

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 three years.

Built the new **Accident and Emergency Department**, and renovated and operationalized the **Harrison Point Isolation Facility**.



Established the **Shaw Centre for Paediatric Excellence** under the Government of Barbados and **The Centre for Global Child Health at The Hospital for Sick Children (SickKids)** partnership to positively impact the health and well-being of children in Barbados and the Eastern Caribbean.

Launched the **Transitional Community Care Programme** to strengthen community outreach by providing much needed support for patients between out-patient appointments.



Established a **Pharmacy Delivery Service** to facilitate the **delivery of prescription medication** to QEH out-patients.

Maintained **service continuity** throughout the **COVID-19 pandemic**, ash fall from the **La Soufriere Volcano in St. Vincent**, a freak thunder storm, and following the passage of **Hurricane Elsa**.



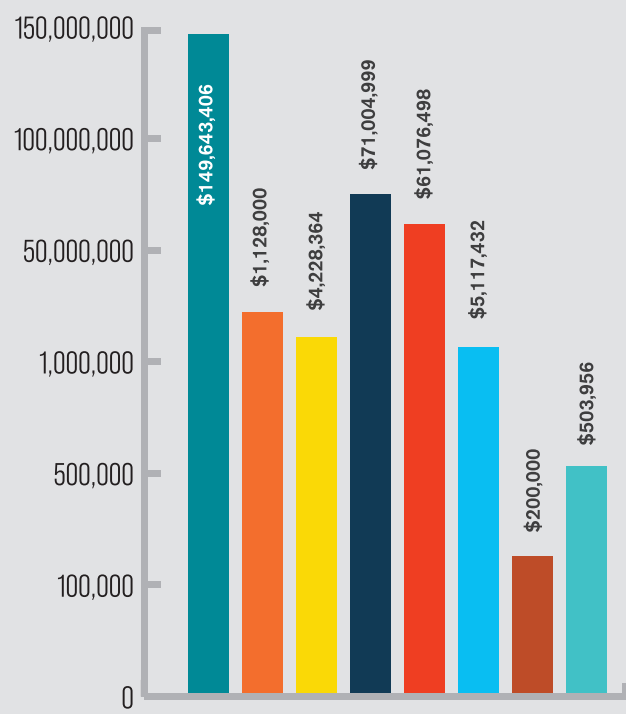
Did you know...

that Hepatobiliary and Pancreatic Surgery, and Vascular and Endovascular Surgery are now among the general surgery subspecialties represented at the QEH?

