



HEALTH AUTHORITY OF ANGUILLA

Annual Report 2020



Team Work

**Tough Times Don't Last
Tough Teams Do**

Health Authority of Anguilla

Vision, Mission and Values

The Health Authority of Anguilla (HAA) was established in 2004 to ensure the effective and efficient management of primary and secondary health care in Anguilla. These services are delivered through several District Health Centres and the Princess Alexandra Hospital.

VISION

To be the first choice for health care through dedication to excellence.

MISSION

To Provide high quality, compassionate, accessible and affordable healthcare to the communities we serve, through the use of appropriate technologies and with a team of highly trained and motivated professionals in partnership with our stakeholders.

VALUES

At the core of our mission, we uphold the following values:

- ✚ Confidentiality
- ✚ Integrity
- ✚ Commitment
- ✚ Client Empowerment
- ✚ Stewardship
- ✚ Excellence



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Ms. Maeza Demis-Adams

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1. A Message from the CEO



Maeza Demis-Adams
CEO, Health Authority of
Anguilla

Expanding the scope of high-quality health care services was the major impetus at the Health Authority of Anguilla in 2020. Several strategic initiatives were implemented positioning the Health Authority of Anguilla on the path to improved health services delivery with clients and their families at the centre of everything that we do.

January 2020 began our collaboration with Accreditation Canada with a readiness assessment undertaken leading to the development of key work plans across the organization for the execution of significant improvement measures. Paramount to the quality journey was infrastructure development across health facilities through partnership and funding from the United Kingdom Government. The successes of which saw the implementation of an integrated health information system across health facilities, expansion of the Emergency Room, Operating Theater, Diagnostic Imaging Department and Laboratory inclusive of medical and laboratory equipment and commissioning of an oxygen generating plant. We also completed a state-of-the-art storeroom for medical supplies, housing for the ambulance, headquarters for Emergency Medical Services, morgue and the first ever filtration water system for the hospital.

This year also saw significant improvement in debt management through the support of the Government of Anguilla and the commitment of the staff at HAA. This culminated in a decrease in liability of an estimated 4 million dollars.

The global impact of COVID19 has been profound, and the public health threat it represents is the most serious seen in a respiratory virus since the 1918 H1N1 influenza pandemic. The response to this threat has been managed at national level by the Ministry of Health with key contributions from the team at HAA inclusive of COVID-19 PCR Testing, commissioning and management of the COVID-19 Isolation Unit, procurement and supply chain management of personal protective equipment. HAA was also the recipient of significant community support spanning PPE and medical equipment donations in addition to generous gestures of support for staff like meals during the lock down.

I would like to sincerely thank our entire HAA team who through teamwork and personal sacrifices contributed to our successes. I also extend gratitude to volunteers, Ministry of Health, Governor's Office, Foreign and Commonwealth Office, United Kingdom Government and other community partners who supported us in 2020 to meet our vision and mission. Through your continued partnership and support I firmly believe we will continue to achieve new heights in delivering quality healthcare to residents and visitors of Anguilla.

2. Main Highlights for the Year 2020

2.1. Covid Response

As we entered 2020, there was news of an infectious respiratory disease that emerged in Wuhan, China, which was named COVID-19 (Coronavirus disease 2019) by the World Health Organization (WHO). The virus that caused this highly infectious disease is SARS-CoV-2 (severe acute respiratory syndrome coronavirus 2), as named by the International Committee on Taxonomy of Viruses (ICTV). Little did anyone know it would soon become a global pandemic affecting and killing millions of people in over 200 countries. COVID-19 has posed enormous health, economic, environmental and social challenges to the entire human population.

Through tactical leadership, decisive measures were taken to ensure that HAA was equipped to care for clients presenting with COVID-19. In April, with assistance from the Governor's Office, a proposal was submitted for assistance from the United Kingdom's Government resulting in the approval of US 1.4 million dollars for the COVID-19 health response. Through this grant the team at HAA worked diligently to ensure that the following actions were completed.

ACTIONS TAKEN:

- ✚ Isolation Unit commissioned
- ✚ Expansion of the Laboratory and introduction of Covid-19 PCR testing
- ✚ Stock piling of PPE
- ✚ Commissioning of the oxygen generating plant
- ✚ Incident Management team established
- ✚ Surveillance team established
- ✚ Increased human capacity through partnership with the Cuban Government
- ✚ Improved capacity for infection control through enhanced sanitation

2.1.1 Isolation Unit

The Isolation Unit was commissioned to ensure that a safe, fully equipped and fit for purpose facility was available to treat COVID-19 patients.



