The Queen Elizabeth Hospital

Strategy 2025-2028

Committed to providing
exceptional care to our patients

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1. Abbreviations

AC – Air Condition

AED – Accident and Emergency Department

CEO – Chief Executive Officer

DEI – Diversity, Equity and Inclusion

DMS – Director Medical Services

e-HRIS – Electronic Human Resource Information System

EMR – Electronic Medical Record

ERG – Employee Resource Groups

HIS – Health Information System

HOD – Head of Department

HR – Human Resources

HRIS – Human Resources Information System

ICT – Information Communication and Technology

IT – Information Technology

LAC – Latin America and the Caribbean

LECC – Lions Eye Care Centre

LED – Light Emitting Diode

LINAC – Linear Accelerator

MRI – Magnetic Resonance Imaging

PR – Patient Relations

PM – Preventative Maintenance

QEH – Queen Elizabeth Hospital

RCA – Root Cause Analysis

RSI – Repetitive Stress Injury

VRF – Variable Refrigerant Flow

VFD – Variable Frequency Drive

2. Queen Elizabeth Hospital

Queen Elizabeth Hospital is the country's primary acute, secondary, tertiary and emergency care medical facility (550 bed capacity) providing 94% of all hospital beds for citizens and residents of Barbados while also serving as a referral centre for countries and territories of Eastern Caribbean States. The various services offered by the QEH are patient-centered and can be grouped into Surgical Services, Women & Children, Accident & Emergency, Internal Medicine, Diagnostic and Support Services. QEH is also an accredited teaching and research hospital affiliated with the Faculty of Medical Sciences University of the West Indies, Cave Hill Campus, as well as nursing and allied health care programmes offered by the Barbados Community College and the Samuel Jackman Prescod Institute of Technology.

The QEH is managed by a Board of Management appointed by the Government of Barbados to set policy and direct the operations of the institution. The Chief Executive Officer heads the Executive Directors and is responsible to the Board for the overall management of the hospital.

3. Mission

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

4. Vision

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

5. Meet Our Senior Management Team

Mr. Neil Clark
Chief Executive Officer

Dr. Christine Greenidge D.H.A, R.N
Chief Operations Officer

Ms. Louise Bobb
Director
Support Services

Mrs. Paula Agbowu
Director
Engineering Services

Mr. Henderson Pinder
Director
Nursing Services

Mrs. Suzan Reeves
Director
Human Resources

Mr. Anthony Harris
Director
Medical Services

Dr. Corey A. Forde
Director
Clinical and Diagnostic Services

Mr.Adrian Hurley
Director
Financial Services

6. Introduction from the Chief Executive Officer

As the CEO of Queen Elizabeth Hospital, I am proud to lead a dedicated team that is committed to providing exceptional care to our patients. Over the past few months, I have had the privilege of observing our hospital's strengths and challenges, and I am excited to share our strategic vision for the future.

Imagine a hospital where every process is seamless, every patient receives timely and efficient care, and every team member feels valued and empowered. This vision is not a distant dream but a tangible reality that we can achieve together. Our transformation journey is centered on five key domains: Service Delivery, Workforce, Infrastructure, Finance & Procurement, and ICT & Information Management.

1. **Service Delivery**: We are committed to enhancing our service delivery to ensure that every patient receives the highest quality of care. By developing clear pathways and protocols, we will standardize our processes and reduce variability, leading to improved patient outcomes and satisfaction. Our focus will be on reducing waiting lists and minimizing the rate of cancelled operations, ensuring timely and efficient care for all patients.
2. **Workforce**: Building a strong team spirit is at the heart of our strategy. We believe that a culture of collaboration and mutual support is essential for our success. Our recent initiatives have already shown positive results, and we will continue to foster an environment where every staff member feels part of a cohesive and motivated team.
3. **Infrastructure**: Modernizing our hospital's infrastructure is crucial to supporting our service delivery and workforce. We will invest in upgrading our facilities and equipment to create a safe, efficient, and welcoming environment for both patients and staff. This includes addressing any physical limitations and ensuring that our infrastructure supports our clinical and operational needs.
4. **Finance & Procurement**: Effective financial management and procurement practices are essential to our hospital's sustainability. We will focus on optimizing our financial resources, reducing waste, and improving our procurement processes to ensure that we get the best value for our investments. By managing our finances prudently, we can allocate resources where they are needed most, supporting our strategic goals.
5. **ICT & Information Management**: We are embarking on an ambitious project to implement a state-of-the-art Health Information System (HIS). This system will streamline our operations, reduce our dependency on cumbersome paper processes, and enhance patient care. By digitizing our workflows, we will significantly improve our information management, ensuring that accurate and timely data is available to support clinical decision-making and operational efficiency.

As we move forward, I am confident that our collective efforts will transform Queen Elizabeth Hospital into a model of modern healthcare. Let us embrace this journey with enthusiasm and determination, knowing that our hard work will make a lasting impact on the lives of those we serve.