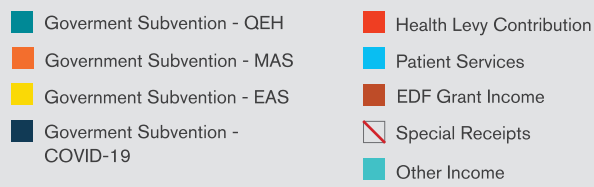
QEH Finances FY 2022



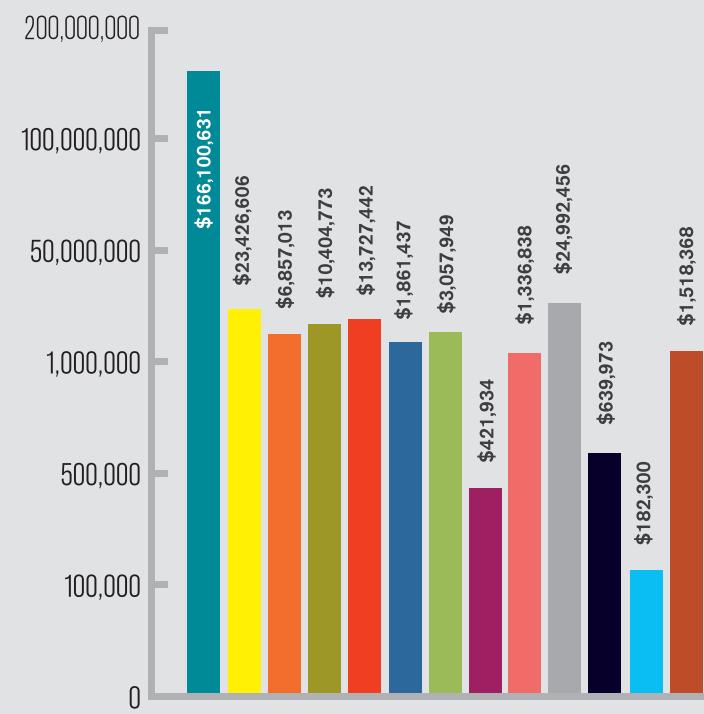
Income



Total Revenue
\$292,902,655.00



Expenditure



Total Expenditure
\$254,527,720.00



Services Offered by the QEH

The Queen Elizabeth Hospital delivers a broad range of services geared towards quality patient-centered care. These include clinical services subdivided into Emergency Services, Internal Medicine, Women and Children, and Surgical Services; ably supported by Diagnostic and Support Services. These grouped services account for approximately thirty individual services delivered at the QEH.

Surgical Services

- Anaesthesia & Surgical Intensive Care Unit
- Cardiovascular Services
- Ophthalmology Department
- Orthopaedics Department
- Rhino-otolaryngology (Ear, Nose & Throat) Department
- Surgery Department
- Urology 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
- Social Services Department
- Orderlies Services
- Mortuary Services
- Environmental Services (Housekeeping)
- Quality Management Unit
- Patient Relations Department

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

Clara Brathwaite Centre for Oncology and Nuclear Medicine

Psychiatry Department

Rehabilitation Department (Physiatry)

Infection Prevention and Control Department

- Enmore Isolation Centre

Diagnostic Services

- Pathology Department
- Radiology and Medical Imaging Department

QEH DATA DIGEST: SAVING LIVES MAKING A DIFFERENCE



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



Mission Statement
To be the premier regional provider of quality healthcare, utilizing state of the art technology while being an exemplar of good corporate governance, and the first choice of employment for healthcare workers.



Motto
Irrupta tenet copula
(An unbroken chain unites us)

THE QUEEN ELIZABETH HOSPITAL
MARTINDALES ROAD
BRIDGETOWN, BARBADOS
1-246-436-6450
feedback@qeh.gov.bb
www.qehconnect.com

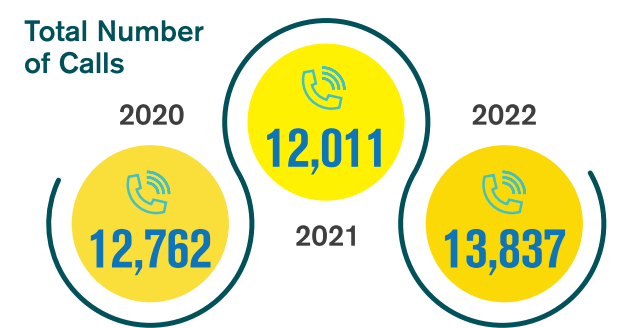
@qehconnect

Emergency Services

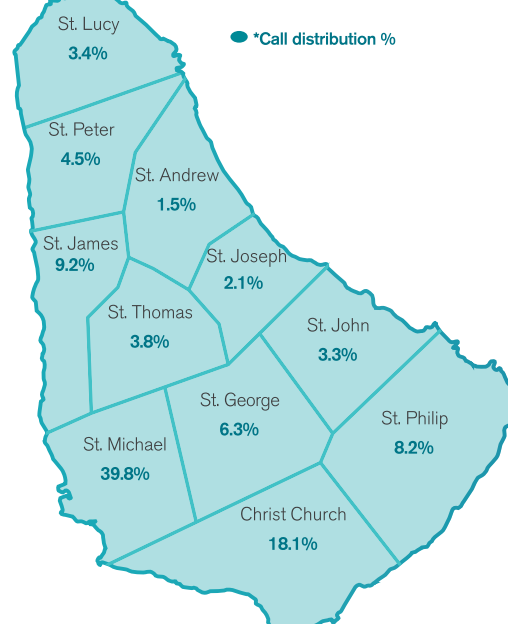


Emergency Ambulance Service

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.



