

Annual Report - 2013



Saba Health Care Foundation

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Love • Trust • Patient Centered • Respect • Quality

Colophon

Distribution

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Profile

Our statutes

The purpose of Saba Health Care Foundation is directing health care institutes and using health care settings and associated facilities in a broad sense.

As a nonprofit organization on Saba, the smallest island of the Dutch Caribbean, we aim to provide the best possible care as efficiently as possible. We seek to achieve these goals by directing a health care facility and working together with other health institutions in the region and beyond.

Our mission

To provide comprehensive care of exceptional quality through a variety of healing disciplines to all people on Saba.

Our vision

Be a forerunner in setting a standard of delivering general practitioner care and hospital care combined and provide integrated health care linking a large diversity of health care chains.

Ensure accessible health care on island working in close collaboration with health care providers in and outside of the region.

Be a patient centered organization striving to provide the best possible service to patients and those close to them, working with compassion and courtesy in a positive work environment where staff can develop to their full capacity and show commitment to the health of Saba.



The SHCF key values were selected by the Management Team in 2012

Saba is a unique place where we combine a wide diversity of health care in a complex situation.

Insularity

Creating the need for large variation of health care provided on the island.

Small scale

The small size 13 km² and small population of about 2000 inhabitants lead to a small scale with many diseconomies of scale.

Economic and social conditions

For instance, 60% of the people lives below the poverty line.

Remoteness

The nearest hospital is St. Maarten Medical Center at 50 km distance with 76 beds and a limited number of basic medical specialists which can only be reached by airlift or boat.

Culture

The different cultural perspective on health and health care; the communal demand for a “cure for all” is causing high expectations and high consumption.



Medical airlift. Photo by National Helicopters Inc.

Historical Perspective

The A.M. Edwards Medical Center on Saba was founded in 1980 and was a department of the Island Government Saba.

Health care in the former Netherlands Antilles was characterized by a lack of attention, support, money and resources. This led to a neglected organization. As a result, the Medical Center obtained a huge backlog in terms of quality of care and safety.



On October 10th 2010 (10-10-10) a constitutional reform of the Dutch Kingdom took place in which Saba became one of three special municipalities (Public Entity) of the Netherlands. Saba, together with Sint Eustatius and Bonaire form the Dutch Caribbean.

The health care law 'Wet zorginstellingen BES' became effective as of October 10th 2010, and with this reform the responsibility for and financing of health care lies with the Dutch Ministry of Health, Welfare and Sport 'Volksgezondheid, Welzijn en Sport'. The health care standard set by the Dutch Ministry is towards Dutch norm.

The Saba Health Care Foundation was established December 14th 2009 on initiative of the Dutch Ministry of Health, Welfare and Sport, to create a structure similar to that in the Netherlands where health care is privatized in accordance to the law.

On November 5th 2010 the transfer was stipulated of land, buildings, assets, activities and personnel via a privatization agreement signed between the Public Entity Saba, the Dutch Ministry of Health, Welfare and Sport and Saba Health Care Foundation.

On January 1st 2011 the A.M. Edwards Medical Center, previously a governmental institution with as sole task health care, was transferred to the Saba Health Care Foundation. Transition of staff took place under a social statute signed between the Public Entity Saba, Windward Island Health Care Union Association and Saba Health Care Foundation.

This transition marked the start of a more professional, transparent and independent organization which, in addition to providing health care, is responsible for its own financial administration, information technology, human resource and facility management. Since then change has become a constant factor for the Saba Health Care Foundation.



A.M. Edwards Medical Center 1980

Financing

The Saba Health Care Foundation is financed via advances from the Dutch Caribbean health insurance; Zorgverzekeringskantoor BES.