2.1.1. Laboratory Expansion

The Laboratory was expanded to include molecular testing and a new, enlarged area for microbiology allowing for the introduction of Covid-19 PCR testing.



(Left) Exterior of Laboratory expansion -Eastern side view, (Centre) Western side and back view and (Right) A section of the inside of the Laboratory expansion.



(From Left) Logic Biosafety Cabinet Class II-Type A2, Labconco Biosafety cabinet Class I and Labconco Echo Fume Hood



Equipment used for COVID-19 Testing: *(From left) Cepheid GeneXpert and QuantStudio 5 Real-Time PCR System*

Team Laboratory

Testing plays a key role in our efforts to contain and mitigate the COVID-19 pandemic by identifying infected individuals to help prevent further person-to-person transmission of COVID-19. The team at the Laboratory has been responsible for conducting COVID-19 tests on each person arriving on island, persons leaving quarantine and onward travelers. The team has executed more than 13,000 tests and is the backbone to keeping us safe and opening the country to tourists and residents alike.

COVID-19 testing introduced in 2020 is being conducted by the same team who is responsible for maintaining the day-to-day laboratory diagnostics often at great personal sacrifice. All our teams are essential. The Lab team is a small team in comparison to other teams at HAA, but its impact has been tremendous and should be celebrated.



Thank you Lab Team for keeping us safe!

2.1.2. Stockpiling of Personal Protective Equipment (PPE)

Effective preparedness strategies include stockpiling of resources. At HAA we believe in being prepared. Stock piling of PPE was made possible through collaboration with the United Kingdom Government. These supplies have been the main source of PPE for the National Response to the COVID-19 pandemic.



2.1.3. Commissioning of Oxygen Generating Plant

Commissioning of the oxygen generating plant allows HAA the capacity to bottle its own oxygen daily thereby improving self-sufficiency. This is expounded on under Infrastructure Development, page 14 / 2.4.1.



2.1.5 Incident Management Team

The Incident Management process is crucial for coordination and response to major incidents.

The HAA Incident Management Team was established to ensure that a coordinated health services response was in place to coordinate the care of clients presenting with COVID-19. Our clients are important to us and our team works to ensure that a high level of service quality is maintained. The team manages through mitigation, preparedness, response and recovery tactics and procedures.



2.1.6 Surveillance Team

The Surveillance team was established in collaboration with the Ministry of Health which was utilised in the early stages of the pandemic with repatriation and surveillance. The surveillance team provides information that is essential to informed decision making and guides interventions.

2.1.4. Increased Human Capacity



Cuban Medical Brigade

Pandemics put a strain on health systems which includes staff. The rapid increase in patient load forces health systems to increase human capacity to ensure that patients are cared for as efficiently as possible. This is also important for rapid mitigation and response which leads to a faster return to recovery and normalcy.

HAA increased our human capacity through partnership with the Cuban Government through the assignment of the Cuban Medical Brigade. We welcomed a five-member team of professionals to assist with the Covid-19 response. The team comprised of three doctors and two nurses with expertise in infectious medicine, anesthesiology, epidemiology and nursing.

2.1.5. Improved capacity for Infection Control



Infection Control is crucial for maintaining a safe environment by reducing the risk of the potential spread of diseases. We improved our capacity for infection control by employing additional House Keepers for more efficient service cleaning, mounted additional hand sanitization stations and increased awareness to the public regarding proper hand sanitization and good hygienic practices.



2.2. Community Response to Health Team's efforts to fight COVID-19

The community went all out to support and recognise the hard work and dedication of the health team. A few of the many ways the community showed their appreciation are illustrated below. The health team was greatly moved and encouraged by this outpouring of love and support.



(Left) Belmond Cap Juluca showed appreciation by delivering lunch to the Rapid Response Team, Ministry of Health and Community Health Workers.



(Right) Pizza delivered to staff to show appreciation for their efforts from Annie and Lucas, Chef Patricio and staff and management at LIT LOUNGE with a special thank you to Tina Moran.

(Below) The staff was gifted with an assortment of socks from Stance Socks, USA and Jelani Sasso of the Art Bar. The health teams had fun wearing and displaying their socks. The outpouring of love by these and other persons was greatly appreciated and words cannot express the gratitude felt.



THANKS TO

STANCE SOCKS, USA
& JELANI SASSO OF
THE ART BAR

#STANCEFORSCRUBS



2.2.1. Anguilla Covid-19 Medical Equipment Fund



The Health Authority of Anguilla received generous donations from the following persons who came together to aid in the National COVID-19 response. The donation of the ventilator and PPEs were much needed and coveted equipment. The HAA is indeed grateful to these noble donors.