7. Five Domains of a High Performing Hospital

To ensure a comprehensive approach to hospital excellence, the following Five Domains have been identified to provide a structured framework for evaluating and enhancing our services. These domains are:

1. **Service Delivery**: Focuses on the effectiveness, safety, and quality of patient care, including management of wards, outpatient services, waiting times, and patient engagement. It assesses whether services are delivered efficiently, effectively, and with compassion.
2. **Infrastructure, Buildings, and Equipment**: Evaluates the physical and technological resources of the hospital, including new and existing buildings, equipment management, and inventory systems, with an emphasis on innovation and sustainability.
3. **Workforce**: Addresses the adequacy and effectiveness of staffing, including recruitment, contract management, staff development, and engagement to ensure a skilled and motivated team.
4. **Financing**: Covers financial management aspects, including budgeting, costings, funding methods, and outsourcing strategies to ensure the hospital operates within its financial means and resources are allocated efficiently.
5. **Information Management**: Focuses on the development and implementation of IT and health information systems, aiming for a paperless environment and ensuring robust IT security and protocols for effective data management.

8. Governance Framework

In addition to the 5 Domains a Governance Framework has been developed for the Queen Elizabeth Hospital. The governance framework for the Queen Elizabeth Hospital (QEH) establishes the structures, reporting arrangements, and delegation of authority for effective oversight and management. It includes:

1. **Objective Setting and Decision-Making**: Involves the Minister of Health, the Chairman and Board of Management, and the Chief Executive Officer and Executive Directors.
2. **Monitoring and Reporting Systems**: Managed by Internal Audit, Legal Affairs, QEH Committees, and Corporate Reporting.
3. **Delegation of Authority**: Outlines the delegation for daily operational decisions.

The framework ensures alignment with regulatory requirements and stakeholder interests, promoting leadership, ethics, risk management, compliance, and performance monitoring

9. The Balance Scorecard

The QEH has additionally introduced the Balanced Scorecard (BSC). This is a performance measurement tool used to track key performance indicators (KPIs) and ensure alignment with the hospital's mission and vision. It supports data-driven decision-making by providing timely performance insights and adapting to changes in the healthcare environment. The BSC model at QEH focuses on five domains mentioned above to deliver safe, effective, responsive, caring, and well-led patient-centred healthcare services

10. The Strategic Plan

The Strategic Plan at Queen Elizabeth Hospital outlines our vision for improvement over the next three years. It sets strategic objectives that cascade down to team and individual goals, integrating with the Governance Framework for accountability. While the Governance Framework defines operational responsibilities and the Balanced Scorecard measures current performance, the Strategic Plan focuses on future ambitions and achievements. The plan includes strategic objectives, again aligned with the five domains mentioned earlier: safety, effectiveness, responsiveness, caring, and leadership

11. Operational Plans

In addition to Strategic Plans the QEH will manage a number of Operational Plans. These address current operational challenges that are not included within the Strategic Initiatives, either responding to an operational challenge or addressing a failing balanced scorecard. Together the Balanced Scorecard, the Strategic Initiatives and the Operational Plans provide an overview of what the hospital is doing and assurance as to how well it is performing.

12. Service Delivery

Service Delivery and Team Commitment

At Queen Elizabeth Hospital (QEH), delivering exceptional patient care is central to our mission. This chapter outlines the strategic approach and targeted actions of key leadership roles in enhancing service delivery across the hospital.

Aim: Advance service delivery and uphold the highest standards of patient care at QEH.

Chief Operating Officer

The Chief Operating Officer is dedicated to enhancing clinical service delivery through strategic initiatives aimed at reducing waiting times, improving patient experience, and optimizing clinical services. Additionally, the Chief Operating Officer is responsible for overseeing the quality of care across the hospital. This involves implementing processes that streamline operations, manage patient flow, and ensure efficient use of resources while maintaining high standards of care and continuous quality improvement.

Director of Medical Services

The Medical Director plays a crucial role in ensuring that QEH delivers exceptional patient care. They lead clinical services, enhance patient outcomes, and foster a culture of excellence and teamwork. By overseeing clinical practices and promoting high standards of care, the Medical Director ensures that the hospital maintains a focus on patient-centered and evidence-based practices.

Director of Nursing Services

The Director of Nursing Services is committed to delivering high-quality, patient-centered care that aligns with QEH's strategic plan. This role emphasizes fostering a culture of continuous improvement, enhancing the quality of patient care, and strengthening the nursing workforce. The Director supports ongoing professional development, adherence to best practices, and a supportive work environment for nursing staff.

Director of Clinical Diagnostics Services

The Director of Clinical Diagnostics Services focuses on enhancing diagnostic capabilities to support clinical decision-making and improve patient outcomes. This role involves expanding diagnostic services, optimizing laboratory operations, and fostering a culture of continuous quality improvement. By investing in advanced technologies and refining diagnostic processes, the Director ensures high standards of care and accurate, timely results.

Objective 12.1: Safety

Ensure the delivery of high-quality, evidence-based care that adheres to the highest safety standards by implementing structured clinical governance, reducing adverse clinical outcomes, and promoting continuous learning and improvement.

Initiatives:

12.1.1 **Strengthen Clinical Governance**

- **Enhance Governance Structures:** Strengthen clinical governance frameworks to ensure that all clinical practices adhere to rigorous standards of quality and safety. This includes establishing robust oversight mechanisms and regular reviews of clinical procedures.
- **Collaborate on Mortality and Morbidity Reviews:** Partner with risk management teams to conduct comprehensive mortality and morbidity reviews. These reviews are crucial for identifying trends, understanding the root causes of adverse events, and developing actionable corrective plans to prevent future occurrences.

12.1.2 **Utilize Standardized Safety Procedures**

- **Implement Universal Safety Protocols:** Adopt universal “time out” procedures before surgical interventions to minimize the risk of errors and ensure safe surgical practices. These protocols involve a final check of patient identity, surgical site, and planned procedure.
- **Ensure Consistent Application:** Ensure that standardized safety procedures are rigorously applied across all relevant clinical settings, reinforcing a culture of safety and reducing the likelihood of adverse outcomes.

