

Key Achievements

In our aim to better serve our constituents and deliver responsive, innovative patient-centred healthcare to meet current and projected national and regional needs, here are a few of our key achievements over the past two years.

Largest single injection in **Capital Equipment (18.2million)** to end patient care delays due to continuous breakdown of obsolete equipment e.g **4 autoclaves, microscopes** for ENT and **Neurosurgery**.



Refurbishment of facilities to improve conditions of work for **Nurses, Fitter-Welders, General Workers, Orderlies**, and the upgrade of ward **B8** and **three private rooms**.

Expanded **Dialysis Services** to reduce waiting list.



Installed **50,000 gallon water tank** and increased water capacity from **27,000 to 77,000** to enable QEH to be more self-sufficient in case of hurricanes or emergencies.

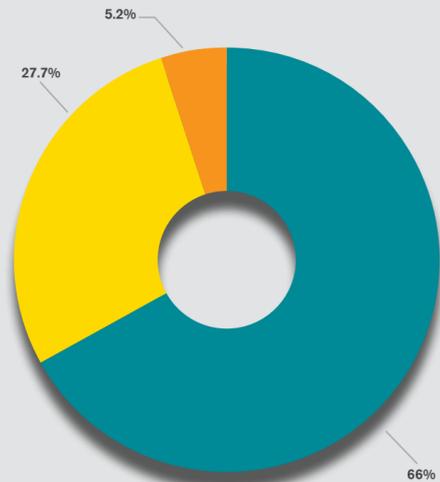
Launched QEH first Patient Empowerment Committee to engage patients and representative organisations in decision-making.



Did you know... that the **Accident and Emergency Department** sees approximately **37,660 patients** annually at an average cost **\$342.25 per visit?**

Finances FY 2019-2020

Income

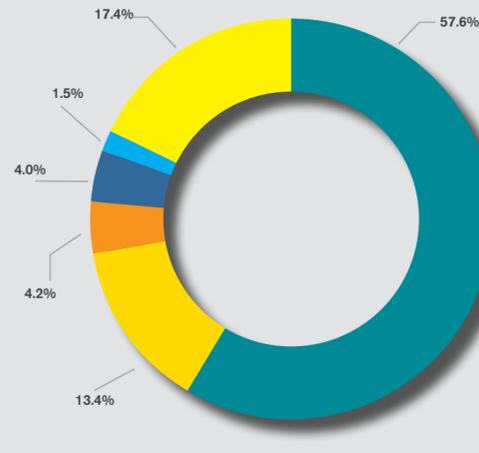


Total Revenue
\$240,212,216

- Government Subvention
- Government Subvention-EAS*
- Health Levy Contribution
- Patient Services
- EDF Grant Income*
- Other Income*

* Government Subvention - EAS, EDF Grant Income, and Other Income account for 1 percent of total income.

Expenditure



Total Expenditure
\$217,325,263.84

- Salaries
- Medical supplies/drugs
- Maintenance of property
- Utilities
- Non-medical supplies
- Food*
- Finance Costs*
- Medical Aid Scheme*
- Other operating expenses

* Combined, Food, Finance Costs and the Medical Aid Scheme account for 1.9 percent of total expenditure.

Services Offered by the QEH

In its quest to provide the people of Barbados with quality care, the Queen Elizabeth Hospital delivers in excess of 30 individual services to its patients.

Surgical Services

- Anaesthesia & Surgical Intensive Care Unit
- Cardiovascular Services
- Ophthalmology Department
- Orthopaedics Department
- Otolaryngology (Ear Nose & Throat) Department
- Surgery Department

Women & Children's Services

- Obstetrics & Gynaecology Department
- Paediatric Department
- Suspected Child Abuse and Neglect (SCAN) Clinic
- Neonatal Intensive Care Unit
- Paediatric Intensive Care Unit

Support Services

- Clinical Risk Management Unit
- Food and Nutrition Department
- Medical Records Department
- Pharmacy Department
- Orderlies Services
- Mortuary Services