Founding Donors

Ira and Bonnie Bloom
Jeanine and Jim Mauck

Major Donors

Anguilla United Relief Fund
Rick and Mary Van Horne
Joe and Helene Massimino
Susie and John Graff
ANI Private Resorts
Angela and Jos Lampe
Anonymous
Dave and Margaret Thomas

Supporting Donors

Elizabeth Chronicka
Nathalie LeSenechal
Chad Meldrum and Beth Barry
Grand Vins De France
Trudy Nixon
Lawrence Stott

Sponsoring Donors

Cathy and Steve Bartow
Judd and Mindy Burdon
Linda and Ray Coppede
Jose Cornide
Donald and Fiona Curtis
Margaret and Al Frazzini
Friends from West End
Haskins Ltd.
Philippe and Ingrid Goyette
Gordan and Cecily Grand
Paul Lanzarini
Properties in Paradise (Hearn)
Beth and Jim Lewis
Chad Meldrum and Beth Barry
Jeff Preston and Lauren Angellili
Patty Orsini and Wolf Pritzer
Robert Sachs and Caroline Taggart
Teri and Bud Stout
Rodney and Marian Tackling
John Vasatka and Tania Rydon
Ann and Gordon Woodward
Andy and Christa Wojack
Stephane and Valerie Zaharia

**Giving is not just about making a donation,
It is about making a *difference.***

2.3. Infrastructure Development

In 2017 our health infrastructure was devastated by Hurricane Irma. The dedication and commitment displayed by our health teams to our clients and the health profession was exemplary. Through financial assistance from the UK Government, EC \$50 million dollars was invested to rebuild health infrastructure that was resilient and fit for purpose. In 2020 several of the infrastructure projects were completed. Our staff can work in an environment that is uplifting and encourages professionalism and efficiency and our clients can have an increased confidence in our ability to offer optimum care.

The areas that benefitted from this extensive renovation at the Health Authority of Anguilla included the following:

- ✚ The Accident and Emergency Department
- ✚ Diagnostic Imaging Department
- ✚ Operating Theater
- ✚ New building that houses Medical Storage, Morgue and Emergency Services Headquarters
- ✚ Commissioning of the Oxygen Generating Plant
- ✚ Technological Improvements



Accident and Emergency Department: Complete redesign and expansion with upgraded fixtures and equipment. (From left) Internal entrance to Emergency Department, inside a consultation room and the corridor through the department leading to the exit.



Diagnostics Imaging Department - Redesign and expansion with upgraded fixtures and equipment.



Operating Theatre – (Left and Right) Complete redesign and expansion with upgraded fixtures and equipment. (Center) Newly installed, state of the art MINDRAY Hyport 3000 Mechanical Pendant which offers great and new possibilities to the Operating Theatre.



New Multipurpose Building: Completely new building which houses our Morgue, Medical Storage and Emergency Medical Department. These buildings were fitted with new furnishings, equipment and staff quarters.

2.3.1. Oxygen Generating Station Installed at the Princess Alexandra Hospital

On Tuesday 28 April, 2020, an oxygen generating station was installed and commissioned for use. For the first time, the Health Authority of Anguilla can generate its own oxygen, saving recurrent costs and providing additional resilience to supplies for the hospital.

The unit has been specifically designed for the oxygen needs of the equipment used by the Health Authority of Anguilla and the commissioning of the unit is of vital importance in our response to the COVID-19 pandemic. This could not have been possible without the assistance and support of the UK Government and the FCO.



2.3.2. Technological Advancement



Workstation on wheels

After years of discussing the implementation of an Integrated Health Information System, HAA rolled out an Integrated Electronic Health System, CSPI- Evident. This marked a major milestone in HAA's journey as a digitally enabled healthcare organisation. The driving force of this initiative was the improvement of the management of our clients' health information and efficiency and effectiveness across the organisation and overall improvement of the quality of care.

The implementation occurred in two phases. The first phase was the introduction of finance modules inclusive of registration which was completed in May. A few months later, in November, the clinical modules were introduced which encompassed Laboratory, Diagnostic Imaging, Pharmacy and patient Medical Records. The integrated system now allows clients' records to be accessed from any of our facilities, ensuring continuity of care. It is evident that the entire management and teams of HAA are excited about CSPI Evident.

3. Executive Reports

3.1. Human Resource

By far the most important assets we manage are people who work tirelessly each day on the front lines and behind the scenes to deliver services to our clients. In 2020 HAA engaged in several activities to recognize, develop, motivate and engage staff.

