbouring Caribbean countries. The facility was formally a British Military Hospital but was given to the Jamaican Government as a 'good will' gesture on the achievement of Jamaica's Independence on November 6, 1962.

### **Mission Statement:**

The hospital's mission is to:

- ◆ Continuously improve the quality and affordability of services delivered to our patients.
- ◆ Invest in developing a highly skilled, satisfied and productive cadre of health care delivery professionals.
- ◆ Use appropriate technology in the delivery of our services.
- ◆ Garner adequate financial resources and ensure its optimal use.
- Be good corporate citizens, conforming to government regulations, adhering to the highest standards of medical practice, and contributing to the development of our community.
- Adhere to generally acceptable environmental practices.

### **Services offered include:**

- |                           |                          |
|---------------------------|--------------------------|
| • Cardiology              | • Orthopaedics           |
| • Neonatology             | • Plastic surgery        |
| • Pulmonology             | • Dental                 |
| • Neurology               | • Ophthalmology          |
| • Nephrology              | • Cardiothoracic Surgery |
| • Dermatology             | • ENT                    |
| • Paediatric Surgery      | • Radiology              |
| • Paediatric Urology      | • Physiotherapy          |
| • Neurosurgery            | • Pharmacy               |
| • Hematology and Oncology | • Laboratory             |
|                           | • Dietary                |
|                           | • Social Work            |



# PARISH PROFILES

- (III) Provision of internet service to the General Stores and Dietary Departments in April 2021.  
(IV) Installation of a medication fridge in the Pharmacy for storage of chemotherapy drugs in August 2021.

## **Way Forward For the Kingston and St. Andrew Health Services:**

### ◆ **Bustamante Hospital for Children**

- (i) Increase ward capacity and laboratory services.  
(ii) Training of staff in critical care nursing, conflict management training, administrative specialty training to include-Accounts, Store and Administrative Management.

### ◆ **Liguanea Region**

- (I) Refurbish and expand the Material Stores Department at the Sir John Golding Rehabilitation Centre (SJGRC)  
(II) Construction of a maintenance workshop at the National Chest Hospital (NCH).  
(III) Establish a second Central Stores Supply Department (CSSD) within the Liguanea Region.  
(IV) Improve communication infrastructure in all three institutions.  
(V) Renovation of the area called the 'Private Block', this will see a vast improvement of the services offered at NCH as this will allow for the establishment of a state-of-the-art Asthma Bay.  
(VI ) Installation of a proper buzzer systems that will allow patients to call for assistance when needed.  
(VII ) Renovate kitchen for meal service to 2 institutions (This will be done in 2022-2023 financial year).

### ◆ **Kingston and St. Andrew Health Department**

- (I) Fire Alarm Systems to be installed at all the health facilities.  
(II) Camera system is to be placed in the main waiting areas of all facilities as a security measure to monitor daily clinical activity.  
(III) Mid to short term plans to repair switchboard and extensions as needed.  
(IV) Long term plan to purchase and install a new Voice Over Internet Protocol (VOIP) telephone systems.  
(V) All Type 5 and type 3 health centres to be equipped with stand by generator.



*Installation of railings at Ward 9, Bustamante Hospital for Children*



*Installation of Generator at Norman Gardens Health Centre*



# PARISH PROFILES

## Kingston and St. Andrew

The Kingston and St. Andrew Health Services (KSAHS) offers public health regulatory, primary and secondary health care services to the population of Kingston and St. Andrew as well as those of the Kingston Metropolitan area and the western areas of St. Thomas. It comprises a network of forty-eight (48) health centres which includes three (3) Comprehensive Type 5 Clinics; strategically located throughout the two (2) parishes, and five (5) specialist hospitals namely the Bustamante Hospital for Children, Sir John Golding Rehabilitation Centre, Hope Institute, National Chest and the Victoria Jubilee Hospitals.