No. of Calls by Triage Category	
Year 2022	
No. of Priority 1 Calls	No. of Priority 2 Calls
9,273	4,464
No. of Priority 3 Calls	Total No. of Calls
100	13,837



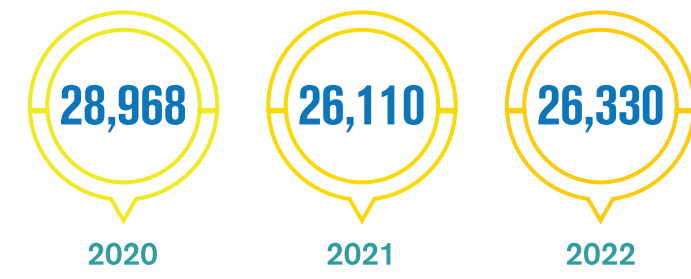
Accident and Emergency Department

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 allows the AED to prioritise the care of 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
2022	395	2,373	16,276	6,281	1,005	26,330

Resuscitation → Non-Urgent

No. of AED Patient Visits



* Provisional data provided for January 1 to December 31, 2022

No. of AED Patients Admitted 2022
6,728
i.e. 50.4% of all hospital admissions.

Admissions



In-Patient Services Utilization

Based on the Medical Records Department data for the period 2020 through 2022, the five most utilised in-patient services were the departments of Internal Medicine, Obstetrics, Surgery, Gynaecology, and Paediatrics.

TOP 5 IN-PATIENT SERVICES	2020		2021		2022	
	ADMISSIONS	AVERAGE LENGTH OF STAY	ADMISSIONS	AVERAGE LENGTH OF STAY	ADMISSIONS	AVERAGE LENGTH OF STAY
MEDICINE	4,111	10.8	3,639	11.4	3,299	12.0
OBSTETRICS	2,847	3.3	2,677	3.6	2,206	3.4
SURGERY	2,192	10.8	2,152	11.1	2,264	11.1
GYNAECOLOGY	1,381	4.2	991	4.1	1,096	3.9
PAEDIATRICS	1,035	5.6	802	5.3	991	4.7
TOTAL NO. OF ADMISSIONS FOR THE YEAR	15,771		13,931		13,348	
AVERAGE LENGTH OF STAY FOR THE YEAR	7.4		7.8		7.8	

* Provisional data provided for January 1 to November 30, 2022

Utilization of Out-Patients Services

The QEH's out-patient clinics provide medical treatment to approximately 85,000 individuals annually. With a total of 28 out-patient clinics, the five clinics with the most patient visits are Ophthalmology, Radiotherapy, Obstetrics, Internal Medicine and Surgery, and these clinics account for 58.5% of total out-patient visits.

TOP 5 OUTPATIENT SERVICES UTILIZED	No. of out-patient visits		
	2020	2021	2022
INTERNAL MEDICINE	17,485	12,369	15,004
OBSTETRICS	10,611	9,173	10,682
SURGERY	8,977	6,600	10,251
OPHTHALMOLOGY	13,877	9,972	19,825
RADIO THERAPY	8,125	7,750	8,555
TOTAL OUT-PATIENT VISITS	84,877	72,419	109,936

* Provisional data provided for January 1 to November 30, 2022

Did you know...
that the **Pathology Department** performs over **3.6 million** laboratory tests annually?

Did you know...
that you can give a commendation, leave a comment, raise a concern, or make a complaint by emailing the **CRMU** at crmu@qeh.gov.bb or feedback@qeh.gov.bb?

Overview

In September 2018, a strategic decision was taken by the Board of Management to establish a Planning Unit at the Queen Elizabeth Hospital with a dedicated focal point for Monitoring and Evaluation, Data and Analytics. It is our view that decision-making is most effective when based in quantitative data and analytics complimented by the qualitative experiences and ideas emanating from our patients and staff. One of the first major products of the Unit was the QEH Digest for the period 2017 - 2019 which was well received.

As a follow on, this second data digest is for the period 2020 - 2022. It reflects the work done by the hospital during the COVID-19 pandemic and the internationally recognized efforts of the Barbados Government to divert COVID-19 cases away from the hospital, so that the QEH could continue to meet national needs without being overwhelmed. It also shows the post-COVID recovery of our services during 2022 and the enduring impact of COVID-19 in some areas of service delivery.

