



Journey
towards *Excellence*

The New Sangre Grande Hospital



CEO's Message



As CEO of the Eastern Regional Health Authority (ERHA), I am pleased to be a part of the dynamic team leading the transformation of our Sangre Grande Hospital. In the coming months we will usher in a whole new dimension of service, quality of healthcare delivery, as well as patient experiences and outcomes.

This publication is intended to share our vision and enlighten all our stakeholders. I wish to welcome you personally and thank you for joining us on this **Journey towards Excellence**. The following pages will not only give you insight into the construction of the new wing of the Sangre Grande Hospital, but they will also visually demonstrate what you can expect from this incredible undertaking that the Ministry of Health and the ERHA has embarked on. Truly a tremendous milestone in developing our health services in the national interest of the citizens we serve.

While this undertaking has been alive for some years, seeing it come to fruition and understanding the role that this new facility will play in the health sector, not only for Sangre Grande but also for the national community, is an achievement itself. Excellence in healthcare has been a stated vision for many nations like ours; this project will propel the ERHA and T&T forward on the journey from vision to reality.

Integrating this new Hospital Wing with our existing hospital, will create a synergistic “*campus model*” that will take our bed capacity up to 250. That will allow us to achieve our overall goal of fulfilling the needs of our community. The service offering will be increased to include several new and enhanced services such as advanced Diagnostic Imaging, for example, MRIs and other services including Mental Health and Clinical Pathology services.

Our synergistic approach to achieving sustainable excellence in this flagship project combines enhancements in human resources as well as complete systems and culture realignment, all guided within the context of international standards and the best accreditation models.

Our broader vision in the ERHA is to pursue and maintain international accreditation for our new hospital, infusing commitment to standards that promote continuous improvement in patient care and safety and the highest quality of service.

As we continue on this journey together, I encourage you to embrace the vision for the future. At the Eastern Regional Health Authority, we will continue to aim higher and strive to impact the national healthcare landscape in Trinidad and Tobago and the Region in a positive and meaningful way.

Ronald Tsoi-a-Fatt
Chief Executive Officer

“
Our synergistic
approach to
healthcare is built
on achieving
excellence
throughout all
levels of the
operation.
”



An Integrated Approach to Public Health and Patient Care

As part of its strategic vision for improving healthcare service delivery to the population of the Eastern Regional Health Authority (ERHA), the Ministry of Health has embarked on the construction of a new wing for the Sangre Grande Hospital (SGH).

Planning for this project commenced in 2016 and construction subsequently commenced in March 2020. This new facility, forecasted for completion in mid-2023, coupled with the existing hospital, is assured to yield a significant improvement in the quality of healthcare services delivered within the ERHA.

As part of its “Journey towards Excellence,” the ERHA would like to take this opportunity to share details as well as the intended outcomes of this project with its valued patients, staff and community stakeholders.

The Campus Model for Healthcare Integration of the New & Existing Sangre Grande Hospital Facilities

Upon completion of the new building construction, healthcare services will be (re)distributed across both the new and existing facilities, creating a campus model that prioritises the delivery of patient care. Further to the completion of the new building, renovation works will be undertaken on a phased basis to upgrade the physical infrastructure of the existing facility, enhance service delivery and improve our capabilities to deliver services that meet the healthcare needs of our ERHA community.

In addition to the infrastructural elements of service improvements, activities focused on the quality aspect of healthcare are also in progress. The most notable of these activities include:

- + Establishment of a total quality management system aligned with international healthcare accreditation standards
- + Partnership with tertiary education institutions to facilitate enhanced training opportunities for healthcare professionals within the new SGH Campus



Overview of the New Facility

The new wing of the Sangre Grande Hospital is located to the southwest of the existing hospital. It will be accessible to patients and visitors via the main entrance on the Ojoe Road (between the main entrances of the existing SGH and the Sangre Grande Enhanced Health Centre). The new three (3) storey facility, which was designed in accordance with international hospital facility standards and which will be outfitted with the required medical equipment, will allow for the delivery of the following patient services:

- + Accident and Emergency
- + Outpatient Clinics
- + Inpatient/Wards
- + Operating Theatres
- + Diagnostic Imaging (Radiology)
- + Pharmacy
- + Medical Laboratory and Pathology
- + Physiotherapy
- + Nutrition and Dietetics

Patient service units within the new facility will also be supported by numerous departments, including but not limited to the following:

- + Infection Prevention and Control
- + Occupational Safety and Health
- + Quality and Risk Management
- + Medical Records
- + Medical Social Work
- + Community Liaison Unit
- + Central Sterile Services
- + Food Services
- + Laundry Services
- + Biomedical Engineering
- + Facility Management Services
- + Logistics
- + Human Resources
- + Finance
- + Information Systems and Information Technology
- + Security Services
- + Attendant Services
- + Housekeeping
- + Ambulance and Fleet
- + Administration

The new facility will afford an expansion of various patient services as well as the introduction of new services, the most notable of which include:

Accident & Emergency Department

An increase in **Accident & Emergency Department** capacity as the unit moves from a 9-bed unit to 23 treatment beds.

Benefits to patients:

- + Greater prioritisation and timeliness of care, i.e., patients with high priority conditions will be seen sooner, and in general, patients will spend less time waiting to be seen, diagnosed and treated by a physician

Inpatient Services

An increase in **Inpatient Services** capacity through the addition of 106 inpatient beds within the new building. When combined with the 144 beds at the existing facility, the SGH Campus will fulfil a total inpatient bed count of 250. This includes the establishment of a 10-bed **Critical Care Unit** with the capacity for 4 Intensive Care Unit (ICU) beds and 6 High Dependency Beds (HDU), an upgrade from the current 3-bed ICU.

Benefits to patients:

- + Faster and simpler admission process with improvements in potential outcomes, i.e., less time waiting to be transferred from the A&E department to the inpatient unit.
- + Earlier start of inpatient treatments and reduced likelihood of transfer to another hospital due to bed unavailability
- + Better patient outcomes due to increased efficiency and risk reduction within the system

Outpatient Clinic

An increase in capacity of the **Outpatient Clinic** will be accomplished by adding 19 patient consultation rooms, compared to the existing 7 rooms. Dedicated areas for nursing, phlebotomy (taking of blood samples) and plaster/cast services will also be provided as well as waiting areas with a seating capacity of approximately 130 persons.

Benefits to patients:

- + Easier access to outpatient clinic services with improved patient experience, i.e., less time waiting for an appointment and more time allotted for patient/healthcare provider interactions
- + Service delivery in a modern, spacious, efficient and clean environment
- + Access to care currently unavailable at the ERHA by the addition of new services such as ENT, urology, neurology, gastroenterology, non-invasive cardiology, etc.



Operating Theatre Services

An increase in the capacity of **Operating Theatre Services** through the addition of 3 operating theatres which will complement the 3 existing theatres.

Benefits to patients:

- + Shorter wait times for elective (non-emergency) surgeries with the reduction in the surgical waitlist, i.e., number of people awaiting surgical intervention
- + Improved patient outcomes and experience due to more timely care and in-house access to services that are not currently available, e.g., ENT, urology

Diagnostic Imaging (Radiology) Services

This will include the introduction of new services, specifically MRI and fluoroscopy services and the expansion of CT, X-ray, ultrasound and echocardiography services.

Benefits to patients:

- + Access to new services, enhanced patient convenience through the elimination of the need to seek care at other healthcare institutions
- + More timely access to services with a reduction in waitlists

Medical Laboratory & Pathology Services

This will include the introduction of histopathology services within the medical laboratory, autopsy services within the mortuary and a Pneumatic Tube System (PTS) for the rapid delivery of blood samples from patient care areas to the lab.

Benefits to patients:

- + Removal of the need to seek support at other healthcare institutions
- + Improved efficiency with subsequent reduction in wait times for laboratory/pathology results

Physiotherapy Services

These services will include a significant expansion of the gymnasium and treatment areas and the introduction of hydrotherapy services as well as an outdoor courtyard treatment experience.