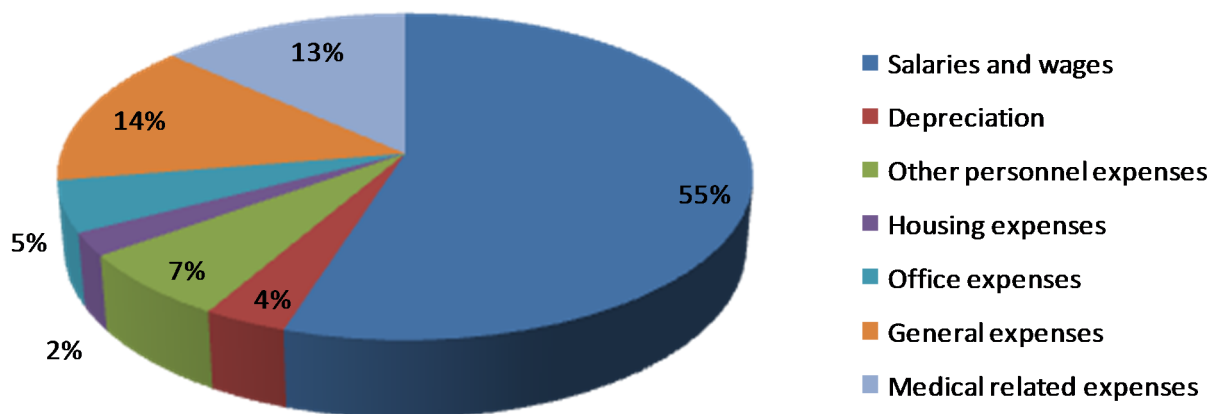
A provisional six months contract was established for the year 2011 based on the budget for that year. This provisional contract was prolonged until the end of 2011. Despite numerous requests from Saba Health Care Foundation, no new contract has yet been established with Zorgverzekeringskantoor BES.

Saba Health Care Foundation is experiencing an increase of costs due to aiming for and accomplishing better quality care; increasing safety for our patients and staff and providing more patient and staff satisfaction, where the backlog of the past decades still plays a major role. To provide a safe environment we need to execute our renovation/deferred maintenance plan and therefore an increase in our advances is a requisite.

So far no results have been achieved to adjust our budget; Saba Health Care Foundation has received the same budget since its start in 2011. No conclusive budget negotiations have taken place for 2012 and/or 2013, nor have the budgets for these years been approved by the Zorgverzekeringskantoor BES.

On November 27th 2013 the Zorgverzekeringskantoor BES decided to determine the inflation rate for 2012 and 2013. At the end of 2013 these adjustments have been made. Negotiations concerning the budget for 2014 are currently taken place with Zorgverzekeringskantoor BES.

Saba Health Care Foundation is concerned as these budget restraints hinder the further development and professionalization of the organization, limiting us in our aim to provide responsible care for our patients and staff.



Cost allocation 2013

Our work

The Saba Health Care Foundation provides a diversity of care in a unique situation.

The Saba Health Care Foundation provides the entire population of Saba (approx. 2000) with medical care via the clinic, ward, 24 hour emergency service, ambulance service, radiology, ultrasound, laboratory and home health.

Our patients consist of local residents, medical students (and their spouses) mainly from North America attending the Saba University School of Medicine, and tourists visiting the island for leisure or business.

The majority of our patients, the local residents, are insured via the Dutch Caribbean health insurance; Zorgverzekeringskantoor BES.

Employees

The Saba Health Care Foundation has 42 employees who operate in the A.M. Edwards Medical Center and the SHCF Administration Building.



The A.M. Edwards Medical Center

Our Care Team

Our two Island Physicians provide general practitioner care and hospital care. They are registered General Practitioners with a degree in Tropical Medicine. Both are Intermediate as well as (partial) Advanced Life Support certified and practice according to Dutch General Practitioner Standards.

Minor surgical and gynecologic procedures are done. Our Clinic has a walk in policy; when patients attend the clinic in the morning they will be seen the same day.

We have two state of the art ambulances and a fully equipped Emergency Room. X-Ray with digital phosphor reader is available and a modern Ultra Sound machine; the results can be send to a specialist elsewhere for review.