Emergency Services

- Accident and Emergency Department
- Emergency Ambulance Service

Internal Medicine

- Dermatology
- Gastrointestinal (GI) Unit
- Nephrology (Kidney) Department
- Neurology
- Respiratory Unit
- The Acute Stroke Unit

Diagnostic Services

- Pathology Department
- Radiology and Medical Imaging Department

Rehabilitation Department (Physiatry)

Clara Brathwaite Centre for Oncology and Nuclear Medicine

Psychiatry Department

Infection Prevention and Control Department

- Enmore Isolation Centre



QEH DATA DIGEST:
SAVING LIVES
MAKING A DIFFERENCE



Vision Statement

To be the premier provider of tertiary healthcare in the Caribbean, an exemplar of good corporate governance and an employer of first choice.



Mission Statement

To provide professional and effective patient-centred care through the optimal use of our human and capital resources.



Motto

Irrupta tenet copula
(An unbroken chain unites us)

Emergency Services

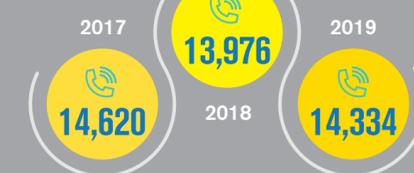


Emergency Ambulance Service

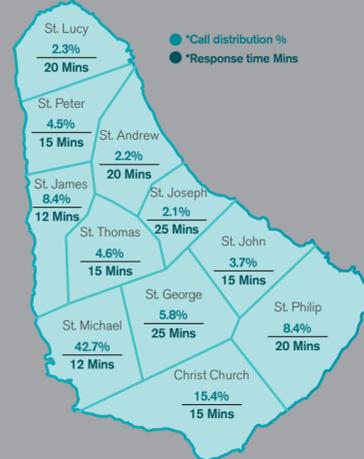
The Emergency Ambulance Service (EAS) is on-call 24 hours a day, 7 days a week, 365 days a year to provide consistent, timely and clinically excellent pre-hospital emergency care to Barbadians and visitors alike. The EAS uses a triage system to rate the priority of each call received.



Total Number of Calls



No. of Calls by Triage Category	
Year 2019	
No. of Priority 1 Calls	No. of Priority 2 Calls
9,813	4,422
No. of Priority 3 Calls	Total No. of Calls
99	14,334



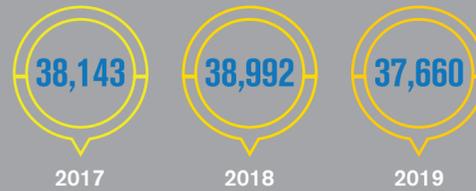
Accident and Emergency Department

The Accident and Emergency Department (AED) is the gateway through which most patients enter the QEH for urgent care and treatment. This Department uses a metric called the Canadian Triage Acuity Scale (CTAS) which helps categorise patients based on the severity of their illness, and prioritise care for those who are critically ill.

Patient Visits by Triage Category						
Year	No. of Cat. 1 Patient Visits	No. of Cat. 2 Patient Visits	No. of Cat. 3 Patient Visits	No. of Cat. 4 Patient Visits	No. of Cat. 5 Patient Visits	Total No. of Patient Visits
2019	611	3,713	21,245	9,598	2,493	37,660

Resuscitation → Non-Urgent

No. of AED Patient Visits



No. of AED Patients Admitted 2019

8,501
i.e 47% of all hospital admissions.



Admissions



Utilisation of In-patient Services

Based on the Medical Records Department data for the period 2017 through 2019, the five most utilised in-patient services were the departments of Internal Medicine, Obstetrics and Gynaecology, Surgery, and Paediatrics.