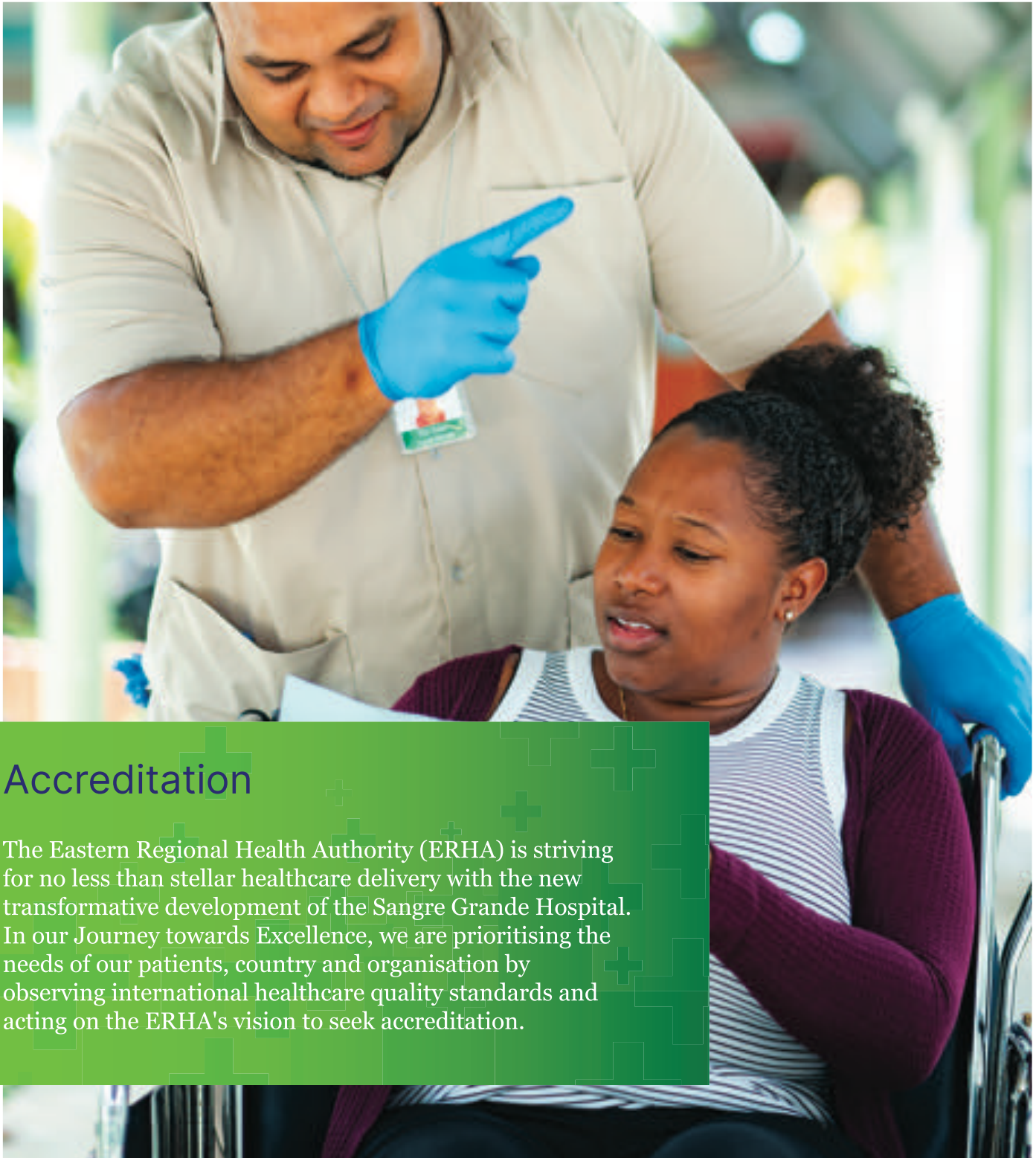
Benefits to patients:

- + Access to new treatment options and overall transformation of the patient experience
- + Increased accessibility of services with decreased wait times
- + Elevated restorative experience with the utilization of “green spaces” for treatments



The new facility will also include:

- + Additional on-site parking for 230 vehicles. As a parallel project, the construction of a multi-storey car park and helipad for emergency patient transfer will also be undertaken
- + Cafeteria services
- + Multi-faith centre
- + Enhanced security using relevant security system technologies as well as an expanded workforce
- + Electrical protection system inclusive of power regulation, generator and building UPS systems
- + Establishment of building and equipment maintenance management systems to promote building and equipment upkeep and adherence to preventative maintenance standards



Accreditation

The Eastern Regional Health Authority (ERHA) is striving for no less than stellar healthcare delivery with the new transformative development of the Sangre Grande Hospital. In our Journey towards Excellence, we are prioritising the needs of our patients, country and organisation by observing international healthcare quality standards and acting on the ERHA's vision to seek accreditation.

Quality Healthcare

According to the Institute of Medicine (IOM), quality healthcare is measured by the extent to which healthcare services increase the likelihood of desired health outcomes throughout the population.

Quality healthcare necessitates care when the patient needs it in a safe, effective and affordable manner while keeping the patient informed and encouraged to seek preventative care measures or treatment of possible diagnoses.

“

The IOM states that quality healthcare requires a collaborative effort involving the patient, physician, family members, and community, a principle to which the ERHA is committed to endorsing.

”

A System designed for Quality Healthcare Delivery

The IOM's model for high-quality patient care involves six essential components, all of which the ERHA intends to promote:

- + **A safe and free system from accidental injuries for all patients, in all processes, always:**
This guarantees high safety standards for care at every visit.
- + **An effective system:**
This ensures that patients are treated using systematically obtained evidence to produce the best outcome, i.e., the right intervention is delivered.
- + **A patient-centered system:**
This involves respect for patients' values, preferences, expressed needs; coordination and integration of care; information, communication and education; physical comfort and emotional support, i.e., relieving fear and anxiety; inclusion of family and friends.
- + **A timely system:**
Quality healthcare that is delivered promptly, without long waitlists that are anxiety-inducing.
- + **An efficient system:**
This design uses the available resources to acquire the best value for money.
- + **An equitable system:**
This implies that quality care is provided based on an individual's need instead of characteristics such as gender, race, sexuality.

In our strive to provide the utmost quality care, the Authority's vision of becoming an accredited organisation is instrumental in the implementation. Accreditation systems utilize self-assessments and external peer assessments to measure performance levels in relation to established standards of optimal care. Accreditation equips hospitals with objectives that favor quality management and imparts ways for the organisation to improve continuously. Accreditation also places special emphasis on patients' pathways through the healthcare system, from how they access care to how they are cared for after discharge. The evaluation of the quality of health services, professional performance, training, education of staff, clinical governance, ethical standards and research activity is made convenient by an organisation's accreditation status.

The ERHA plans to strengthen the Sangre Grande Hospital by aligning to the benchmarks that help maintain compliance with international healthcare laws and regulations, assuring high-quality care. Despite the intensive process, the Authority is certain that the benefits are a worthwhile investment for healthcare within the country.



5 Steps to Accreditation



1 Self-Assessment

The healthcare organisation must familiarize itself with the standards for the accreditation, compare its current operation and implement any necessary changes.



2 Application

When the healthcare organisation feels that it meets or exceeds the standards, the Accreditation Application Package can be purchased and completed.



“Caring is the Key”

Evaluation

The Accrediting Organisation conducts an off-site review of the submitted application before scheduling an on-site review. A team of three site reviewers conducts the on-site review consisting of visitation, interviews & observation. The reviewers' role is to gather information needed to verify that the service meets the standards established by the Accrediting Organisation.

Deliberation

An independent, impartial Panel makes the actual determination of whether the service meets all requirements of Commissioners of the Accrediting Organisation.

Accreditation

If successful, the healthcare organisation will be recognised for its excellence as defined by the Accrediting Organisation's high standards.