The Kingston and St. Andrew Health Department is divided into six (6) zones managed by three (3) Parish Administrative Officers in charge of two zones each. The 48 health centres comprises of 10 health centres operated by NGOs, 2 satellite centres, 3 outreach centres and 35 health centres managed by the health department. However, the Comprehensive Health Centre and the Edna Manley Health Centre are managed by Clinic Administrators. The University of the West Indies (UWI) operates one of the outreach centres for which the KSAHS provides Maternal and Child Health Services.



### Major Achievements of the Hospitals that Fall Under the Kingston and St. Andrew Health Department:

#### ◆ **Bustamante Hospital for Children**

- (I) Construction of a ten (10) bed Neonatal High Dependency Unit (HDU), through the collaboration of the Government of Jamaica and the European Union - This was officially opened June 2020.
- (II) Construction of comprehensive staff car parks and central storm drain, through collaboration with National Works Agency (NWA) which was officially opened September 2020.
- (III) Installation of railing at Ward 9.
- (IV) Construction of Cardiac Ward and parent overnight suite - work in progress. This project started in July 2021, and expected completion is scheduled for 24 months after.

#### ◆ **National Chest Hospital**

- (I) Installation of Laboratory Information System for National Public Health Laboratory Results (shortening the time for patients' results).
- (II) Installation and commissioning of Liquid oxygen tank, 3000 gallons.
- (III) Construction of forward triage area; project 30% complete.

#### ◆ **Sir John Golding Rehabilitation Centre**

- (I) The perimeter fencing project has been completed.
- (II) The completion of the solar installation project.

#### ◆ **Hope Institute**

- (I) Tiling and painting of Nursing Supervisors' Office was done in January 2021.
- (II) Upgrade of book shelves in Nursing Supervisors' Office in February 2021.



*Solar Installation Project at the Sir John Golding Rehabilitation Centre*



# SPECIALIST HOSPITALS

## Hope Institute

Hope Institute, which was the brainchild of the Jamaica Cancer Society, opened its doors in March 1963 as a free hospital for cancer patients. It started out as a 52-bed hospital and was managed by consultative committee. The aim of the Cancer Society was to provide treatment and care, comparable to that available in private institutions and facilities overseas, at little or no charge to cancer patients. The Institute functions as hospice which facilitates the furthering of cancer treatment, working in tandem with the Kingston Public Hospital (KPH) and the University Hospital of the West Indies (UHWI).

**Mission Statement:** It is to become the hospital of choice for oncology and palliative care, through the provisions of superior services to patients with cancer at all stages of their illness, and to educate health professionals and the wider community. It's mission is to educate patients, relatives and the wider community about early detection and cancer preventative measures.

**Services offered include:** Radiotherapy, Chemotherapy, Terminal care, Respite care, Symptom Control and Counselling



## Sir John Golding Rehabilitation Centre

The Sir John Golding Rehabilitation Centre formerly the Mona Rehabilitation Centre is a sixty-six (66) bed hospital which started in 1954 during Poliomyelitis (polio) epidemic. The Centre, which was founded by Sir John Golding, a British Orthopaedic Surgeon, served as the only Centre in Jamaica and the English-speaking Caribbean, which catered for the rehabilitation of patients afflicted with polio. There is only one such other facility, located in Trinidad and Tobago. As such, the institution now caters to patients with congenital illnesses, spinal cord injury and severe rehabilitation needs. **Mission Statement:** Its mission exists to provide quality rehabilitative health care services to patients with physical alterations of body functions, regardless of social or financial status, cultural or religious beliefs. The health care professionals are committed to work as a team meeting the physical, emotional, social and spiritual well being of each individual, so that they can realise their optimal potential and re-enter society to live useful, productive and satisfactory lives. **Services offered include:** Patients with congenital illnesses, spinal cord injury and severe rehabilitation needs speech therapy, Medical Care for Spinal Cord Injuries, Occupational Therapy (external) and Physiotherapy.