Notably, the Human Resource Department transitioned from manual paper-based systems of monitoring vacation and performance management to an electronic/online platform, empowering staff to manage leave while decreasing our paper dependency. The year also created opportunities for innovation as COVID-19 forced HAA to restructure our visiting specialist services resulting in the introduction of teleconsultations in Psychiatry and Nephrology.

Continuous Education is crucial to ensuring that are staff stay informed about the ever-changing aspects of health and to ensure that our clients receive optimum care. The graph below highlights the various departments who had staff members that completed training in 2020.

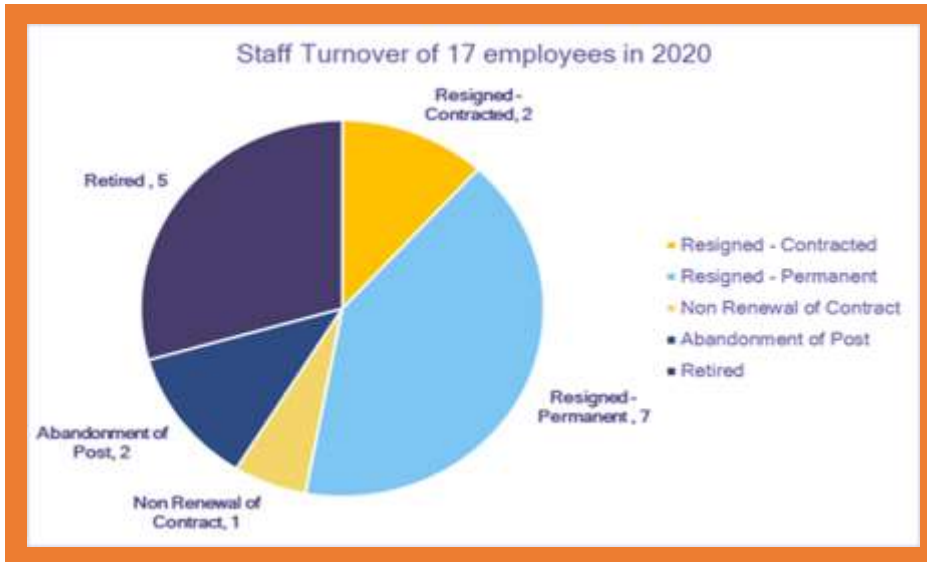


Continuous Education is crucial for the growth and development of our teams.



3.1.1. Staff Turnover

On 31st December, HAA had a staff count of 227 employees across 6 divisions, with a staff turnover rate of 7.4% well below industry standard (17.8%). However, recruitment of highly trained clinical staff continued to be a challenge. HAA celebrated the return of Ms. Fola Richardson to the organisation after successfully completing certification in Operating Theater Techniques from the University of West Indies.



3.1.2. Employees of the Quarter

The Management of HAA recognizes that our staff continues to go beyond the call of duty to ensure patient care is not compromised.

During this global pandemic it is especially necessary that we highlight our frontline staff that continue to perform at their peak to ensure patient care and safety. In light of this, through our Recognition and Awards Program, we demonstrated our appreciation and congratulated those employees whose performance was exceptional in the delivery of Health Care for the first two quarters in 2020.



*Employees of the
First Quarter in 2020
January to March*

Employees of the First Quarter (January to March)



Employees of the Second Quarter (April to June)



*Employees of the Second Quarter - April to June 2020
(Some awardees are not present)*

Ardyne Carty
Orderly

Merine Carty
Housekeeping

Negdra Robin
Mental Health

Dianne Williams
Housekeeping

Rodney Neckles
Nursing (Hospital)

Desiree Lambert-Wharton
Nursing (Community)

Shaniqua Hodge
Nutrition & Health

Cecily Brooks
MGSCH

Samantha Ryan-Vanterpool
Dental

Zamender Smith-Lake
Comm. Surveillance Cov-19

Tamera Ino-Baptiste
Quarantine Fac. Covid 19

Stacy-Ann Hawley
Health Information

Cathy Laurent
Operating Theatre

Employees of the Third Quarter (July to September)



Employees of the Fourth Quarter (October to December)



3.1.3. Annual Risk Reduction Award

Our Health Promotion team was awarded first place for the annual risk reduction award for exemplary and distinguished work in prevention and control of non-communicable diseases.



(From left) Angela Mitchel, Shemeka Hodge, Jenifer Gumbs, Sandra Powell, Donald Curtis, April Richardson, Alice Warrington and Vernice Battick

3.2. Statistics

The table below gives a broad overview of the statistics recorded for the year 2020. Statistics are vital for planning and strategy, monitoring and finance hence we strive to improve our collection and presentation of statistics to better inform our stakeholders and uphold our value of stewardship.