Our emergency team consists of admission nurses, ambulance drivers, laboratory staff, nurse supervisors (Intermediate Life Support certified) and physicians. The team is available 24/7 for emergency patients.

The A.M. Edwards Medical Center Admission ward has a total of 10 beds:

Male ward:	3 beds
Female ward:	3 beds
Children ward :	2 beds
Private room 1:	1 bed
Private room 2:	1 bed



Our team of admission nurses provide care to our admitted patients in three shifts of at least 2 nurses.

Admittance takes place to treat: internal -, cardiac -, pulmonologic - or infectious - disease, revalidation, observation or for palliative care. Many of these admittances are done in close consultation with specialists elsewhere and include step-down care.

Our laboratory can do a wide variety of clinical test with an ACE, Mini Vidas and Coulter machine.



Our District Nursing is provided by three Licensed Practical Nurses 7 days a week for 60 clients. With our Home Health vehicles, our district nurses visit the patients at their homes. District nurses also provide maternity care and Baby Clinic together with one of our physicians.

Saba Health Care Foundation also provides mortuary services such as a morgue, hearse and bereavement area.

Saba Health Care Foundation is also the medical assistance organization in case of accidents and disaster (GHOR); we treat uncomplicated fractures, trauma and emergency patients; severe trauma is stabilized and emergency transport to St. Maarten is arranged.

Our Support Team

The administrative team consists of HR, financial and secretarial employees who together arrange different fields of personnel, management and PR support.

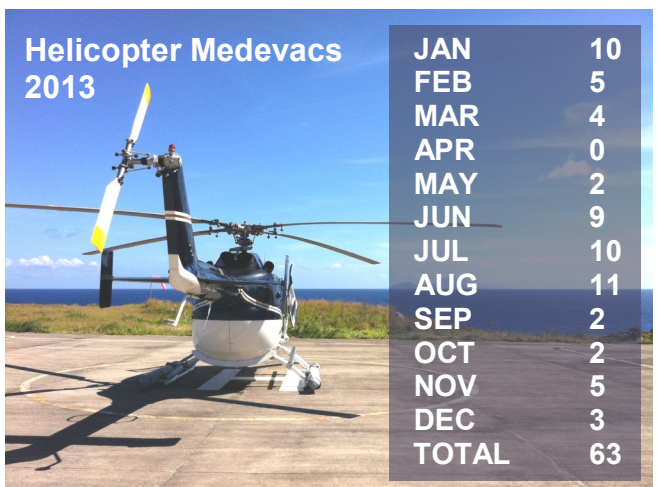
Our finance department arranges all in- and external financial parts of our organization.

Our facility departments; maintenance, cleaning and gardening are constantly ensuring that the in- and exterior of the buildings are not only looking good but are also a safe environment for our patients, visitors and staff.

Medical Evacuations

The Medical evacuations of our patients take place via regular flight, boat, helicopter and fixed wing charter. Transport to St. Maarten takes at least one to one and a half hour during the day. Depending on the circumstances this time could be longer.

Since August 2011 emergency transport between sunset and sunrise is possible thanks to a medevac helicopter. However with only one helicopter available in the region, regularly out of operation due to maintenance or due to weather restrictions, this remains a vulnerable situation.



Referrals

Patients are referred abroad, mainly to St. Maarten Medical Center (SMMC) but also further away to Colombia, Guadeloupe, Curacao, Aruba and the Netherlands. This means that we depend on other health care organizations to provide care to our patients.

Referrals abroad, in particular outside the Kingdom, means dealing with different medical cultures and/or languages affecting the effectiveness of health care provided.

Visiting specialists

A number of visiting specialists come to Saba to attend their patients here instead of having to refer all these patients abroad. These visiting specialists are contracted via Zorgverzekeringskantoor BES and have their consults in the A.M. Edwards Medical Center.

Visiting specialists are a cardiologist, dermatologist, gynecologist, neurologist, occupa-

tional health doctor, orthopedic surgeon and psychiatrist, dentist, orthodontist, speech therapist, social worker, dietician, medical pedicure, orthopedic instrument maker and a hearing aid specialist.