12.1.3 **Monitor Key Quality Indicators**

- **Track and Improve Key Metrics:** Regularly monitor and assess performance in critical areas such as falls, pressure injuries, medication incidents, hospital-acquired infections, and hand hygiene compliance. Use this data to drive targeted improvements and elevate safety standards.
- **Implement Improvement Strategies:** Develop and execute strategies to address identified issues and enhance overall performance in key quality indicators, fostering a continuous improvement approach.

12.1.4 **Conduct Clinical Audits and Peer Reviews**

- **Perform Regular Audits:** Conduct systematic clinical audits and peer reviews to assess adherence to established protocols and identify areas requiring improvement. These audits help maintain high standards of care and pinpoint opportunities for enhancement.

- **Lead Root Cause Analyses:** Undertake thorough root cause analyses of adverse clinical outcomes to uncover underlying issues. Use the findings to implement corrective measures and refine practices to prevent recurrence.

12.1.5 **Develop and Implement Standardized Clinical Pathways and Protocols**

- **Create Clear Clinical Pathways:** Develop and implement detailed clinical pathways and protocols for common conditions and procedures, ensuring that evidence-based practices are consistently applied across the hospital.
- **Regularly Update Nursing Practices:** Continuously review and update nursing practices based on the latest research and clinical guidelines. This ensures that care delivery remains aligned with the highest standards of evidence-based practice.

Objective 12.2: Effective

Ensure services are effective, and care, treatment, and support achieve good outcomes based on the best available evidence.

Initiatives:

12.2.1 **Expand Use of Technology**

- **Implement Advanced Technologies:** Explore and integrate cutting-edge medical technologies to enhance service delivery and patient care. This includes adopting new tools and systems that improve diagnostic and treatment capabilities.
- **Enhance Telemedicine Services:** Integrate telemedicine into care delivery to reduce patient admissions and re-admissions, optimize bed utilization, and minimize outpatient visits. Expand remote diagnostics and consultations to improve access and efficiency.
- **Support HIS Implementation:** Facilitate the successful implementation of the Health Information System to streamline clinical workflows, enhance data management, and improve overall service delivery.

12.2.2 **Optimize Clinical Staffing and Resource Management**

- **Conduct Regular Staffing Reviews:** Perform regular reviews of staffing levels and nurse-to-patient ratios to ensure alignment with patient acuity and service demands. Adjust staffing plans as needed to maintain high-quality care.
- **Implement Advanced Scheduling Software:** Use advanced scheduling software to optimize shift management and ensure adequate staffing at all times. This technology helps manage shifts efficiently and reduce staffing gaps.

12.2.3 **Improve Operating Theatre Utilization**

- **Maximize Theatre Use:** Fully utilize all theatres, including the three operating theatres in the Lions Eye Care Centre to enhance the availability of services in ophthalmology, orthopaedics, and gynaecology. Aim to reduce cancellations and increase theatre availability.
- **Review Theatre Operating Work Hours:** Collaborate with the Head of Department of Anaesthesia to review theatre operating workhouse, accommodating later cases and reducing cancellations due to unavailable anaesthesia time.

12.2.4 **Enhance Diagnostic Services**

- **Expand Testing Services:** Increase the range of testing services offered, including genetic and genomic testing, to provide personalized diagnostic options and enhance patient care.
- **Upgrade Imaging Equipment:** Upgrade and expand imaging equipment, including MRI, CT, ultrasound, and interventional radiology, to improve diagnostic precision and patient outcomes.

12.2.5 **Streamline Laboratory Processes and Improve Operational Efficiency**

- **Implement Lean Management Practices:** Apply lean management principles to identify and eliminate inefficiencies in laboratory workflows. Focus on enhancing productivity and reducing waste through process improvements.
- **Automate Laboratory Processes:** Invest in automation for high-volume areas such as haematology, chemistry, and microbiology to improve turnaround times and reduce manual errors.
- **Standardize Protocols:** Develop and standardize protocols for sample collection, handling, and testing to ensure consistency and reliability across laboratory operations.
- **Enhance Inventory Management:** Upgrade inventory management systems to track laboratory supplies, optimize stock levels, and automate reordering processes for critical reagents and consumables.

Objective 12.3: Caring

Ensure staff treat patients with compassion, kindness, dignity, and respect, providing comprehensive and compassionate care to patients and their families.

Initiatives:

12.3.1 **Promote a Patient-Centred Care Model**

- **Implement Individualized Care Plans:** Develop and implement care plans, including Estimated Date of Discharge, tailored to each patient's unique needs, preferences, and circumstances. Ensure that care delivery is personalized and responsive to individual patient requirements.
- **Involve Patients and Families:** Actively involve patients and their families in the decision-making process to ensure their values and preferences are respected throughout their care journey. This collaborative approach enhances patient satisfaction and engagement.

12.3.2 **Implement Patient Feedback Mechanisms**

- **Collect and Analyse Feedback:** Regularly collect, review, and analyse feedback from patients and families to assess satisfaction levels and identify areas for improvement. Use this feedback to drive meaningful changes in care delivery.
- **Drive Continuous Improvement:** Utilize insights from patient feedback to make informed adjustments and enhancements to care practices, ensuring continuous improvement in patient experience and compassionate care.