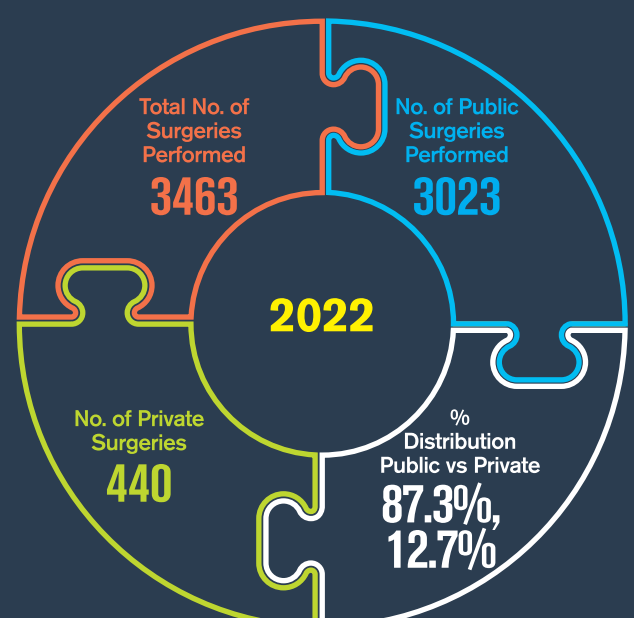
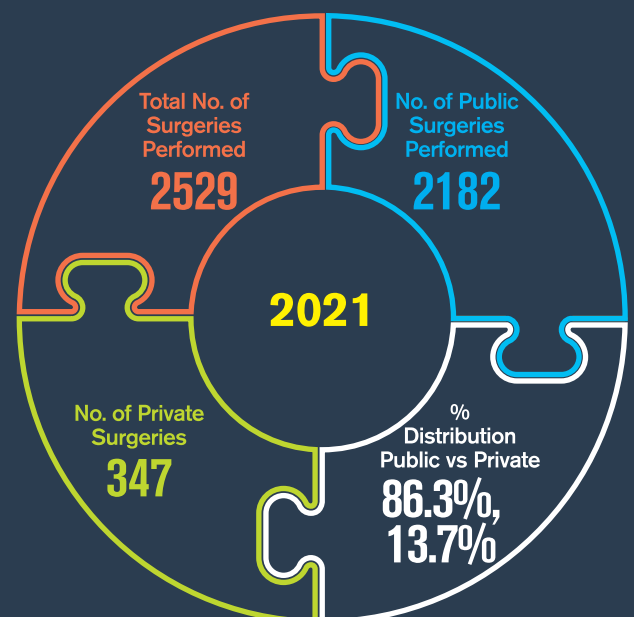
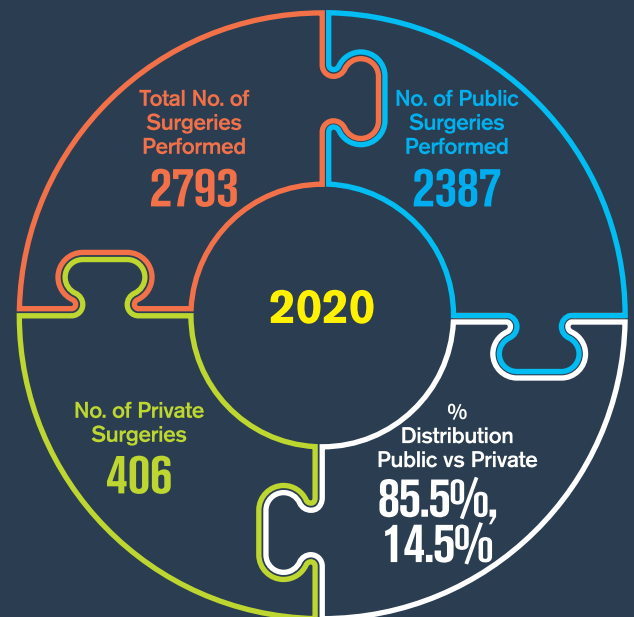
We are proud of Team QEH and wish to express heartfelt thanks to our Monitoring and Evaluation Focal Point person Mr. Franz Jordan, Health Planner and Ms. Nicolai Hill, Chief Medical Records Officer and the dedicated staff who collected and shared the data. We wish to thank you the public who are our primary funders in our growing class of donors. Your input is valued and we invite you to contact us at feedback@qeh.gov.bb.