TOP 5 IN-PATIENT SERVICES	2017		2018		2019	
	No. of ADMISSIONS	AVERAGE LENGTH OF STAY	No. of ADMISSIONS	AVERAGE LENGTH OF STAY	No. of ADMISSIONS	AVERAGE LENGTH OF STAY
MEDICINE	4047	8.9	3,893	10.3	4,300	10.6
OBSTETRICS	3,262	2.8	3,054	3.2	3,212	3.1
SURGERY	2,906	9.0	2,909	9.9	2,780	9.3
GYNAECOLOGY	1,541	3.5	1,703	3.6	1,583	4.0
PAEDIATRICS	1,696	4.0	1,582	4.1	1,563	4.1
TOTAL NO. OF ADMISSIONS FOR THE YEAR	16,187		15,706		15,686	
AVERAGE LENGTH OF STAY FOR THE YEAR	6.4		7.2		7.1	

Utilisation of Out-Patients Services

The QEH's out-patient clinics provide medical treatment to over 90,000 individuals annually. With a total of 28 out-patient clinics, the five clinics with the most patient visits are Ophthalmology, Orthopaedics, Obstetrics, Internal Medicine and Surgery, and these clinics account for 68.5% of total out-patient visits.

TOP 5 OUT-PATIENT SERVICES	No. of out-patient visits		
	2017	2018	2019*
OPHTHALMOLOGY	16,362	17,662	19,168
MEDICINE	16,199	17,385	17,833
OBSTETRICS	11,481	10,906	11,290
SURGERY	8,163	11,657	11,204
ORTHOPAEDICS	7,051	7,864	7,731
TOTAL OUT-PATIENT VISITS	87,182	9,5273	98,140

Did you know...
the **average daily cost for an in-patient on a general medical ward is \$550** whilst the daily cost caring for an in-patient on an intensive care unit can range from **\$1,040 to \$2,200?**

Did you know...
that the QEH has a **Kidney Transplantation Programme?** Interested in becoming a donor? Call **256-4589** to learn more.

Overview

Since its official opening in November 1964, The Queen Elizabeth Hospital has remained a pillar of the Barbadian society and is now the leading provider of tertiary care for Barbados and the Eastern Caribbean with a bed count of 519 and 2,500 employees. Our standard of care has gained international recognition as we received hospital wide accreditation at the Gold Level with Accreditation Canada International in 2018. QEH also stands as the leading teaching hospital for the University of the West Indies, Cave Hill Campus and for nursing and allied health programmes offered by the Barbados Community College and Samuel Jackman Prescod Institute of Technology.

While the period of review for this data digest is FY 2017 – 2019 with a limited selection of frontline clinical services, our work is much more extensive. We are in the process of managing change across the institution, part of which will result in the transformation of reporting for FY 2020. We are working to create a results oriented organisation where teams are clear on targets and report consistently against Key Performance Indicators. This exciting work will better showcase the results on investments made within the hospital setting; more importantly, we will be better equipped to capture not only the patients experiences relating to our service delivery, but also determine where service standards are not being met or exceeded.

We are proud of Team QEH and wish to express special kudos to our Monitoring and Evaluation Focal Point persons, Mr. Franz Jordan, Health Planner and Ms. Nicholai Hill, Chief Medical Records Officer who started working on this data digest during the height of the COVID-19 pandemic. We wish to thank you the public who are our primary funders and represent by extension, a growing class of donors. We value your input and invite you to contact us at feedback@qeh.gov.bb.