12.3.3 **Foster a Culture of Compassionate Care**

- **Encourage Compassionate Interactions:** Promote a culture that embraces compassion in all patient interactions, emphasizing the importance of kindness, empathy, and understanding. Recognize and celebrate staff who demonstrate exceptional compassion.
- **Reward Exceptional Care:** Implement recognition programs to reward staff who go above and beyond in providing compassionate and respectful care. This helps reinforce a culture that values and prioritizes patient-centred care.

12.3.4 **Enhance Communication Skills**

- **Provide Training:** Offer training programs focused on improving nurse-patient communication, emphasizing clarity, empathy, and respect for patient dignity and privacy. Ensure that staff are equipped with the skills to engage in meaningful and supportive interactions.

- **Encourage Active Listening:** Promote active listening techniques to build trust and create a supportive environment for patients and their families. This approach fosters effective communication and enhances the overall patient experience.

Objective 12.4: Responsive

Ensure services are organized to meet patient needs, improve patient outcomes, and provide timely, high-quality care through advanced technologies and efficient processes.

Initiatives:

12.4.1 **Reduce Waiting Times**

- **Accident and Emergency Department (AED)**
  - **Streamline Patient Flow:** Enhance triage processes to accurately categorize patient levels of care, minimizing delays between triage and physician consultation. Assign shift leaders to optimize patient assignment and reduce wait times effectively.
  - **Optimize Diagnostics Processing:** Improve the handling and coordination of blood work and AED tests to expedite results. Track and enhance key metrics in radiology to ensure timely processing and reporting of diagnostic tests

    Implement Bed Optimisation Plan: Implement admission protocols and Emergency Admissions Unit. Manage inpatient flow to reduce Length of Stay and enable timely discharges.
- **Clinic Appointments**
  - **Balance Patient Load:** Distribute clinic time and patient appointments more evenly across clinics and consultants, particularly in high-demand areas such as Ophthalmology and Orthopaedics, to alleviate waiting times. Collaborate with Heads of Departments (HODs) to adjust workloads and improve scheduling efficiency.
- **Surgical Procedures**
  - **Reduce Waiting Times and Cancellations:** Implement resource management and scheduling strategies to minimize surgical cancellations and streamline the scheduling process. Address the backlog in joint replacement surgeries by increasing the monthly count through alternative sourcing of devices and optimizing theatre utilization.

12.4.2 **Improve Diagnostic Services**

- **Reduce Turnaround Times:** Optimize diagnostic workflows and invest in advanced diagnostic equipment to shorten turnaround times for test results. Enhance patient satisfaction through faster and more accurate diagnostic services.

- **Improve Communication of Results:** Develop a secure and patient-friendly system for communicating test results. Ensure that patients receive clear and understandable information about their results and any necessary follow-up care.
- **Enhance Accessibility to Diagnostic Services:** Expand diagnostic services by extending operating hours, introducing mobile diagnostic units, and utilizing telehealth platforms for remote consultations and diagnostics.

12.4.3 **Expand and Optimize Clinical Services**

- **Develop and enhance Medical Specialties:** Create a strategic roadmap for developing existing and new medical sub-specialties, using existing services like Paediatrics and Ophthalmology as models. Address evolving patient needs and emerging health trends through these new specialties.
- **Enhance Elderly Care and Chronic Disease Management:** Collaborate with the Ministry of Health to develop comprehensive services for the elderly, including hospice, palliative care, and long-term rehabilitation, both within the hospital and in community settings.

Objective 12.5: Well-Led

The leadership, management, and governance structures at Queen Elizabeth Hospital (QEH) should encourage teamwork, learning, and innovation to create a collaborative environment focused on continuous improvement.

Initiatives:

12.5.1 **Foster a Culture of Clinical Teamwork and Collaboration**

- **Promote Interdisciplinary Meetings:** Facilitate regular interdisciplinary team meetings and case conferences to improve coordination and collaboration across different clinical disciplines. These meetings will enhance integrated care delivery and problem-solving.
- **Develop Teamwork Training Programs:** Implement training programs focused on teamwork, communication, and collaborative problem-solving. These programs aim to build cohesive teams and improve overall service delivery.
- **Encourage Shared Decision-Making:** Promote shared decision-making in clinical care to enhance collaboration between professionals. Foster an environment where team members contribute their expertise and insights in patient care decisions.
- **Engage Physicians in Quality Improvement:** Involve physicians in quality committees and root cause analyses (RCAs) to improve patient outcomes and service delivery. Their engagement will help drive improvements and address clinical challenges effectively.

12.5.2 **Strengthen the Medical Referral Process to Tertiary Care Providers**

- **Establish Standardized Referral Protocols:** Develop clear criteria and standardized protocols for referrals to tertiary care providers and the Medical Aid Scheme. These protocols will ensure consistency and appropriateness in the referral process.
- **Implement Electronic Referral System:** Introduce an electronic referral system to streamline the tracking and management of referrals. This system will improve efficiency and reduce administrative burdens associated with referrals.
- **Train Staff on Referral Best Practices:** Provide training for clinical staff on best practices for the referral process, including the use of technology and adherence to standardized protocols. This training will enhance the effectiveness of the referral process.