# SPECIALIST HOSPITALS

## National Chest Hospital

The National Chest Hospital officially opened in 1940 during the tuberculosis outbreak in Jamaica. It was at that time known as the King George V Sanatorium. This institution initially served as a facility for the isolation and management of patients diagnosed with tuberculosis. The National Chest Hospital has increased its bed capacity by 40% to manage COVID-19 patients. The hospital has implemented its surge plan where an additional twenty (20) beds were used for the management of COVID-19 patients. This has reduced regular operation. Currently, the institution continues to do its best to manage the patients.



### Mission Statement:

- To provide our customers with reliable quality health care for all types of chest conditions.
- Provide preventative, diagnostic curative and rehabilitative care.
- Provide a safe and therapeutic environment for our customers.
- Provide opportunities in education, training, clinical practice and research for health professionals.

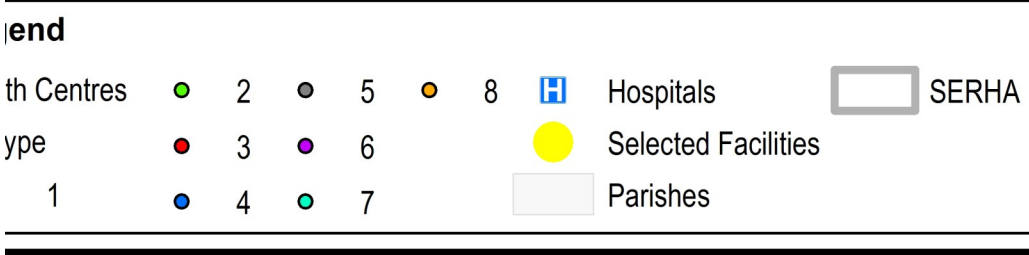
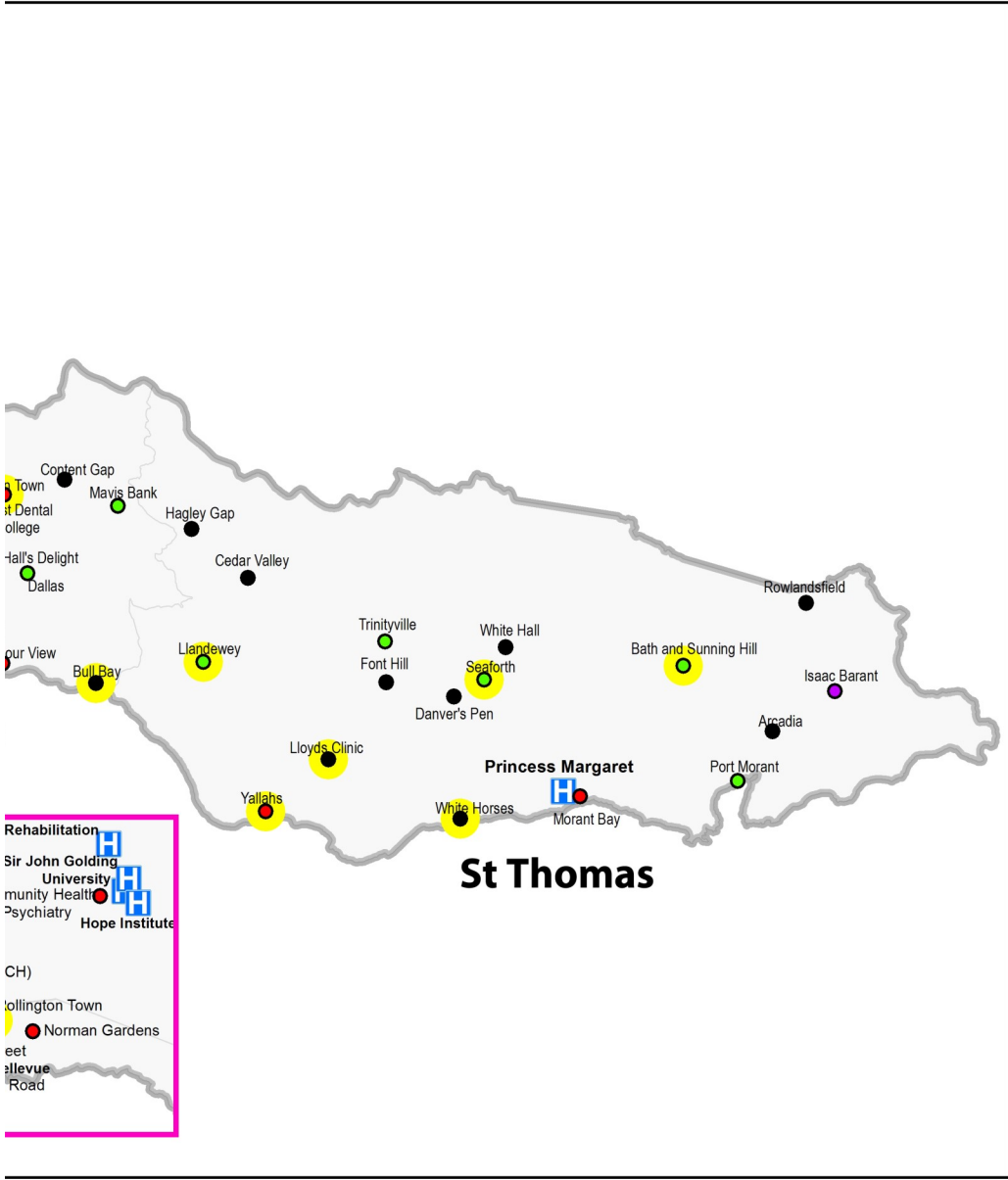
### Services offered include:

- Adult Pulmonology
- Rigid Oesophagoscopy
- Fibre-optic and rigid bronchoscopy
- Endobronchial and open lung biopsies
- Pleural biopsies
- Thoracoscopy (limited)
- Diagnosis and management of infectious diseases of the lung and pleura
- Open resection of lung lesions
- Surgical treatment of benign and malignant diseases of the esophagus in adults

- Ambulatory Surgery
- Plastic Surgery
- Outpatient Dermatology
- Pharmacy
- Physiotherapy
- Radiology
- Dental
- Dietetics

# CITY LOCATIONS

## Located in SERHA



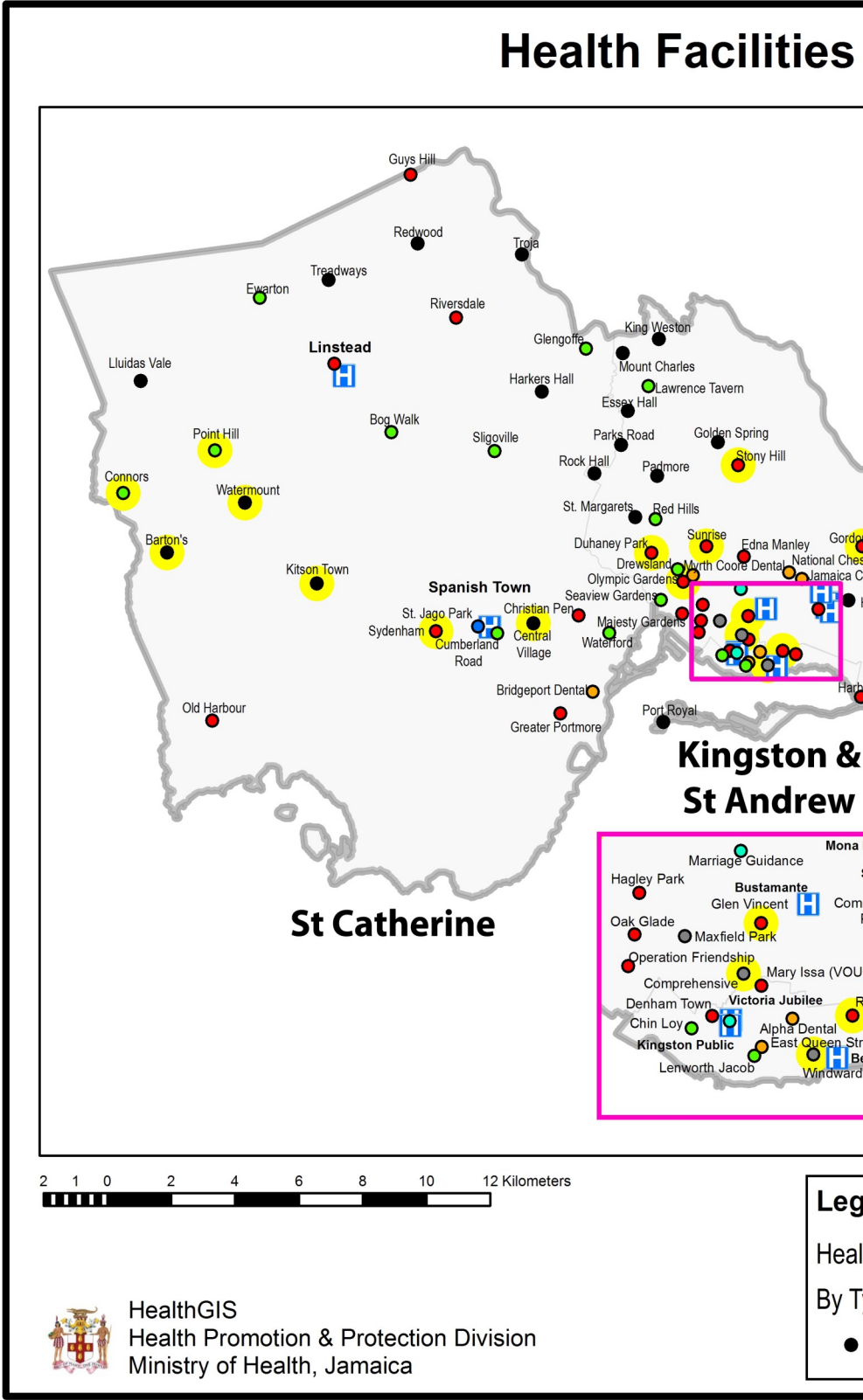
ST. CATHERINE		
HEALTH FACILITIES		TYPE
1	Spanish Town Hospital	A
2	Linstead Hospital	C
3	Barton's Health Centre	1
4	Bridge Port Dental Health Centre	Dental
5	Brown's Hall Health Centre	1
6	Bog Walk Health Centre	2
7	Central Village Health Centre	1
8	Christian Pen Health Centre	3
9	Connors Health Centre	1
10	Cumberland Road Health Centre	2
11	Ewarton Health Centre	2
12	Greater Portmore Health Centre	3
13	Glengoffe Health Centre	2
14	Guy's Hill Health Centre	2