SERVICES	TOTAL
Admissions	899
Deliveries	143
Surgeries	300
Visits to Emergency Room	8771
Diagnostic Imaging Tests	6228
Out-patient prescriptions filled	18,508
PCR COVID-19 Tests	5577
Dialysis Sessions	1866 (15 Clients)
Physiotherapy Sessions	1127
Dental Extractions and Oral Surgery	1352
Home Visits to Elderly	1000
Nutrition Counselling Sessions	879
Distributed Health Screening Vouchers	942
Calls Responded to by Emergency Medical Services	438
Clients Transferred Overseas	26

3.3. Financial Review

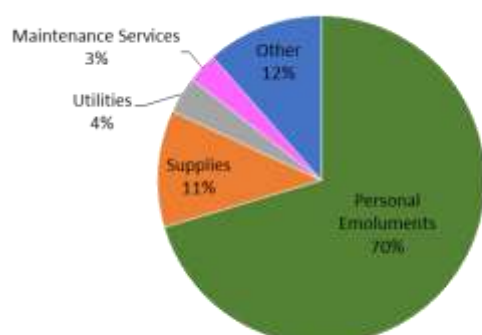
3.3.1. Income Statement

INCOME STATEMENT (in \$000)	FY2020
Subvention	20,224
Net Patient Care	11,862
Total Operating Revenue	32,086
Personal Emoluments	22,025
Goods and Services	5,666
Total Operating Expenses	27,691
OPERATING INCOME	4,395
Grant Income	2,623
Other Non-operating Revenue	680
Non-operating Expenses	(372)
Total Non-operating Revenue	2,931
NET INCOME	7,326
CAPITAL INCOME/EXPENSES	(1,313)
NET POSITION	6,013

3.3.2. Top Five Revenue Earners for the Fiscal Year 2020

		In \$000
1	Laboratory	2,728
2	Dialysis	2,209
3	Pharmacy	2,099
4	Inpatient Fees	1,844
5	Radiology	1,163

3.3.3. Expenditure for the Fiscal Year 2020



3.3.4. Financial Review

The 2020 fiscal year ended on 31st December, 2020.

Over the years, The Health Authority of Anguilla continued to struggle with collection of revenue. Although our accounts showed a Net Position of \$6,013,000, most of our revenue remained uncollected. We continued to offer payment plans to assist persons with bill payments. In 2020, six (6) new payment plans were entered into totaling EC\$62,424.75; one was paid off in full, three payments are on track and for two no payments have been made.

Adding to the uncollected amount was denied claims sent from insurance companies which remain unpaid by clients. In 2020, HAA processed 7,759 insurance claims; 7,419 medical and 340 dental, totaling over \$3.6M.

Our expenditure was kept at a minimum with the higher costs being personal emoluments and medical supplies. We were grateful to receive personal protective equipment donations from the UK and other donors which assisted in reduced purchasing requirements, as costs for medical supplies continue to increase.





4. Management Teams

Member	Position
4.1 Board Members	
Dr. Clyde Bryan	Chairman
Dr. Brett Hodge	Deputy Chairman
Mrs. Serene Carter Davis	Board Member
Mr. Kevin Carty	Board Member
Professor Delroy Loudon	Board Member
Ms. Cullen Smith	Board Member
Mr. Ricardo Jeremiah	Board Member
4.2 Executive Managers	
Mrs. Maeza Demis-Adams	Chief Executive Officer
Ms. Patriese Richards	Chief Financial Officer
Ms. Abigail Gumbs	Director Human Resources
Dr. Lishaw Ward	Director Medical Services
Mrs. Alicia Haywood	Director Nursing Services
Mrs. Vernice Battick	Director Support Services
Mr. Malcom Webster	Director Facilities
4.3 Patient and Nursing Care Committee	
Mrs. Serene Carter-Davis	Chairperson
Dr. Brett Hodge	Deputy Chairperson
Ms. Twyla Bradshaw Richardson	Member
Dr. Gina Richardson	Member
Dr. Rona Hodge	Member
4.4 Human Resource Committee	
Professor Delroy Loudon	Chairperson
Dr. Clyde Bryan	Deputy Chairperson
Mr. Stanford Richardson	Member
Ms. Carleen Gumbs	Member
Mrs. Sharon Hunte	Member
4.5 Finance and Audit Committee	
Mr. Kevin Carty	Chairperson
Mr. Ricardo Jeremiah	Deputy Chairperson
Mr. Elvet Hughes	Member
Ms. Cullen Smith	Member

5. Contact Us



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