12.5.3 **Promote Research and Innovation**

- **Encourage Clinical Research:** Support staff in conducting clinical research, developing new treatments, clinical pathways, and diagnostic tests. Encourage participation in multi-center studies to advance clinical knowledge and practices.
- **Collaborate with Academic Institutions:** Build partnerships with universities and research institutions to access the latest advancements in healthcare technologies and methodologies. These collaborations will foster innovation and improve clinical practices.
- **Implement Pilot Projects:** Launch pilot programs to test new services, technologies, and methodologies before full-scale implementation. Use pilot results to make informed decisions and ensure the adoption of effective solutions.

12.5.4 **Encourage Continuous Learning and Improvement**

- **Maintain Accreditation:** Ensure that the hospital maintains accreditation through Accreditation Canada, demonstrating adherence to international safety and quality standards.
- **Provide Access to Current Guidelines:** Ensure that all staff members have access to up-to-date guidelines, research findings, and best practices relevant to their areas of specialization. This access will support high standards of clinical practice.
- **Integrate Lessons Learned:** Use insights from RCAs, patient feedback, and clinical audits to inform training and service improvement initiatives. Integrating these lessons will drive continuous improvement and enhance overall care quality.

- **Encourage Innovative Practices:** Support clinical staff in adopting innovative practices and participating in continuous improvement initiatives. Promote an environment where new ideas are welcomed and evaluated for their potential impact on patient care.
- **Collaborate with Academic Institutions:** Build partnerships with universities and research institutions to stay abreast of the latest advancements in healthcare technologies and methodologies. Encourage joint research projects and knowledge exchange to enhance clinical capabilities.

13. Infrastructure

The Engineering Department at Queen Elizabeth Hospital is committed to enhancing patient care, improving operational efficiency, ensuring regulatory compliance, and driving innovation. The following strategic initiatives have been identified to support the hospital's transformation over the next three years.

Aim: Advance the hospital's infrastructure and technology to support optimal patient care and operational excellence.

Objective 13.1 Technology Integration

Leverage advanced healthcare technologies to improve patient outcomes and streamline operations.

Initiatives:

13.1.1 **Acquire Advanced Equipment:** Invest in modern healthcare technologies that provide data analytics capabilities, enabling evidence-based decision-making and streamlined workflows. Prioritize equipment purchases from the allocated $130 million to ensure they contribute to improved patient outcomes and operational efficiency.

Objective 13.2 Facility Upgrades

Modernize hospital facilities to create a healing environment, enhance patient comfort, and optimize resource utilization.

Initiatives:

13.2.1 **Ward Refurbishments:** Refurbish 3-4 wards annually using Ward B8 as a template for design. Utilize materials that are resilient, termite-resistant, and energy-efficient. Upgrade windows to Miami Dade Hurricane-proof standards or install motorized hurricane shutters.

13.2.2 **Expand Operating Theatre Capacity:** Prioritize the refurbishment of the third floor theatres in the LECC after roof repairs are completed. This will increase capacity for ophthalmic surgeries, reduce waiting lists, and address the surgical backlog.

13.2.3 **Upgrade AC Systems:** Redesign and upgrade the air conditioning system for the Main Operating Theatres to comply with recommended air exchange standards, ensuring a safe surgical environment.

13.2.4 **Enmore Redevelopment:** Develop the Enmore site to increase overall building capacity, with new facilities for the Lab and Oncology Center, improving conditions for staff and patients. This redevelopment will also allow for the relocation of non-clinical services and the reallocation of this space for the expansion of clinical services on the main campus.

13.2.5 **Morgue Ventilation System:** Implement a negative pressure ventilation system in the morgue to safely perform autopsies and protect staff from exposure to hazardous conditions.

13.2.6 **New Waste Management Solution:** Replace the outdated incinerator with a comprehensive waste management system to improve environmental sustainability and provide a healthier workspace for staff.

13.2.7 **Equipment Maintenance and Preventive Maintenance (PM):** Ensure that all equipment undergoes timely maintenance and preventive maintenance to promote safety and reduce equipment downtime. Replace end-of-life equipment to enhance operational reliability.

13.2.8 **Expand Parking Capacity:** Increase access to parking facilities for the hospital to reduce congestion, improve traffic safety, and ensure accessibility for patients, visitors and staff members.

Objective 13.3 Sustainability Initiatives

Adopt environmentally sustainable practices to reduce the hospital's carbon footprint and promote environmental stewardship.

Initiatives:

13.3.1 **Greening Initiatives:** Launch a pilot project to reuse air conditioning condensate water from the main operating theatres for non-potable purposes, such as washing vehicles and flushing toilets. This water will be treated to ensure safety before use.

13.3.2 **Install Energy-Efficient Fixtures:** Continue to replace old fixtures with water-saving alternatives and install medical-compliant faucets. Use inverter-type or VRF-type AC units for replacements and install LED lighting throughout the facility.

13.3.3 **Implement Variable Frequency Drives (VFDs):** Install VFDs on motors where feasible to enhance energy efficiency and reduce operational costs.

13.3.4 **Recycle and Segregate Waste:** Develop robust waste segregation and recycling programs to minimize waste and promote sustainability across the hospital.

Objective 13.4 Safety Enhancements

Ensure a safe environment for patients and staff through robust safety protocols and infrastructure improvements.

Initiatives:

13.4.1 **Emergency Preparedness:** Develop and test comprehensive emergency preparedness protocols to ensure facility readiness and compliance with regulatory guidelines.

13.4.2 **Upgrade Clinical Countertops:** Replace countertops in clinical areas with stainless steel alternatives that are non-porous, fire-resistant, durable, and hygienic.