Juliette Bynoe-Sutherland, BA, LLB/LEC, MSc
Executive Chairman

THE QUEEN ELIZABETH HOSPITAL
MARTINDALES RD
BRIDGETOWN, BARBADOS

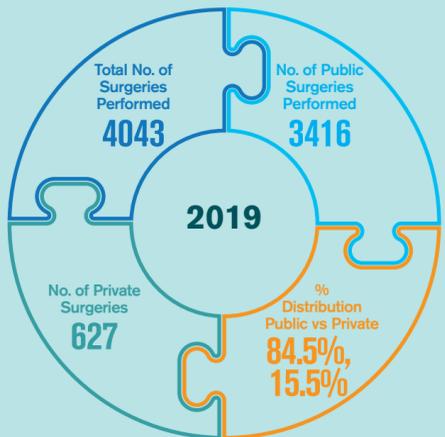
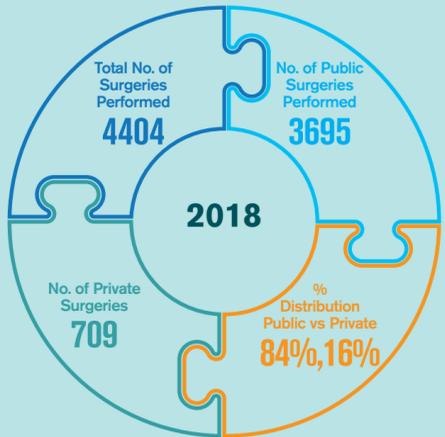
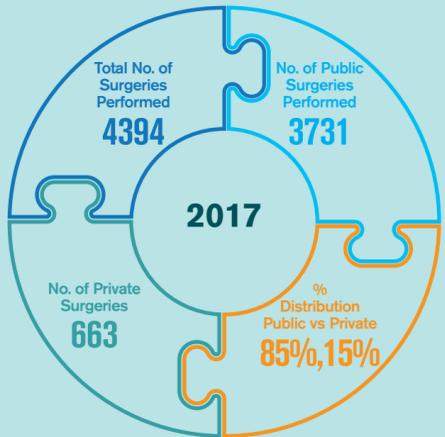
1-246-436-6450
feedback@qeh.gov.bb
www.qehconnect.com

[Facebook](https://www.facebook.com/qehconnect) [Instagram](https://www.instagram.com/qehconnect) [LinkedIn](https://www.linkedin.com/company/qehconnect) [Twitter](https://twitter.com/qehconnect) @qehconnect

Surgical Services

The Department of Surgery provides elective, urgent and emergency surgical services to the entire population of Barbados, patients referred from other Caribbean nations, visitors to Barbados, and persons on ships in the waters off Barbados who become ill or suffer a traumatic injury. Divided into the several sub-specialties, this department includes but is not limited to General Surgery, Orthopaedics, Urology, Neurology, Plastic Surgery, ENT and Cardiothoracic Surgery.

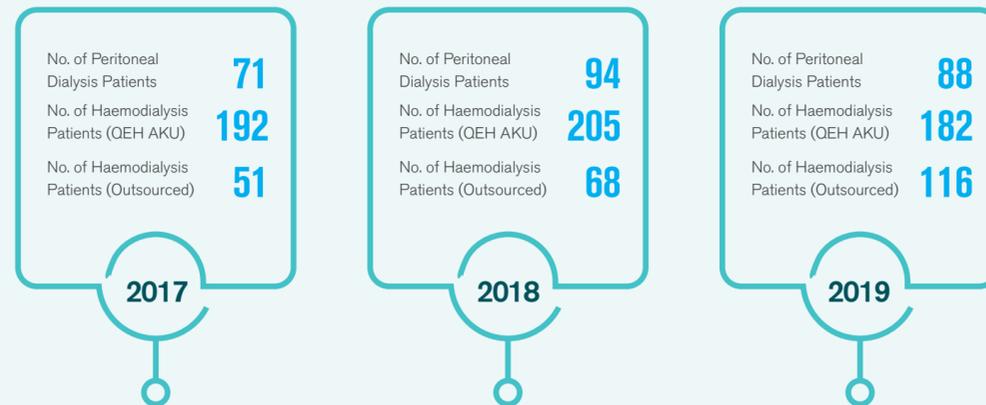
The 5 most common reported causes of patient delays are lack of anaesthesiology staff, lack of nursing staff, patient related clinical condition, delays in the start of surgical sessions due to the late arrival of patients or staff, and the malfunctioning equipment or the stock out of critical items.



Did you know...
that the average **cost of one hour in the Main Operating Theatre (MOT) is estimated at \$3,900** i.e. \$65 per minute?

The Department of Nephrology

The Department of Nephrology is responsible for the treatment of out-patients and in-patients with renal (kidney) disease. Current estimates indicate that there are approximately 400 Barbadians with End Stage Renal Failure who require some form of dialysis treatment. This predominantly out-patient service is provided by the Peritoneal Dialysis Unit (PDU) and the Artificial Kidney Unit (AKU). However, due to the limited capacity of the AKU and the growing number of patients who require dialysis services, the QEH currently outsources the treatment of 116 dialysis patients.



Did you know...
diabetes and high blood pressure are the leading causes of kidney disease?