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

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 malfunctioning equipment or the stock out of critical items.

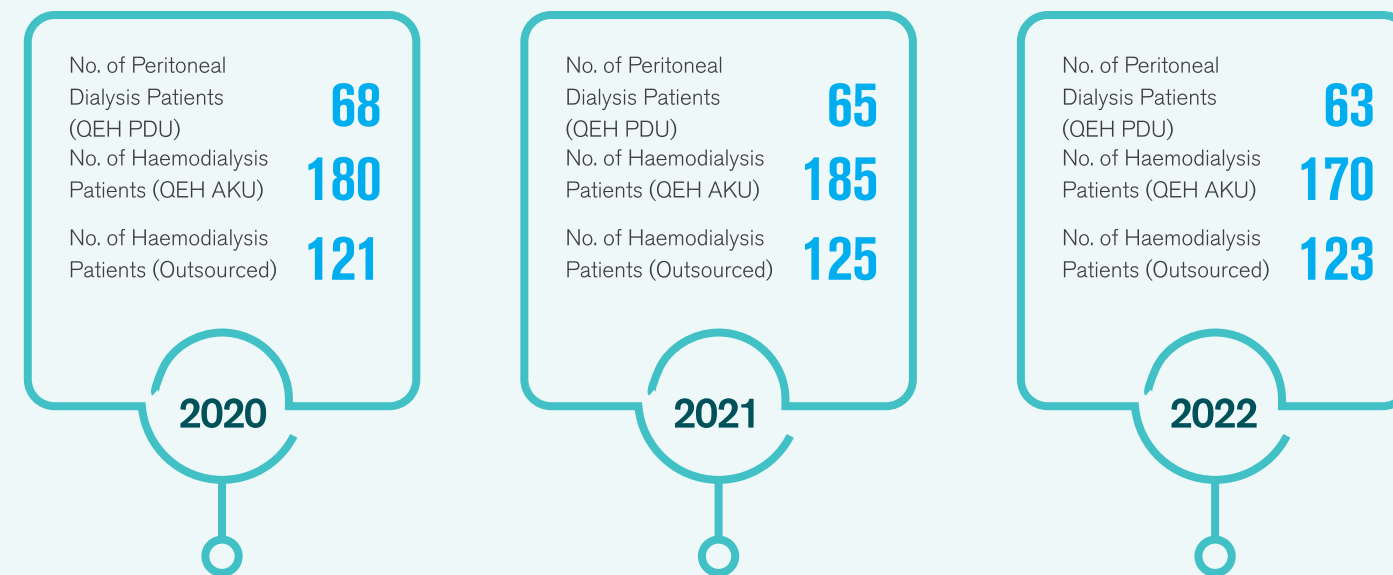


Did you know... that the **five most common surgeries in 2022** were caesarean section, hernia repair, cataract, thyroidectomy and laparotomy?

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 approximately 125 dialysis patients.

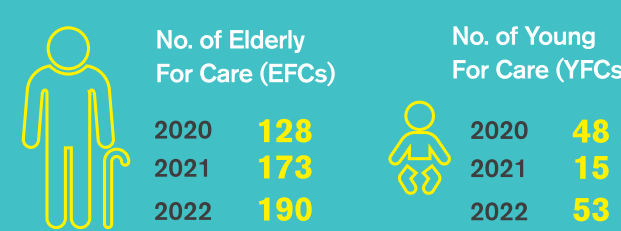
Haemodialysis Services 2020-2022



Did you know... that during the COVID-19 pandemic the QEH procured approximately **7 million dollars** in personal protective equipment (PPE) and received **more than 2 million dollars** in philanthropic donations of PPE?

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 during the height of the **COVID-19 pandemic**, the Queen Elizabeth Hospital operationalized and managed **9 isolation facilities** in addition to the Harrison Point Isolation Centre?

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 conducts approximately 43,000 diagnostic procedures annually and receives requests for diagnostic imaging services for patients managed in polyclinics and private healthcare facilities across Barbados, and throughout the Eastern Caribbean.