Objective 13.5 Infrastructure and Plumbing Improvements

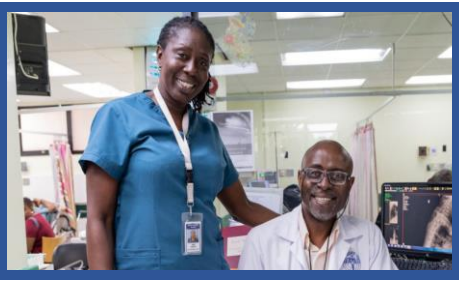
Upgrade the hospital’s plumbing infrastructure to improve operational efficiency and safety.

Initiatives:

13.5.1 **Plumbing Upgrades:** Continue the replacement of cast iron sewage and water lines with modern materials. Upgrade plumbing fixtures to water-saving alternatives and install faucets that meet medical compliance standards.

By focusing on these strategic priorities, the Engineering Department aims to enhance the hospital's infrastructure, ensure regulatory compliance, and support the delivery of high-quality patient care.

14. Workforce



The Queen Elizabeth Hospital (QEH) recognizes that a skilled, motivated, and well-supported workforce is essential to delivering high-quality patient care. Our HR Workforce Strategy focuses on recruitment, retention, professional development, and fostering a culture of excellence and inclusivity.

Aim: Develop and maintain a highly skilled and motivated workforce to support the hospital's mission and strategic goals.

Objective 14.1 Recruitment and Retention

Attract and retain talented healthcare professionals to meet current and future staffing needs.

Initiatives:

14.1.1 **Develop a Comprehensive Recruitment Plan:** Implement a proactive recruitment strategy to identify and attract top talent, including outreach to local and international medical schools, residency programs, and professional associations. Utilize social media and digital platforms to reach a broader audience of potential candidates.

14.1.2 **Strengthen Employer Branding:** Enhance QEH's reputation as an employer of choice by showcasing our commitment to professional development, work-life balance, and a supportive work environment. Highlight success stories and testimonials from current staff to attract new talent.

14.1.3 **Enhance Onboarding Processes:** Revise onboarding programs to provide new hires with a comprehensive introduction to the hospital's culture, values, and expectations. Ensure that new staff feel welcomed and supported from day one, with a focus on integrating them into their teams and roles effectively.

14.1.4 **Improve Retention through Career Development:** Develop career pathways and mentorship programs to provide opportunities for professional growth and advancement within the hospital. Regularly assess staff satisfaction and address concerns related to workload, recognition, and career progression.

Objective 14.2 Professional Development and Training

Foster a culture of continuous learning and development to enhance staff skills and competencies.

Initiatives:

14.2.1 **Implement a Continuous Professional Development (CPD) Program:** Offer a structured CPD program that includes mandatory and elective training opportunities across all levels of staff. Focus on clinical skills, leadership development, and emerging trends in healthcare to ensure staff remain current and competent.

14.2.2 **Expand Leadership and Management Training:** Invest in leadership development programs for all levels of management, focusing on strategic thinking, team leadership, and change management. Encourage aspiring leaders to participate in these programs to build a strong pipeline of future leaders.

14.2.3 **Promote Cross-Functional Training:** Encourage cross-functional training to enhance teamwork and collaboration across departments. Provide opportunities for staff to gain experience in different areas of the hospital, broadening their skill sets and understanding of hospital operations.

14.2.4 **Utilize Technology for E-Learning:** Implement an e-learning platform to provide staff with flexible, on-demand access to training and development resources. This will enable continuous learning and skill development, regardless of staff schedules or locations.

Objective 14.3 Workforce Planning and Optimization

Ensure optimal staffing levels and skill mix to meet patient care needs and operational demands.

Initiatives:

14.3.1 **Conduct Regular Workforce Assessments:** Perform comprehensive workforce assessments to identify gaps in staffing and skill sets. Use data analytics to forecast future workforce needs based on patient volumes, service expansions, and emerging healthcare trends.

14.3.2 **Optimize Staff Scheduling:** Implement advanced scheduling software to optimize staff allocation based on patient acuity, census, and departmental needs. Ensure that staffing levels are sufficient to maintain quality care while minimizing overtime and burnout.

14.3.3 **Enhance Flexibility in Workforce Deployment:** Develop a flexible staffing model that allows for rapid redeployment of staff across departments based on changing needs and emergencies. Encourage a culture of adaptability and cross-training to ensure seamless coverage and continuity of care.

14.3.4 **Review and Update Job Descriptions:** Regularly review and update job descriptions to reflect current roles and responsibilities. Ensure that job descriptions align with hospital goals and accurately represent the skills and competencies required.

14.3.5 **Transition to the 24hr Human Resources Model:** Comprehensively explore the advantages and feasibility of 24 hour and/or extended hours operations across departments. Ensuring the reduction in service delays by decreasing wait times, lengths-of-stay and enabling quicker and more timely delivery of quality services within all areas.

Objective 14.4 Employee Engagement and Well-being

Foster a positive work environment that promotes employee engagement, well-being, and job satisfaction.

Initiatives:

14.4.1 **Develop an Employee Wellness Program:** Implement a comprehensive wellness program that addresses physical, mental, and emotional health. Offer initiatives such as fitness classes, stress management workshops, and access to mental health resources to support overall well-being.

14.4.2 **Enhance Communication and Feedback Mechanisms:** Create open channels for communication between staff and leadership to foster transparency and trust. Conduct regular employee surveys to gather feedback on job satisfaction, workplace culture, and areas for improvement.