15	Harkers Hall Health Centre	1
16	Kitson Town Health Centre	2
17	Kenneth Baugh Health Centre	3
18	Linstead Health Centre	4
19	Lluidas Vale Health Centre	2
20	Old Harbour Health Centre	3
22	Redwood Health Centre	1
23	Riversdale Health Centre	3
24	St. Jago Park Health Centre	5
25	Sligoville Health Centre	2
26	Sydenham Health Centre	3
27	St. Jago Park Health Centre	1
28	Waterford Health Centre	1
29	Watermount Health Centre	1

ST. THOMAS		
HEALTH FACILITIES		TYPE
1	Princess Margaret Hospital	C
2	Arcadia Health Centre	1
3	Bath Health Centre	2
4	Cedar Valley Health Centre	1
5	Danvers Pen Health Centre	1
6	Font Hill Health Centre	1
7	Hagley Gap Health Centre	1
8	Isaac Barrant Centre of Excellence	3
9	Llandewey Health Centre	2
10	Lloyds Health Centre	1
11	Morant Bay Health Centre	4
12	Port Morant Health Centre	2
13	Rowlandfields Health Centre	1
14	Seaforth Health Centre	3
15	Trinityville Health Centre	2
16	White Hall Health Centre	1
17	White Horses Health Centre	1
18	Yallahs Health Centre	3