Harrison Point Isolation Centre

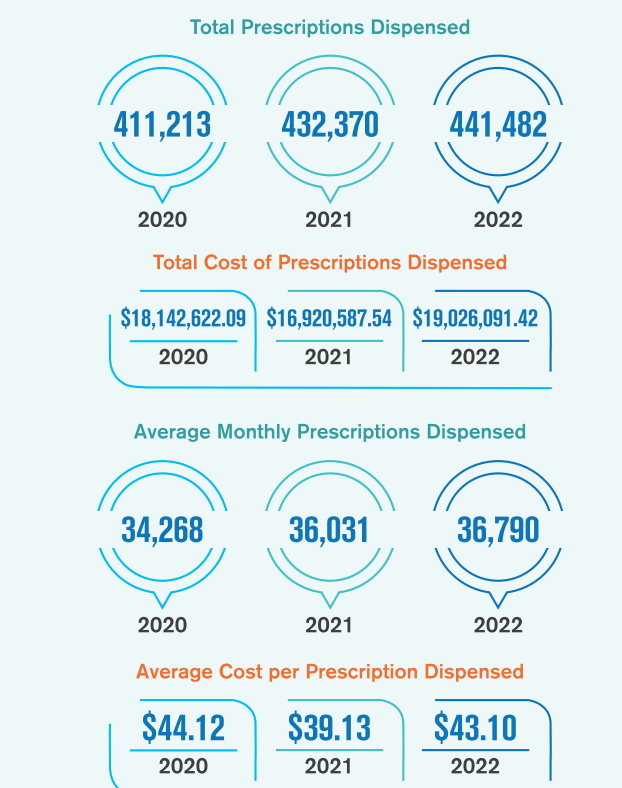
On Tuesday, March 17, 2020, the first COVID-19 positive patient was admitted to Queen Elizabeth Hospital's Enmore Isolation Centre. As the number of COVID-19 cases surpassed the Centre's bed capacity, operations were expanded to the Blackman and Gollop Primary School whilst the Government of Barbados readied the Harrison Point Isolation Centre (HPIC). HPIC was officially handed over to the QEH on April 8, 2020, operationalized by the hospital's Engineering Department, and the first patients were admitted to this facility on April 19, 2020.

COVID-19 Expenditure FY 2020, 2021 and 2022

COVID Expenditure	FY 2020	FY2021	FY2022
Recurrent Expenditure	\$0.00	\$35,786,969.69	\$25,447,191.03
Capital Expenditure	\$5,669,519.84	\$0.00	\$6,142,398.42
Totaal Expenditure	\$5,669,519.84	\$35,786,969.69	\$31,589,589.45
		\$73,046,078.98	

Pharmacy Department

The Pharmacy Department is a part of the multidisciplinary healthcare team and provides optimal pharmaceutical services and patient care to both in-patients and out-patients of the Hospital. The department comprises a Chief Pharmacist, a Senior Pharmacist and sixteen floor pharmacists; and fills approximately 420,000 prescriptions annually.



Year	No. of Approved Requests for Specially Authorized Drugs	Cost of Specially Authorized Drugs Purchased
2020		\$4,736,649.00
2021	217	\$4,165,159.26
2022	233	\$5,308,028.00

Equipment Purchased FY 2020-2021

ITEM	COST	SERVICE BENEFITTING
Pulmonary Ventilators (25)	\$673,000.00	Harrison Point Isolation Centre
PCI Dual Unit Oxygen Concentrator	\$494,000.00	Harrison Point Isolation Centre
Mobile X-ray Unit	\$466,000.00	Harrison Point Isolation Centre
Steam Sterilizers (2)	\$398,000.00	Central Sterilization Supplies Department
Cardiac Monitoring System (1) with monitors (36)	\$343,000.00	Harrison Point Isolation Centre

Did you know... that in the year 2022, the Pharmacy Medication Delivery Service makes approximately **1,500 deliveries** across the entire island each month?

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 2022, the five most common complaints received related to communication methods both written and oral, patient property/expenses, patient records management, staff attitude/behaviour and clinical treatment, 84.5% of which were diffused.



	5 most common complaints	No. of Complaints	Percentage
2022	Communication (written/oral)	42 (9/33)	16.2%
	Patient property/expenses	11	4.2%
	Patient records management	33	12.7%
	Staff attitude/behaviour	26	10.0%
	Clinical treatment	110	42.3%