14.4.3 **Recognize and Reward Excellence:** Establish a formal recognition program to acknowledge and reward staff for outstanding performance, dedication, and contributions to patient care and hospital operations. Celebrate achievements through awards, public recognition, and other incentives.

14.4.4 **Promote Work-Life Balance:** Develop policies and programs that support work-life balance, such as flexible scheduling, remote work options (where feasible), and generous leave policies. Encourage managers to support staff in balancing professional responsibilities with personal commitments.

Objective 14.5 Diversity, Equity, and Inclusion (DEI)

Build a diverse, equitable, and inclusive workforce that reflects the community we serve and fosters a culture of respect and belonging.

Initiatives:

14.5.1 **Develop a DEI Strategy:** Create a comprehensive DEI strategy that outlines goals, actions, and metrics for improving diversity, equity, and inclusion across the hospital. Focus on recruitment, retention, training, and workplace culture to drive meaningful change.

14.5.2 **Implement Bias Awareness Training:** Offer mandatory training on unconscious bias, cultural competency, and inclusive practices for all staff. Encourage ongoing education and dialogue on DEI issues to promote awareness and understanding.

14.5.3 **Establish Employee Resource Groups (ERGs):** Support the formation of ERGs to provide a platform for underrepresented groups to connect, share experiences, and advocate for positive change within the hospital.

14.5.4 **Monitor and Report on DEI Progress:** Regularly track and report on DEI metrics to assess progress and identify areas for improvement. Use this data to inform policies and practices that promote a more inclusive workplace.

Objective 14.6 Implementation of an Electronic Human Resource Information System (e-HRIS)

Modernization of human resource processes through expanded use of technology towards improve efficiency and enhance decision-making in human resource management.

Initiatives:

14.6.1 **Human Resources Process Automation:** Automating routine HR tasks such as payroll processing, benefits administration, and employee record management; reducing errors and processing time attributed to manual functions.

14.6.2 **Enhanced Data Management:** Implementation of an e-HRIS platform supports the centralization of employee data in a single system improving accuracy and accessibility.

14.6.3 **Regulatory Compliance:** Automated compliance tracking and reporting allows for adherence to labor laws and regulations thus reducing legal risks.

14.6.4 **Improved Employee Experience:** Providing employees with self-service options to manage their personal information, access pay slips, and view benefits enhances their overall experience.

14.6.5 **Enable Better Decision-Making:** The ability to generate real-time, accurate reports and data analytics to support strategic HR decisions and improve organizational planning.

By focusing on these strategic priorities, the HR Workforce Department aims to attract, develop, and retain a talented and diverse workforce committed to delivering exceptional patient care at Queen Elizabeth Hospital.

15. Finance and Procurement

The Queen Elizabeth Hospital (QEH) is dedicated to advancing its mission of delivering exceptional patient care while maintaining financial stability and operational efficiency. This strategic plan outlines the hospital's approach to achieving financial sustainability, managing cash flow, reducing reliance on government funding, increasing revenue, and optimizing operational processes, product sourcing, inventory management, and strategic procurement.

Objective 15.1 Improved Financial Sustainability

Enhance financial resilience to support long-term hospital operations and patient care excellence.

Initiatives:

15.1.1 **Strengthen Financial Management:** Implement comprehensive financial planning and analysis (FP&A) systems using Cloud Suite Financial to improve budgeting, forecasting, and financial reporting. Utilize financial dashboards to provide real-time insights into key performance metrics.

15.1.2 **Conduct Cost-Benefit Analyses:** Regularly evaluate the financial impact of major projects, prioritizing those with high returns and alignment with the hospital's strategic goals.

Objective 15.2 Cash Flow Management

Ensure efficient cash flow to meet operational needs and support the hospital's strategic objectives.

Initiatives:

15.2.1 **Optimize Accounts Receivable:** Strengthen billing and collection processes to reduce days revenue outstanding (DSO). Invest in staff training and use advanced billing software to minimize errors and delays. Regularly evaluate deposits based on recent billing history and inventory cost movements.

15.2.2 **Improve Accounts Payable:** Negotiate extended payment terms with suppliers and manage cash outflows strategically. Take advantage of early payment discounts when available.

15.2.3 **Develop Cash Flow Forecasting:** Create detailed cash flow forecasts to anticipate cash needs and identify potential shortfalls, enabling informed decisions about expenditures and investments.

15.2.4 **Enhance Cash Flow Visibility:** Implement cash flow management tools to provide real-time visibility into cash positions and regularly review cash flow reports to ensure alignment with operational and financial goals.

Objective 15.3 Reduced Reliance on Government Financing

Decrease dependency on government funding by exploring alternative revenue sources.

Initiatives:

15.3.1 **Pursue Non-Governmental Grants and Donations:** Apply for grants from philanthropic organizations, foundations, and international health agencies. Develop targeted proposals that align with the hospital's strategic priorities to secure funding.

15.3.2 **Enhance Fundraising Efforts:** Develop a robust fundraising strategy that includes campaigns, events, and donor engagement. Establish a dedicated development office to manage fundraising activities and maintain strong donor relations.

Objective 15.4 Product Sourcing, Inventory Management, and Strategic Procurement

Improve procurement and inventory management to reduce costs and ensure the availability of essential supplies.

Initiatives:

15.4.1 **Develop a Strategic Procurement Plan:** Create a procurement strategy that includes supplier evaluation, contract negotiation, and performance monitoring to secure high-quality medical supplies at competitive prices from reliable sources.