Rehabilitation Services (Physiatry)

The Department of Rehabilitation provides rehabilitation services to those who have suffered illness, disease, injury or disability, in order to prevent deformity; improve mobility; and optimise function, employability and independence. This cross-cutting service is provided to both in-patients and out-patients and is divided into three sub-specialties i.e. Physiotherapy, Occupational Therapy and Orthotics/Prosthetics.

Number of out-patient visits to the Rehabilitation Department



Did you know...
that rehabilitation leads to improved recovery and better overall outcomes in a number of specific critical conditions for e.g. stroke, burn, traumatic brain injury, spinal cord injury and more?

Radiology and Medical Imaging Services

The Department of Radiology and Medical Imaging provides a range of diagnostic and interventional imaging services to both in-patients and out-patients at the QEH. This Department also receives requests for diagnostic imaging services for patients managed in Polyclinics and private healthcare facilities across Barbados, and throughout the Eastern Caribbean.

Approximately **43,000 diagnostic studies** conducted annually.



Social Services

The Department of Social Services provides social work services to in-patients and out-patients and is driven to meet the medically related social, physical and emotional needs of these patients. This Department is also responsible for assisting with the transfer of patients under the Medical Aid Scheme, the admission of patients from other countries to the QEH, and the placement of Elderly for Care (EFC) and Young for Care (YFC) patients into alternative care facilities. EFCs and YFCs are a cohort of in-patients categorized as long-stay patients despite not requiring acute medical care.



Did you know...
that the global population of people aged 60 years and older is expected to double by the year 2050 and elder abuse is predicted to increase as a result?

Clinical Risk Management Unit

The Clinical Risk Management Unit (CRMU) commenced operations at the QEH in July 2006 as part of the hospital's plan to develop and strengthen its governance structure. The department has key responsibility for the management of adverse incidents, complaints and risk from claims. The Unit also monitors the risk to the hospital by keeping a registry of hospital deaths and maintaining a risk register.

In 2019, the five most common complaints received related to communication methods both written and oral, patient records management, QEH premises, staff attitude/behaviour and clinical treatment, 87.4% of which were diffused.

Total No. of Complaints



	5 most common complaints	No. of Complaints	Percentage
2019	Communication (written/oral)	28 (11/17)	10%
	Patient records	16	5.8%
	Premises	19	7%
	Staff attitude/behaviour	52	19%
	Clinical treatment	117	43%

Equipment Purchases FY 2019-2020

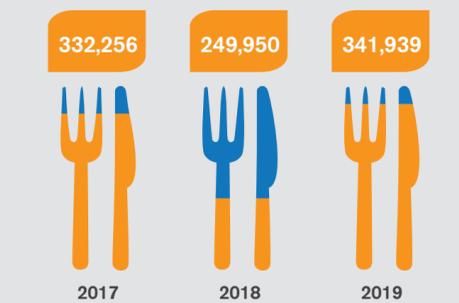
ITEM	COST	SERVICE BENEFITTING
Neurosurgical Microscope	\$1,350,756	Surgical Services
Ultrasonic Washer and Washing Sink	\$644,891	All Clinical Services
Portable Cardiac Monitors (10)	\$578,176	Emergency Ambulance Service
Autoclaves	\$577,325	All Clinical Services
Dialysis Machines (12)	\$446,495	Artificial Kidney Unit

Did you know...
that the **Haematology Section** in the **Pathology Department** processes approximately **102,000 full blood count (FBC) tests** annually?

Meal Services

The Food and Nutrition Department plays a critical role in the management of all hospitalised patients. Research shows that optimal nutritional intake is crucial for both patient health and patient satisfaction; and inadequate food intake throughout the course of admission may cause a deterioration in the patient's nutrition status, which can result in a prolonged length of stay, decreased quality of life, and increased morbidity and mortality. As such, the Department is committed to providing patients with excellent, patient-centred nutritional care that is correctly apportioned, and meets the daily dietary needs of each individual.

No. of Meals Produced Per Year



Pharmacy Department

Year	No. of Prescriptions Dispensed
2017	430,000*
2018	423,000*
2019	432,796

* Rounded to the nearest thousand