KINGSTON AND ST.ANDREW		
HEALTH FACILITIES		TYPE
1	Bustamante Hospital for Children	S
2	Hope Institute	S
3	Kingston Public Hospital	A
4	National Chest Hospital	S
5	Sir John Golding Rehabilitation Centre	S
6	Victoria Jubilee Hospital	S
7	Alpha Dental Health Centre	1
8	Brandon Hill Health Centre	1
9	Bull Bay Health Centre	1
10	Chin Loy Health Centre	1
11	Comprehensive Health Centre	5
12	Content Gap Health Centre	1
13	Dallas Health Centre	2
14	Denham Town Health Centre	3
15	Duhaney Park Health Centre	3
16	East Queen Street Dental Clinic	1
17	Edna Manley Health Centre	3
18	Essex Hall Health Centre	1
19	Glen Vincent Health Centre	3
20	Golden Spring Health Centre	2
21	Gordon Town Health Centre	3
22	Hagley Park Health Centre	3
23	Halls Delight Health Centre	1
24	Hanover Street Dental	1
25	Harbour View Health Centre	3
26	Holy Childhood Dental	1
27	Jamaica College Dental	1
28	Kings Weston Health Centre	1
29	Lawrence Tavern Health Centre	3
30	Lenworth Jacob Health Centre	1
31	Majestic Gordons Health Centre	1
32	Marverly / Drewsland Health Centre	3
33	Maxfield Park Health Centre	5
34	Mavis Bank Health Centre	2
35	Mount Charles Health Centre	1
36	Mount Pleasant Health Centre	1
37	Myrth Core Dental	1
38	National Chest Dental Clinic	1
39	Nannyville Health Centre	3
40	Norman Gardens Health Centre	3
41	Oak Glades Health Centre	3
42	Olympic Gardens Health Centre	3
43	Operation Friendship Health Centre	1
44	Padmore Health Centre	1
45	Parks Road Health Centre	1
46	Port Royal Health Centre	2
47	Red Hills Centre	3
48	Rollington Town Health Centre	2
49	Seaview Health Centre	3
50	Scorner Health Centre	1
51	St. Margaret Health Centre	1
52	Stony Hill Health Centre	3
53	Sunrise Health Centre	3
54	University Social Preventive Medicine	4
55	VOUCH Health Centre	3
56	Windward Health Centre	5

# HEALTH FACILI



# SPECIALIST HOSPITALS

## Victoria Jubilee Hospital

The Victoria Jubilee Hospital is the largest female referral maternity hospital in the English Speaking Caribbean. The hospital was established in 1887 when prominent Jamaicans built a maternal hospital in honour of Queen Victoria who celebrated her Jubilee Anniversary that year. In 1891 the building was opened for occupancy by His Excellency Sir Henry Blake, Governor of Jamaica. The bed capacity was 12 and it was staffed by a matron and 14 pupil/student midwives. The services rendered always kept pace with the expansion and modernisation of the hospital.



## Mission Statement:

The Victoria Jubilee Hospital's mission is to:

- Provide quality service to the maternal community, training and research for doctors, nurses, midwives and other health care personnel to ensure a healthy nation.
- Promote a client friendly culture by fostering a collaborative relationship among personnel in primary, secondary and tertiary health facilities, the community and community organizations.

## Services offered include:

- Antenatal
- Neonatal
- Postnatal
- Gynaecology
- Family Planning
- Adolescent Health
- Maternal-Fetal Medicine