15.4.2 **Centralize Procurement Functions:** Establish a central procurement office to manage purchasing, streamline processes, and leverage bulk buying opportunities. Standardize procurement practices across departments for consistency and efficiency.

15.4.3 **Implement Advanced Inventory Management Systems:** Complete the implementation of inventory management software across the hospital to track stock levels, automate reordering processes, and reduce waste. Use data analytics to forecast demand and optimize inventory levels.

15.4.4 **Strengthen Supplier Relationships:** Build strong relationships with new and existing suppliers to ensure a consistent supply of essential materials, negotiate favourable terms, and explore cost-saving opportunities. Conduct regular supplier performance reviews to maintain high standards.

15.4.5 **Conduct Regular Inventory Audits:** Perform audits of inventory and procurement processes to identify inefficiencies, discrepancies, and opportunities for improvement. Implement corrective actions as necessary to optimize inventory management.

By focusing on these strategic priorities, the Finance Department aims to strengthen the hospital's financial health, support its operational goals, and ensure sustainable growth and development

16. ICT & Information Management

The Queen Elizabeth Hospital recognizes Information Communication Technology (ICT) as a core business function and a crucial platform for the modernization of the organization. ICT is integral to the hospital's governance model, which is designed to balance public demand for healthcare with the hospital's capacity to provide high-quality services. The digital transformation of the hospital is a strategic initiative aligned with the Government's Public Sector Modernization Programme (PSMP) to improve public sector efficiency.

Aim: Improve patient care, enhance operational efficiency, and support the hospital's transition to a digital environment.

Objective 16.1 Implementation of a Health Information System (HIS)

Establish a comprehensive digital foundation that places patients at the center of care.

Initiatives:

16.1.1 **Enhance Care Coordination:** Implement a HIS that ensures patient data is timely, accessible, and available across a resilient and reliable infrastructure, improving coordination among healthcare teams.

16.1.2 **Improve Health Outcomes:** Utilize the HIS to automate and streamline clinical workflows, facilitating clinical decisions based on accurate, real-time information.

16.1.3 **Increase Patient Safety:** Integrate automated alerts and clinical support systems to reduce medication errors and wait times, fostering compliance with quality and patient safety standards.

16.1.4 **Promote Patient Engagement:** Deploy patient portals within the HIS to provide secure access to personal health information, empowering patients to engage in their own care.

16.1.5 **Enable Data-Driven Decisions:** Equip administrators with advanced analytics and reporting tools through the HIS, supporting data-driven decision-making and strategic planning.

Objective 16.2 Cybersecurity Preparedness, Response, and Recovery

Safeguard the hospital's digital infrastructure against cyber threats and ensure continuity of services.

Initiatives:

16.2.1 **Preparedness and Mitigation:** Develop a cybersecurity framework that includes situational awareness, protection of critical assets, and proactive measures against imminent cyber threats.

16.2.2 **Response Strategy:** Build workforce resilience through regular training, establish downtime procedures and implement robust communication and information-sharing protocols.

16.2.3 **Recovery and Continuity:** Create comprehensive recovery plans to ensure rapid system restoration and financial recovery post-cyber incident. Aim to become cyber insurable by the 2025-2026 Financial Year.

Objective 16.3 Interoperability

Facilitate seamless data exchange between healthcare providers and systems, enhancing the quality of care.

Initiatives:

16.3.1 **Establish a Local Framework:** Develop a framework for health information exchange that includes interoperability standards and governance mechanisms to connect local public and private healthcare providers.

16.3.2 **Prepare for Regional Integration:** Position the hospital to benefit from regional initiatives like the Pan American Highway for Digital Health, enabling secure and efficient health data exchange within Latin America and the Caribbean.

16.3.3 **Promote Cross-Border Healthcare:** Leverage interoperability to support telemedicine, teleconsultations, and telediagnostics across borders, enhancing patient safety and continuity of care.

Objective 16.4 People Preparation

Equip the workforce to effectively transition to a digital hospital environment.

Initiatives:

16.4.1 **Develop a Change Management Plan:** Implement a comprehensive plan to guide stakeholders through the digital transformation, manage resistance, and support a smooth transition to new technologies and processes.

16.4.2 **Enhance Training and Communication:** Create tailored training programs and communication campaigns to educate staff on new digital tools and workflows, ensuring alignment with their roles and levels of digital literacy.

16.4.3 **Align Workforce with Strategic Needs:** Build the capacity of the IT Department across four key functional areas: Cybersecurity, Network Infrastructure, Governance Innovations, and Help Desk Support, to support the hospital's digital transformation. Modernize the Medical Records Department into a Health Information Management Department with more focus on data analysis and other quality improvement initiatives

Objective 16.5 Building Robust Communication Infrastructure

Ensure seamless communication and information sharing across all hospital departments and services.

Initiatives:

16.5.1 **Invest in Communication Technology:** Develop an integrated communication infrastructure that links clinical, administrative, technical, and ancillary services, promoting efficient resource sharing and collaboration.

16.5.2 **Upgrade Systems for Digital Readiness:** Prepare the hospital's IT systems for the shift to electronic medical records (EMRs), enabling staff to focus on value-added tasks such as data analysis and quality improvement initiatives.

By focusing on these strategic priorities, the ICT Department aims to drive the hospital's digital transformation, enhance patient care, and improve operational efficiency, positioning QEH as a leader in healthcare innovation

The Queen Elizabeth Hospital

Strategy 2025-2028