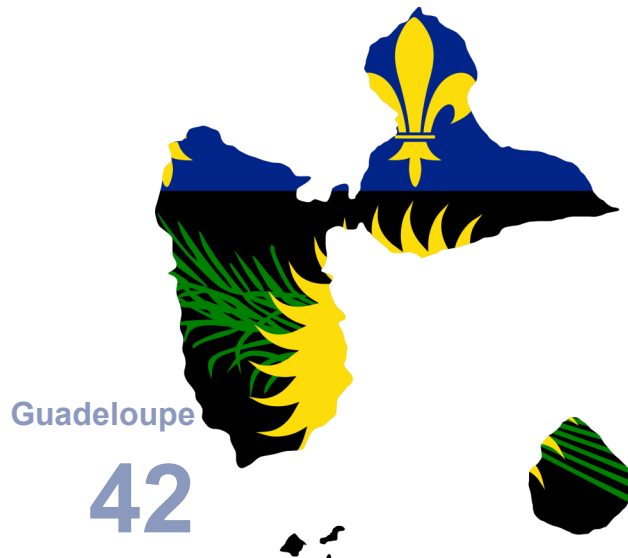
There are also specialists living on Saba who either have a clinic/office of their own or use one of our facilities to tend to their patients. These on-island specialists are a physical therapist, dental hygienist, psychologist, a social psychiatric nurse, child psychologist, child psychiatrist and an optometrist.

Health Education

We provide health education to the public in a variety of forms including our Facebook page, guest lectures on the local schools by our medical staff, hosting school kids and via programs such as the Health Fair and I love My Body.

Production 2013	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Admission	76	44	31	49	50	53	162	19	25	58	36	26	629
Ambulance	17	12	9	6	10	17	22	14	4	13	15	7	146
Consults	421	434	415	507	562	543	442	513	492	476	425	360	5590
ECG	47	5	56	6	44	42	4	43	48	3	40	41	379
Emergency	52	29	60	58	62	52	84	55	45	51	36	38	622
Laboratory	938	793	836	1022	748	735	868	973	915	584	386	339	9137
Minor surgery				3	1	5	2		4	2	4	12	33
Wound care	36	34	53	31	47	51	26	38	32	43	53	53	497
X-ray	34	46	33	51	88	48	89	57	25	23	36	34	564
Visiting specialists	107	102	148	105	172	134	85	140	129	102	135	111	1470
Pre-/Post natal							1						1
Prescription	196	162	277	337	434	450	482	443	350	432	418	554	4535
Vaccine/BC	6	10	7	12	8	8	8	16	4	6	8	4	97
BC visit	12	19	26	9	21	15	5	28	8	10	10	7	170
District visit	518	450	499	465	494	474	473	487	483	509	494	482	5828
GRAND TOTAL	2460	2140	2450	2661	2741	2627	2753	2826	2564	2312	2096	2068	29698

Medical referrals 2013



Structure & Support

Love • Trust • Patient Centered • Respect • Quality

The Saba Health Care Foundation continuously emphasizes on the 5 key values of our organization.

We put effort in creating a safe environment where tasks and responsibilities are clear, with open communication, and where the competence of the staff is evaluated and used to develop further.

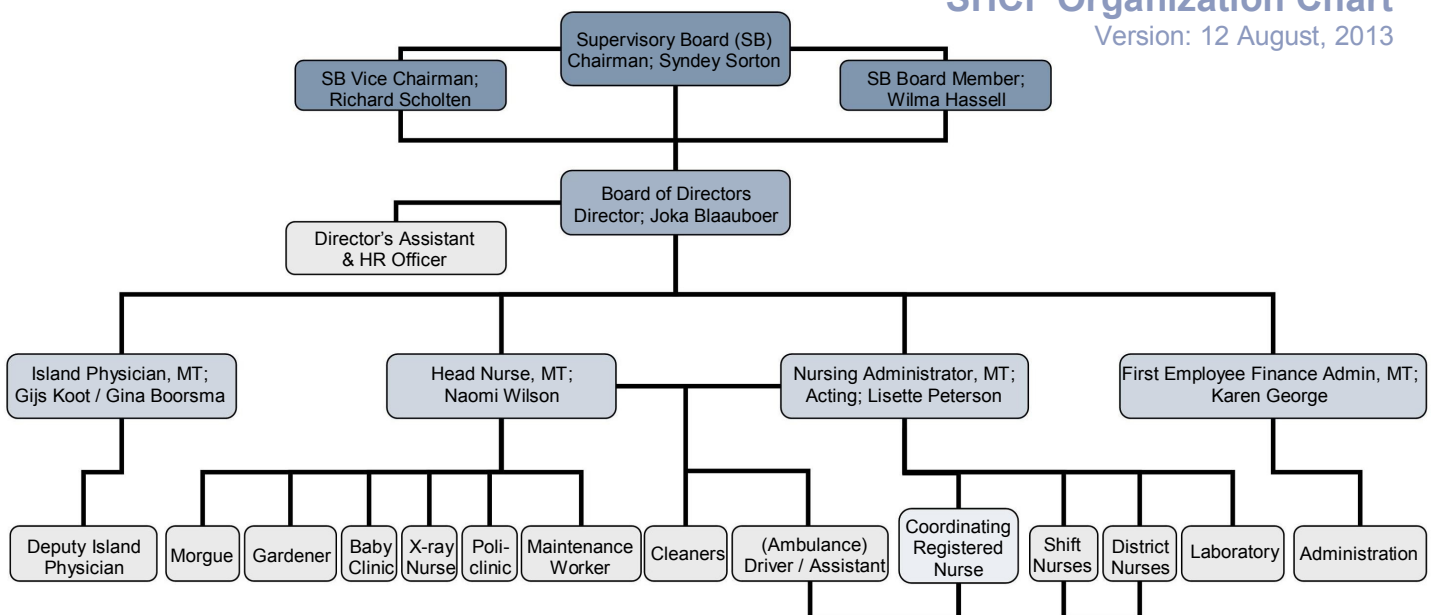
In 2010 the job descriptions for our employees were made. These job descriptions are mainly result-oriented defining key competences such as knowledge, independence of action, interpersonal skill, etc.

In the same year job classifications were made according to the Dutch health care model and a salary structure specially for health care in the Dutch Caribbean was set.



In June 2012 the first two-year collective labour agreement (CLA) for health care institutions on Saba and St. Eustatius was established.

SHCF Organization Chart
Version: 12 August, 2013



Organizational structure

The Saba Health Care Foundation is a flat, four layer organization; the supervisory board, the board of directors, the management team members and employees. This provides an efficient line of communication and a clear chain of command. The director strives for transparency where decisions are made based on social responsibility and the objectives of the organization.

Being a small organization, Saba Health Care Foundation depends on the people in key positions.

There is a preference of transformational leadership, inspiring and motivating; where staff is dedicated and connected, and feel proud to work for Saba Health Care Foundation.



Meetings 2013

Supervisory Board Meeting:	5
Management Team Meeting:	9
General Staff Meeting:	2

Director-MT member and Department meetings take place frequently.

Staff mutations 2013

Our Nursing Administrator terminated her contract for personal reasons, a Polyclinic Nurse went on medical discharge and a part-time Cleaner resigned to work full-time elsewhere.

In order to give a boost to our quality in care and hygiene, a part-time Cleaner was hired and we expanded our admission staff with an extra full-time Registered Shift Nurse

In 2013 we had selected our candidate to fill the vacancy for Nursing Administrator; she started work in 2014.

A Deputy Island Physician worked for 4 months as our Project Leader Medical IT, we had a part time temporary Administration Assistant for 1 month and later hired a part time Data and Secretarial Assistant.

To expand and improve the quality of our Home Health services we have a vacancy for a Registered Nurse in Home Health.

As of August 2013 we have a trainee from Saba Comprehensive School.

December 31st, 2013

Staff total remained:

42; 36 FTE, 6 part-time

Support Functions 2013

In 2013 the Saba Health Care Foundation focused a lot on bringing structure and policies into the organization especially in the field of HR.

In order to become more knowledgeable in the field of HR, our HR Officer started with an online bachelor HR Study.

Several new policies were introduced and existing policies were reviewed and adjusted where needed. The House Rules were reviewed and updated as well.

With external HR support the Saba Health Care Foundation started with performance evaluations for all employees.

Improvements were also made to our Finance Department:

- Strong internal person independent processing payroll;
- Reliable monthly reporting;
- Optimized: accounts receivable, accounts payable, cash procedure and handling;
- Inventory count;
- Further implementation of financial program AFAS.

Not only HR and Finance received a boost, also PR became a focus point of the Saba Health Care Foundation.

Our Social Media and Newspaper presence grew tremendously compared to previous years.

The collage consists of five Facebook posts from the Saba Health Care Foundation:

- Post 1 (12 June 2013):** A birthday wish for Dr. Koot, accompanied by a photo of him sitting on a blue motorcycle.
- Post 2 (4 June 2013):** A photo of the Nurse Assistant graduation class from 2012-2013, with several graduates holding certificates.
- Post 3:** A Twitter post with a background image of the Saba Health Care building and a text overlay: "Saba Health Care Foundation is the health care organization for the island Saba in the Dutch Caribbean located at the A.M. Edwards Medical Center in The Bottom. Saba, Dutch Caribbean · facebook.com/SabaHealthCare".
- Post 4 (14 March 2013):** An announcement for a "New full-time Social Worker", Valerie Priyor, with a photo of her smiling.
- Post 5 (23 July 2013):** An "URGENT NOTIFICATION" regarding a telephone problem at the medical center, providing contact information for Nurse Naomi and Nurse Lisette.

Quality

Saba Health Care Foundation comes from a great backlog; there is room for improvement and growth in every aspect of our organization. We are aiming towards the Dutch standard level of care with a variety of investments, engagement, creativity, flexibility and customization, in which we are continuously learning.

Our quality-care

Saba Health Care Foundation defines quality health care as providing accountable and skilled care with sufficient and qualified staff, accommodating professional development, continuous medical education and training, in a safe, well equipped and pleasant environment.

The organization needs to have enough qualified and competent staff to be able to provide responsible care. An extensive education program is in place to further train the available staff and increase their knowledge and skills.

Leading in safety requirements is the Facility Improvements Report in 2011. From this a renovation/deferred maintenance plan was made up, our rejuvenation plan of which the first project started in 2012.

In recent years we obtained sufficient, good quality equipment and materials for which a maintenance plan is being setup.

Quality improvements 2013

Patient information System

- Electronic Patient File systems Promedico and Schuylab have been implemented to digitalize our patients files. This increases consistent, secure and accurate data collection as well as patient privacy.

Safety

- Biohazard disposal and safety measures to protect employees.
- MRSA testing employees.

Education

- Improving hygiene with training for cleaners and refresher training hand-hygiene nursing staff.
- Three nursing staff members became certified Nursing Assistant.
- Emergency Medicine certification in March for 16 nurses and ambulance drivers.
- Start of continuous medical education program Emergency Care.
- Intermediate Life Support certification (with parts of Neonatal, Pediatric, Advanced Trauma and Advanced Cardiac Life Support) for doctors and supervisors.
- Palliative care for nursing staff.
- Needle stick injury prevention training.
- Laboratory: Biohazard sample packaging and transport, exchange program with St. Maarten Lab Services.
- Child-development and vaccination training for Baby Clinic staff.

Quality improvements 2013

Facility

- Renewal of our main electrical distribution center.
- Building for emergency-generator, oxygen and waste storage.
- Central storage room for medical stock.
- Ambulance Bay; Garage for our two ambulances which also serves as training and bereavement area.
- Start conversion of former Queen Wilhelmina Library to Saba Health Care Administration Building to make space for third doctor's office in the A.M. Edwards Medical Center.
- Installation of fire alarm.
- Installation of PBX phone system.
- Expansion of ICT.
- All medical equipment mapped and required maintenance performed.
- All non-medical equipment registered in the facility program AG5.

The fundamental question for Saba Health Care Foundation is:
“What is going well and where can we improve.”



Change has been an ongoing process which requires a lot from staff. Therefore this process needs to be temporized at times also to enable recording of strategy and procedures to secure all quality improvements.

Compliments, Complaints and Suggestions

Since 2012 we have a compliment-, suggestion- and complaint- box for our clients in the waiting room of the A.M. Edwards Medical Center and in 2013 we added an extra box at our Emergency Room entrance.



In October 2013 we implemented our official complaint policy which we made known to the public via our Facebook page. We also introduced a new complaint form, compliment- and suggestion card to the public.

Feedback 2013

Compliments: 3
Complaints: 2
Suggestions: 1

The received complaints were both resolved to the satisfaction of the complainants.

Projects



Health Fair 2013

A two days health fair titled “Balance your Health” organized by Saba Health Care Foundation and Rijkdienst Caribisch Nederland to create greater awareness of how to balance your health and make positive health behavior changes. There was a large turnout of schoolchildren and public, and the event was very well received.

I Love my Body 2013

Health promotion programs to support staff members’ endeavors to learn more about healthy living.



HUREX 2013

Training exercise from the Royal Dutch Navy acting out a car accident causing explosions and toxic chemicals in the air in our harbour Fort Bay.

Saba Youth Health Care Conference (EPI)

Health care officials from throughout the Dutch Kingdom met to update each other on the status and implementation of their respective vaccine programs.



Collaboration & Cooperation

The Saba Health Care Foundation has several collaboration and cooperation partners both on Saba as well as on other islands in the region.

Saba Cooperation

- Benevolent Foundation Saba;
- Body, Mind & Spirit Foundation—ASGS;
- Center of Youth and Family Dutch Caribbean;
- Public Health Department of the Public Entity Saba;
- Saba Dispensary;
- Social Worker of the Public Entity Saba;
- Stichting Verslavingszorg en Psychiatrie Caribisch Nederland.

Inter-island Cooperation

Since the 30th of September 2011 the Saba Health Care Foundation has a cooperation agreement with the medical center and hospitals of Bonaire, Sint Eustatius and Sint Maarten; Fundashon Mariadal, Sint Eustatius Health Care Foundation and Sint Maarten Medical Center.



Saba Health Care Foundation
Saba - Dutch Caribbean



St. Maarten Medical Center
Sint Maarten



St. Eustatius Health Care Foundation
Sint Eustatius - Dutch Caribbean



Fundashon Mariadal
Bonaire - Dutch Caribbean

Merger

A roadmap was drawn up in May 2013 for a possible merger between the Saba Health Care Foundation and the Benevolent Foundation Saba, the foundation for elderly care who are established in the Honorary Henry Carlyle Every Home for the Aged in The Bottom.



Further formalization of our cooperation with the Benevolent Foundation Saba will continue in the year 2014.

Prospective 2014

- Establish referral protocols to the specialists and institutions on Sint Maarten.
- Adjustment of the clinic flow.
- Further expand District Home Health Nursing.
- Set up Quality Management.
- Continue with an extensive staff education program
- Proceed with our renovation/deferred maintenance plan.
- Establish an Emergency Disaster Preparedness Plan.
- Define a strategic vision.
- Formalization of our cooperation with the Benevolent Foundation Saba.
- Work towards a takeover of the Saba Dispensary.





**Saba Health Care Foundation
The Bottom, Saba
Dutch Caribbean**

www.sabahealthcare.org