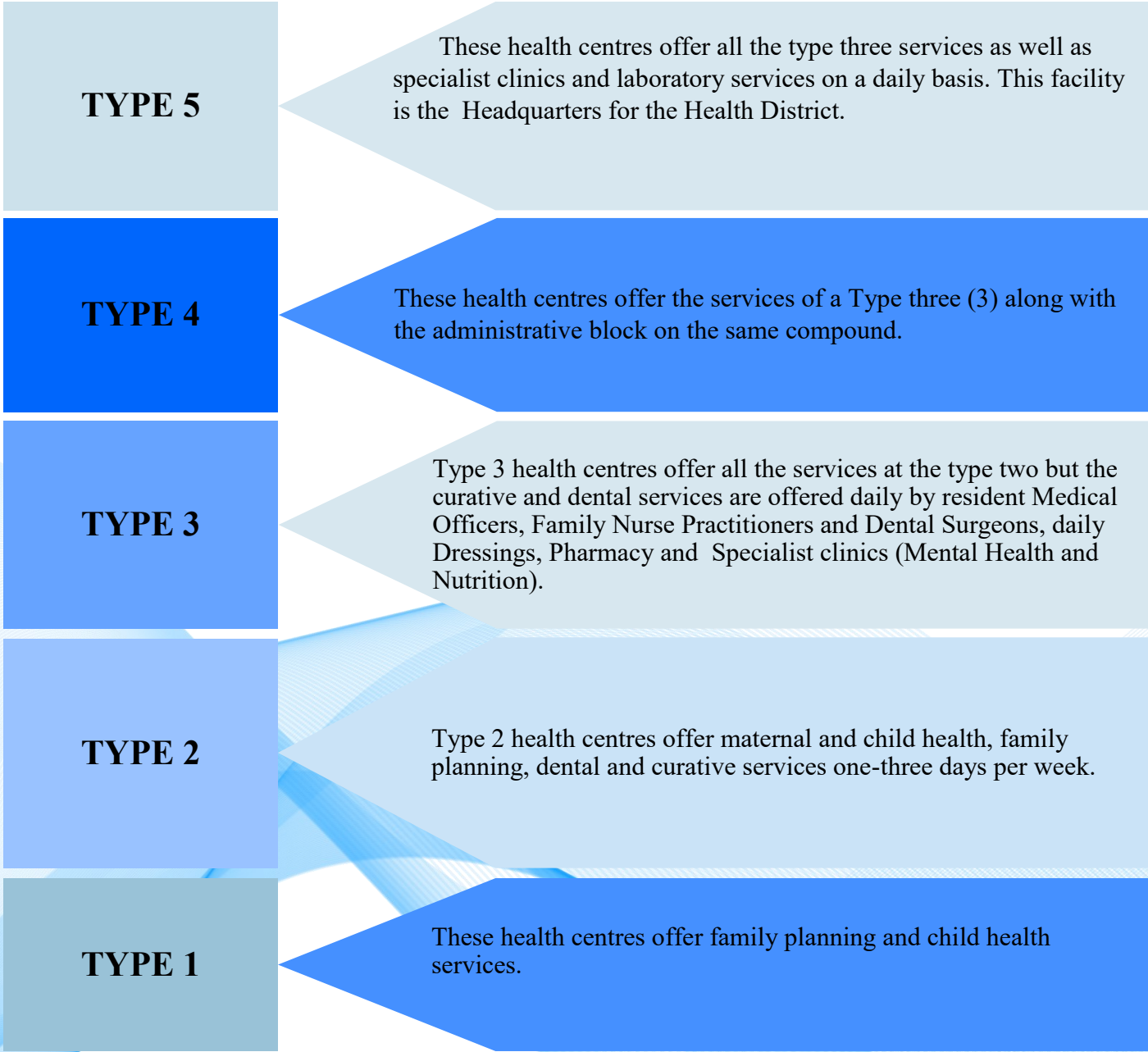


Dr Yanique Brown (left), consultant and head of the Neonatal Care Unit, VJH, explains the function of a new ventilator to Dr Stephanie Reid (right), chairman of the Kingston Public and Victoria Jubilee Hospitals Management Committee, and Eric Hosin (second right), president of the Guardian Life Limited, on Thursday, July 30, 2020



# HEALTH CENTRES

## Health Centres Classification



# Total Number of Health Centres in Each Parish

In total there are 92 health centres in the Region. The breakdown by each parish are as follows:

