



Trinidad and Tobago Healthcare UK Forum (TTHUF)

Working in Partnership to Improve
Healthcare Standards

Strategic Plan for 2019-2024

February 2019

Trinidad and Tobago Healthcare UK Forum (TTHUF)

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Strategy Overview

The challenges facing the healthcare system in the Republic of Trinidad and Tobago are well documented. Challenges include high rates of non-communicable diseases, too few public hospital beds, prolonged waits for life saving surgery, lack of accountability for failures and no overall regulation of the system.

There are thousands of healthcare and other professionals with connections to Trinidad and Tobago, who have experience of working in the UK health service and elsewhere in the world. Many of these individuals have a passion for contributing to improving the quality of the health service in the twin island republic.

This five-year strategy has been developed in order to utilise the knowledge, skills and expertise of UK-based professionals. We would work in partnership with the government of the Republic of Trinidad and Tobago (GoRTT), other healthcare organisations, training institutions, professional and registration bodies, so that the safety and quality of healthcare can be improved.

The strategy combines some of the effective approaches of regulatory agencies in the UK such as the Care Quality Commission, NHS England, NHS Improvement, Clinical Commission Groups and the National Institute for Health and Care Excellence.

The Trinidad and Tobago Healthcare UK Forum (TTHUF), plans to take a targeted and collaborative approach, so that more people receive high-quality care.

Foreword

TTHUF is an organisation formed of healthcare and other professionals, with affiliation to Trinidad and Tobago. TTHUF members have spent time training and working in the UK and overseas, and have honed skills and expertise in different areas of healthcare. This team of dedicated individuals felt the need to give back to the country, by working in partnership with the authorities.

In November 2017, a team of professionals formed a board led by the Chair, Roger James. The aim of the board is to use our pooled resources in the acquisition of funds or services, in order to facilitate and/or help directly any cause, that would improve the delivery of healthcare services.

There are many examples of where TTHUF can work in partnership with the authorities, in order to deliver safer and more effective healthcare. These include, helping to address the shortage of sufficient jobs for medical graduates, the lack of active quality assurance processes and insufficient post-graduate training programs.

The need for an accreditation body to assure the maintenance of qualifications, up-to-date practise and continued quality assessment, are key areas that TTHUF would like to, along with the healthcare authorities, find ways and means of improving the current standards.

This strategy lays out a 5-year plan that highlights who we are and the areas in which we would like to assist. We are dedicated to this cause and look forward to working alongside the authorities and healthcare professionals towards making the improvements where needed.



A handwritten signature in black ink, appearing to read 'Natalie Johnson'.

Dr Natalie Johnson
Deputy Chair

Introduction

Healthcare standards, monitoring and oversight makes a practical difference to the quality of care people receive. Our strategy describes how we will undertake various activities, in cooperation with the Ministry of Health of Trinidad and Tobago, Regional Health Authorities, other healthcare organisations, training institutions and professional and registration bodies, to improve the quality of healthcare that people receive. We will fulfil our purpose to improve the safety and effectiveness of healthcare in Trinidad and Tobago, so that people receive care and treatment that is quality assured and evidence-based.

A handwritten signature in black ink that reads "Roger James". The signature is written in a cursive, flowing style.

Roger James
Chair

What we know

Published evidence about the quality of healthcare people receive in Trinidad and Tobago is limited. Anecdotal evidence suggests there is a significant variation in quality across the various sectors.

Non-Communicable Diseases is the leading cause of mortality in Trinidad and Tobago and the GoRTT has a major challenge to reduce its prevalence and impact on society.

Robust regulation of healthcare services does not exist in Trinidad and Tobago, but we know regulations can protect the public, improve standards and hold providers to account.

We would combine the priorities of the Ministry of Health and other healthcare authorities, with best practice from the UK and the rest of the world, in order to monitor and improve the quality of healthcare standards in Trinidad and Tobago.

Our ambition for the next five years

We will have discussions with those in authority and bid for contracts, with the aim of implementing our strategy. Once we are successful in completing the first project, we will use what we have learnt, in order to refine our strategy, so that high quality of healthcare is more likely.

Our vision

At TTHUF, we believe that healthcare standards must be improved, so that people receive care that is safe and effective.

We are committed to working in partnership with healthcare providers and being advocates to people who use healthcare services.

We believe that high standards of care should be provided to all sections of society and that poor care, negligence and malpractice must be discouraged.

Our values

Our values are based on the word INTERACT:

- Integrity: We will positively contribute to building trust with the public, colleagues and partners
- Teamwork: We recognise that we cannot achieve our objectives alone
- Respect: We will treat people with courtesy, politeness and kindness

- Accountability: We are transparent, and take responsibility for our actions
- Commitment: We perform tasks and activities that enables the organisation to achieve its goal.

Who we are

We are a charitable organisation formed of UK-based healthcare and other professionals with affiliation to Trinidad and Tobago who are committed to supporting safer and more effective healthcare service provision.

| Executive Committee | | |
|----------------------------|---------------------|------------------------------|
| Name | Position | Lead role |
| Roger James | Chair | Regulation and Leadership |
| Dr Natalie Johnson | Vice Chair | Medicine and Surgery |
| Tricia George | Secretary | Quality and Governance |
| Lehoma Tannis-Harriet | Assistant Secretary | Fundraising |
| Leanard Phillip | Treasurer | |
| Natasha Queva | Assistant Treasurer | |
| Board of Trustees | | |
| Rosalind Phillips McMillan | Trustee | Audit and Patient Experience |
| Kirt Hunte | Trustee | Public Health |
| Carol-Ann Murray | Trustee | Mental Health |
| Vashti Ragoonanan | Trustee | |
| Allyson Williams MBE | Trustee | |
| Michaelene Holder-March | Ex-officio Trustee | |
| Shelley McLetchie-Holder | Education Advisor | Education and Training |

Sub-committees

There are seven sub-committees that will support the board and enable the organisation to achieve its objectives.

1. Acute Hospitals
2. Workforce
3. Mental Health
4. Community/ Public Health
5. Governance

6. Education, Training and Development
7. Fundraising

What we do

We contribute to improving the safety and effectiveness of healthcare in Trinidad and Tobago, so that people receive care and treatment that is quality assured and evidence-based.

Objectives

- Support the varying healthcare systems of Trinidad and Tobago.
- Collaborate with the Ministry of Health and other healthcare organisations, training institutions, professional and registration bodies, to help attain the highest level of healthcare for the public.
- Help to support the representation of patients in T&T by working in collaboration with NGOs and healthcare associations.
- Share best practice in healthcare between the UK and Trinidad and Tobago.

National Strategic Plan for the Prevention and Control of Non-Communicable Disease

In recent years, Non-Communicable Diseases (NCDs) namely, heart disease, diabetes, cancer and cerebrovascular disease, have become the leading cause of morbidity and mortality in Trinidad and Tobago. Without action, the increasing prevalence of NCDs will continue to unduly burden the health system, consume already scarce resources and severely undermine socio-economic advancement.

TTHUF will work collaboratively with the Ministry of Health, to dramatically reduce the occurrence of NCDs through the implementation of proven cost-effective strategies. We will work collectively and decisively to reduce the threat of NCDs and improve the health of the people of Trinidad and Tobago.

Sustainable Development Goals Achievement

The Sustainable Development Goals (SDGs), officially known as Transforming our world: the 2030 Agenda for Sustainable Development, is a set of 17 "Global Goals" with 169 targets among them

Spearheaded by the United Nations through a deliberative process involving its 193 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015.

Goal 3: Good Health and Well-being

- Ensure healthy lives and promote well-being for all at all ages

There are nine elements within this goal. Trinidad and Tobago is currently not meeting or only partly meeting seven of nine elements within SDG3.

At the current rate, T&T is unlikely to meet the SDG3 goal by 2030.

TTHUF will work in partnership with the Ministry of Health in T&T, to develop SMART goals for achieving SDG3 by 2030.

Welsh Committee Report Implementation

The Welsh Committee Report Part 1 (2016), focuses on the level of healthcare delivery by Regional Health Authorities and highlights some fundamental transformational initiatives geared at improving the health sector.

The Report included 38 recommendations aimed at addressing the challenges in the healthcare sector that are negatively impacting in the levels of efficiency in the delivery of healthcare services in Trinidad and Tobago.

The government of Trinidad and Tobago recognises that the public health system, in the short term must provide higher standards of care to patients as well as greater and more equitable access to healthcare services.

TTHUF will work with the Ministry of Health and Regional Health Authorities in order to ensure that the Report's recommendations are implemented.

Project Work

The Ministry of Health and other healthcare providers in Trinidad and Tobago, may from time to time require specific projects to be completed.

When contracted to do so, TTHUF will assemble specific teams to carry out focussed project work within a specified period.

Clinical Audits

Clinical audits are an excellent way of improving patient care. They are a way to find out if healthcare is being provided in line with best practice standards. Clinical audits inform care

providers and patients, where their service is doing well, and where there could be improvements.

TTHUF will work in partnership with the GoRTT and other healthcare providers, to carry out a range of audits, feedback the results and make recommendations as appropriate. Audits include;

Stroke audit

This audit assesses the quality of hospitals to deliver multidisciplinary inpatient stroke health services. It audits the care provided for patients during and after they receive inpatient care following a stroke.

Myocardial ischemia audit

The Myocardial Ischaemia Audit aims to improve the whole pathway of patients who have suffered heart attacks; from the call to the emergency services, to the prescription of preventive medicines on discharge from hospital. The audit describes aspects of the quality of care of hospitals and of ambulances, and will be based on analyses of data directly submitted by participating organisations.

Heart failure audit

This audit aims to improve the quality and outcomes of care for patients with unscheduled admission to hospital with heart failure. It captures data on clinical indicators which have a proven link to improved outcomes, and encourages the increased use of clinically recommended diagnostic tools, disease modifying treatments and referral pathways.

Diabetes audit

Diabetes is a chronic condition caused by an inability to use or produce the hormone insulin and leads to a rise in blood glucose.

This audit aims to improve outcomes for adults with diabetes receiving care from primary and secondary care providers.

Paediatric diabetes audit

This clinical audit aims to improve the care, outcomes and experiences of children and young people with diabetes, treated within hospitals until the age of 21 years.

Chronic obstructive pulmonary disease audit

This audit programme brings together primary care, secondary care, and pulmonary rehabilitation, along with patient experience.

Maternity and perinatal audit

This audit aims to improve the treatment of mothers and babies during their stay in a maternity unit by evaluating a range of care processes and outcomes in order to identify good practice and areas for improvement in the care of women and babies looked after by public hospital maternity services.

Cancer audit

There are several types of cancers affecting millions of people worldwide. Cancer audits collect prospective data on all adult patients diagnosed with cancer.

The purpose of the cancer audits is to look at the care given to cancer patients and provide health care professionals with accurate information that can help them review their performance. This allows them to focus on areas where they can make improvements to patient care.

Adult cardiac surgery audit

This audit aims to reduce mortality and improve outcomes for patients undergoing adult cardiac surgery. It reports comparative data on all major heart operations carried out on patients.

Falls and fragility audits

This is an audit of the care that patients with fragility fractures and inpatient falls receive in hospital and facilitates quality improvement initiatives.

Infection control audit

To bring about an improvement in infection control practice, it is important that measures known to be effective in reducing the risk of infection are rigorously and consistently applied. For example, hand washing is known to reduce patient morbidity and mortality from hospital associated cross infections. This audit looks at the environment and infection control policies and procedures.

Pressure ulcer audit

This audit standards are based on the UK's NICE guideline for pressure ulcers. to reduce the number of pressure ulcers in people admitted to hospital. It aims

Psychosis audit

Schizophrenia affects millions of people worldwide. The Clinical Audit of Psychosis audit focuses on key concerns about treatment of people with severe mental illness including: access to services; delivery of evidence-based pharmacological and psychological therapies; quality of physical health care; and social exclusion. The audit aims to increase the quality of care that health services provide to people with psychosis.

Anxiety and depression audit

The Clinical Audit of Anxiety & Depression will focus on improving care received by people during and after a period of inpatient treatment, including access and acceptability of services; waiting times and management between referral, assessment and treatment; access to services at times of crisis; employment support; training and supervision of therapists; and pharmacotherapy use.

Accident and Emergency Audits

Strong A&E performance is important to patients and provides the basis for improving hospital performance in other areas. TTHUF's support will help improve quality, safety and patient flow.

The audits will focus on:

- Attendances by age band
- Ambulances attendances
- Discharged home
- Emergency admissions
- Performance and wait times for admission
- Re-attendances within 7 days to A&E
- Use of Children Early Warning Score (CEWS) audit template
- Use of Early Warning Score (EWS) audit

Surveys

Information from patient experience surveys is one way to understand what patients think about their recent care and treatment. Patient feedback information can be used to improve the quality of healthcare provided.

Survey results can be used to check progress and improvement of care providers, and to hold them to account for the outcomes they achieve.

We will use a range of different surveys as a source of feedback directly from patients and their carers. Surveys include:

Secondary care survey

We will carry out patient experience surveys in secondary care. This includes surveys for Accident & Emergency, Inpatients, Outpatients, Maternity, Community Mental Health and Children & Young People.

Cancer patient experience survey

The aim of this survey is to provide insight on patient experience of cancer care.

Care in the last few months of life survey

The aim of this survey is to assess the quality of care delivered in the last three months of life for adults who died of a terminal illness in Trinidad and Tobago.

Friends and Family Test

The Friends and Family Test (FFT) is an important feedback tool that supports the fundamental principle that people who use healthcare services should have the opportunity to provide feedback on their experience.

It asks people if they would recommend the services they have used and offers a range of responses.

Public Health Staff Survey

Staff views of their experience of working in the health service is an important barometer of the culture of the organisation.

This survey will collect staff views about their experience of working in the public health service.

Independent Investigations

From time to time, during the provision of healthcare services, things will go wrong. Various types of incidents will occur that require investigation.

We will carry out independent investigations. Their purpose will be to review thoroughly the care and treatment received by patients, so that healthcare providers can:

- Understand what went wrong with the care of the patient
- Reduce the likelihood of a recurrence of similar events
- Make recommendations for the delivery of health services in the future.

Training and Development

Staff working in the health service need to participate in training and professional development in order to ensure the delivery of safe and high-quality patient care.

We will support staff to ensure they maintain and develop the knowledge and skills required to meet the needs of patients and the service.

We will provide a mixture of online and face to face training; and focus on mandatory training as identified by providers. Examples of training that we will provide includes:

- Basic life support
- Manual handling
- Infection control
- Safeguarding children and adults
- Caring for mental health patients

Consultancy and Advice

TTHUF is made up of a diverse group of highly qualified and professional people with experience in the health and other sectors. Through consultancy and advice, TTHUF will enable healthcare organisations to improve their safety and sustainability.

Primary Health Care Development

Primary health care is provided in the community for people making an initial approach to a medical practitioner or clinic for advice or treatment. GPs hold key positions in primary care.

We will support health care providers to provide excellence in primary care. This includes improving organisational communication, engaging and consulting with patients and facilitating organisational development.

Acute Hospital Inspections

Acute hospitals are made up of services such as accident and emergency, medical and surgical wards, paediatrics, maternity, gynaecology, intensive care, outpatient departments, diagnostic services and pharmacy departments.

Hospital inspections can enforce compliance with identified standards, measure patient outcomes, drive improvement, give assurance that hospitals are safe and instil public confidence in the system.

Our acute hospital inspection framework will be carried out by our qualified and experienced clinicians. We will use lines of enquiries to judge whether services are safe, effective, caring, responsive and well-led.

Our inspectors will inspect services and make judgements against local and international standards. We will produce reports and make them available to the Ministry of Health, stakeholders and people who use healthcare services.

Inspections will be a mixture of announced and unannounced, depending on the type and circumstances of service. We will speak to staff, patients and review documents during inspections.

Mental Health Hospital Inspections

Mental health services offer care, treatment and support for a range of conditions or illnesses affecting people's psychological well-being.

Common mental health conditions people seek treatment for are depression, anxiety disorders, schizophrenia and bipolar disorder.

As with acute hospital inspections, we will use experienced clinicians to judge whether services are safe, caring, effective, responsive and well-led.

Community Health Development

Community healthcare is provided by healthcare professionals in the community or in patients' homes. Community Healthcare is designed to:

- Improve patient satisfaction and well-being, by caring for people in their comfort of their own surroundings
- Improve the quality of life of those with long term conditions, by supporting self-care and keeping them independent for as long as possible.

- Ease the burden on primary care (GP practices) and secondary care (hospitals).

We will support healthcare providers to provide excellence in community healthcare. This includes improving organisational communication, engaging and consulting with patients and facilitating organisational development.

Community Mental Health Development

Community mental health services are important because they support the great majority of people who are under the care of specialist mental healthcare providers; including at times of crisis. They are also essential in working with people to ensure that their mental health does not deteriorate to the point that they require inpatient care.

We will support healthcare providers to provide excellence in community mental health care. This includes improving organisational communication, engaging and consulting with patients and facilitating organisational development.

Public Health Development

Governments have a responsibility to protect and improve the nation's health and wellbeing, and reduce health inequalities.

We will give advice and support the Ministry of Health, so that policies and strategies can be developed to:

- Make the public healthier
- Identify and prepare for future public health challenges
- Improve the public health system and its workforce
- Research, collect and analyse data to improve the understanding of public health challenges, and come up with answers to public health problems.

Management Reviews

The management review process requires the senior management team to periodically review the organisation, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction.

Our management reviews will include, but not limited to:

- Strategy/policy development
- Clinical governance
- Risk Management
- Complaint handling process

- Safe staffing assessment
- Safeguarding procedures

Healthcare Accreditation Standard

Accreditation includes self-assessment by healthcare providers against agreed standards, followed by an external peer assessment process. It is used by healthcare organisations to accurately assess their level of performance in relation to established standards and to drive improvement.

The most effective accreditation schemes are independent of governmental control.

TTHUF will partner with UK agencies, so that it can be an accrediting organisation for providers of healthcare services.

Quality Improvement

Quality improvement is a systematic approach to improving health care based on a process of continuous testing, measurement, learning and change.

Quality Improvement measures can help healthcare organisations deliver the best quality care. TTHUF will work with both public and private healthcare providers to develop measurements and improve quality of care.

Healthcare Standards and Regulatory Development

Public demand for greater access to healthcare and improved standards has been increasing in recent years. Across Europe and the US, respective governments have created legislation and regulations in order to protect the public, improve standards and hold providers to account.

We will work the GoRTT to develop healthcare legislation and regulations, in order to drive improvement and take enforcement action against providers when they fail to comply.

Use of Resources Assessment

Use of Resources Assessment will help healthcare commissioners understand how effectively and efficiently providers are using their resources to provide high quality, efficient and sustainable care for patients.

Our Use of Resources assessment will include finances, workforce, estates and facilities, technology and procurement.

Recruitment Agency

The worldwide shortage of nurses and other healthcare professionals has meant that there is a high demand for such staff, so that patient care can be safely delivered.

TTHUF will act as an agency to provide healthcare staff on a fixed-term contractual basis, to both public and private healthcare providers.

Bidding for contracts

From time to time, the Ministry of Health and healthcare providers, issue tender notices for companies to supply goods and services.

We will assess tender notices and make applications for contracts where appropriate.

Research

Healthcare environments, provide the ideal opportunity for doctors and other healthcare professionals to conduct research.

We will work with medical schools in the UK and the GoRTT to facilitate research opportunities for medical and other healthcare students.

Supporting Patient NGOs

Well-led healthcare services ensure that patients and carers have their voices heard and are at the centre everything that is done.

We will support Patients NGOs, to ensure that the GoRTT and healthcare providers put patients at the heart of everything they do.

Hospital Twinning Programme

International hospital twinning partnerships offer the opportunity to provide advice, expertise, support and technology transfer from established hospitals to developing ones in order to help them overcome the challenges facing them. These programmes also help to bring in major medical advances.

We will facilitate and oversee twinning programmes between hospitals in the UK and Trinidad and Tobago.

Milestones

| Milestone | Due Date | Who's responsible | Date completed |
|---|-----------------|-------------------|----------------|
| Sign Strategic Partnership Agreement with TTRNA | 30 June 2019 | Roger James | |
| Become an approved supplier of services to the Ministry of Health | 30 June 2019 | Roger James | |
| Become a Registered UK Charity | 30 June 2019 | Roger James | |
| Launch paid membership scheme | 30 June 2019 | Tricia George | |
| Launch website | 30 June 2019 | Tricia George | |
| Participate in World Mental Health Week in Trinidad and Tobago | 31 October 2019 | Carol-Ann Murray | |
| Complete at least one project in Trinidad and Tobago | 31 March 2020 | Board | |
| Launch online training for staff | 31 March 2021 | Roger James | |
| Launch accreditation scheme | 31 March 2022 | Roger James | |
| Launch recruitment agency | 31 March 2023 | Roger James | |
| Launch Hospital Twinning Programme | 31 March 2024 | Roger James | |

How to contact us

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