Overall Benefits of Accreditation

	Improved Quality of Care
	Increased Community Confidence
	Improved Efficiency and Processes
	Increased Risk Management
	Increased Competitive Advantage
	Access to Current Policies, Procedures and Practices
	Increased Health Tourism



Overall Benefits of Accreditation

ERHA Employees

- + Increased job satisfaction among physicians, nurses and other providers
- + Provides team-building opportunities for staff
- + Gives employees a better understanding of their co-workers' roles
- + Supports improvements in organisational structure and performance

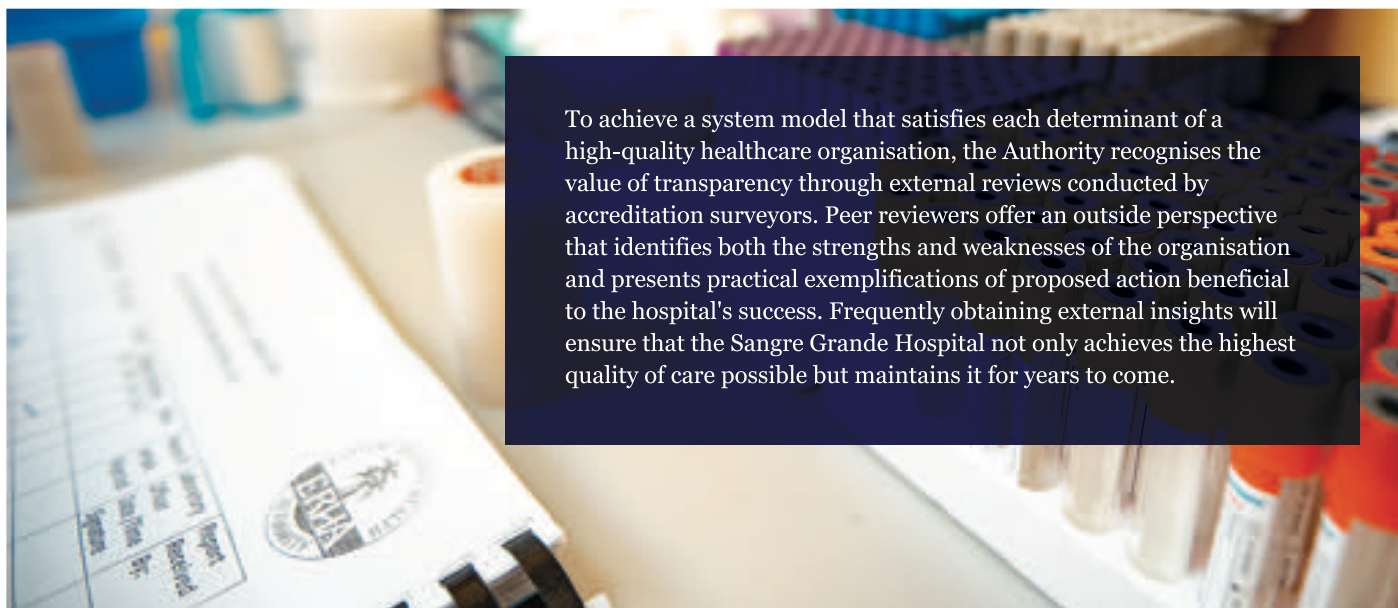
Patients

- + Patients are served by an accredited hospital that provides safe patient care
- + Increased patient satisfaction
- + Successful patient outcomes

Accreditation for Quality Healthcare Assurance

The ERHA recognises that these main factors determine the quality of patient care:

- + Quality of Infrastructure
- + Quality of Training
- + Competence of Personnel
- + Efficiency of Operational Systems
- + A Patient-oriented System Requirement



To achieve a system model that satisfies each determinant of a high-quality healthcare organisation, the Authority recognises the value of transparency through external reviews conducted by accreditation surveyors. Peer reviewers offer an outside perspective that identifies both the strengths and weaknesses of the organisation and presents practical exemplifications of proposed action beneficial to the hospital's success. Frequently obtaining external insights will ensure that the Sangre Grande Hospital not only achieves the highest quality of care possible but maintains it for years to come.

New Diagnostic & Therapeutic Services

The New Sangre Grande Hospital Wing will allow for the introduction of various new diagnostic and therapeutic services, including:

Histopathology

Histopathology, which involves the diagnosis of tissue changes through the microscopic review of tissue samples, will also be introduced within the Medical Laboratory of the NSGH. This will allow the ERHA to internally process tissue samples taken from patients either through biopsy or surgical intervention rather than through an external lab as is presently practised. Therefore, the addition of histopathology services will reduce diagnostic times and allow for early treatment of patients requiring additional care, e.g., cancer patients.

Hydrotherapy

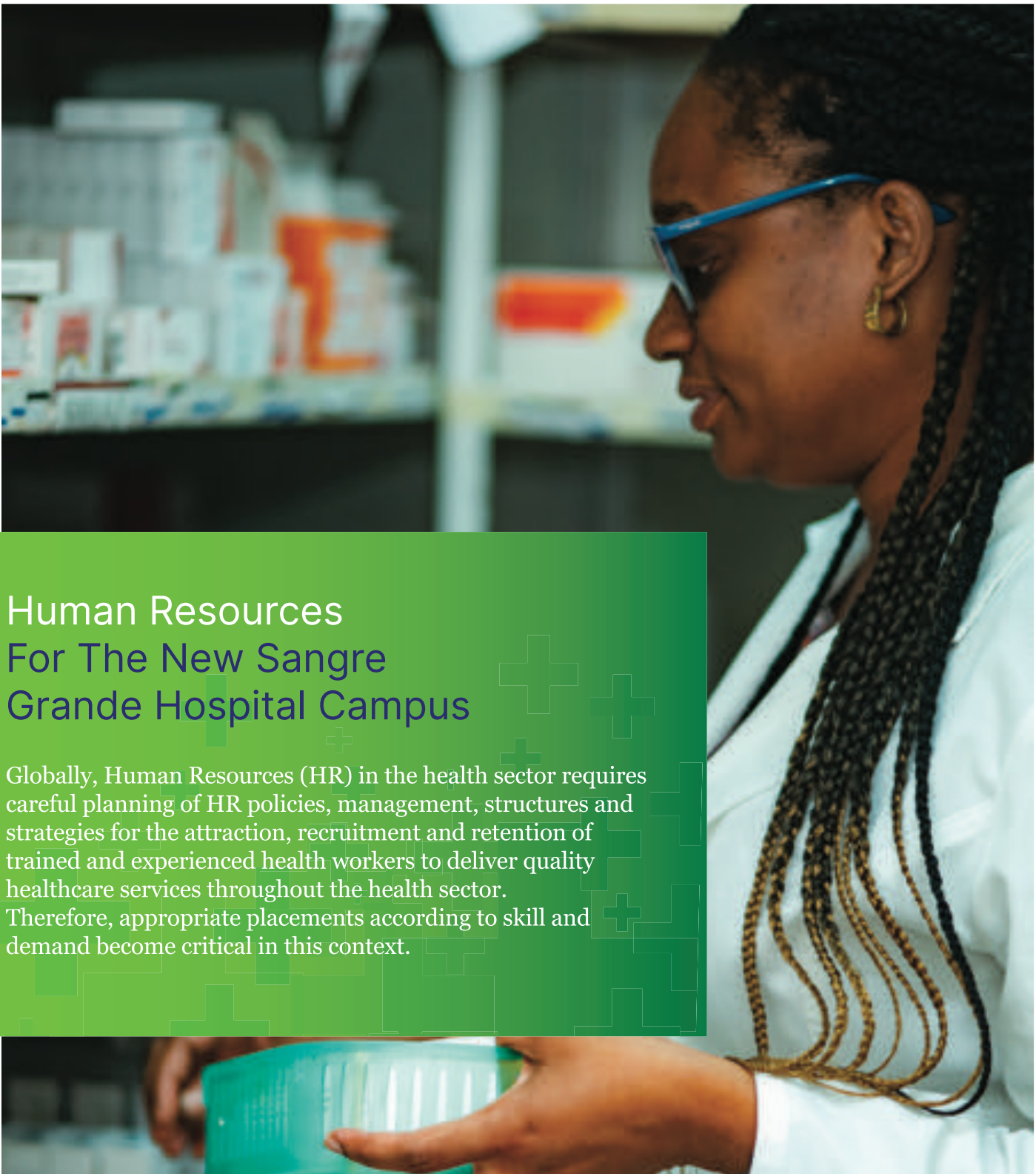
Hydrotherapy, Aquatic Physiotherapy, or Aquatherapy involves various exercises and physiotherapy techniques performed in warm water. With the establishment of a hydrotherapy suite within the physiotherapy department of the NSGH, patients referred by their ERHA physician will access care in-house. Hydrotherapy will benefit many patients, particularly patients with neurological, musculoskeletal and/or chronic pain conditions.

Magnetic Resonance Imaging (MRI)

Magnetic Resonance Imaging (MRI) is an extremely valuable diagnostic imaging (radiology) tool that allows for superior visualization of soft tissue structures, e.g., organs, nerves, et cetera. Once the criteria are met for such examinations, patients referred by their ERHA physician will be able to access MRI services within the Authority rather than seeking care at other institutions as is currently required. This will allow for easier access to care and more timely diagnosis of various conditions, including but not limited to neurological (brain and spinal), musculoskeletal (e.g., joint) and abdominopelvic conditions. The department will also be equipped with MRI anaesthesia equipment to support sedation of patients requiring MRI who may not tolerate or conform to the study requirements, e.g., children.







Human Resources For The New Sangre Grande Hospital Campus

Globally, Human Resources (HR) in the health sector requires careful planning of HR policies, management, structures and strategies for the attraction, recruitment and retention of trained and experienced health workers to deliver quality healthcare services throughout the health sector. Therefore, appropriate placements according to skill and demand become critical in this context.

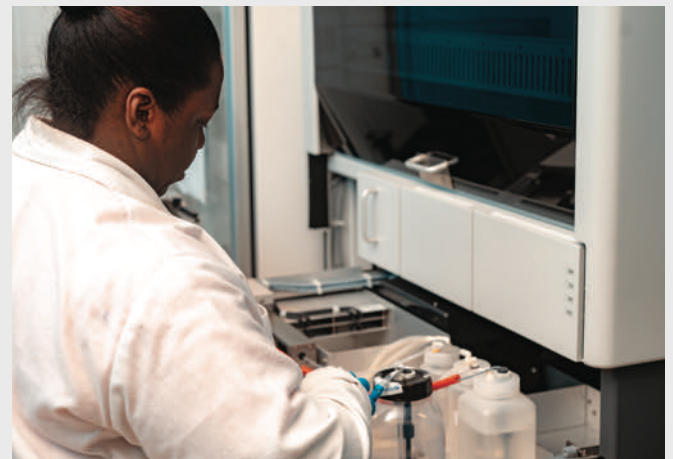
Early Campus Recruitment

One of the greatest challenges in healthcare recruiting is the limited availability of specialised healthcare professionals to meet the service demands. As many healthcare positions require advanced degrees and certifications, necessary training programs must be available to those interested in the medical field at an early stage.

In 2019, the Authority decided to help nurture these prospects to fill its hiring funnel as part of a long-term strategy for attracting new talent into the healthcare field. The Authority served and will continue to serve as a mentor during this phase, helping students determine their career paths and seeking opportunities to engage with university classes with the hope of influencing students towards careers in a healthcare environment.

Due to restrictions in gathering, the Authority has moved toward virtual career fairs to continue to circulate the message to the broader population.

Ultimately, these efforts will help create a candidate pipeline to make sourcing easier during our recruitment phase.



Expansion of the Organisational Structure

Due to the expansion of our present organisational structure, to meet the demands of the new Sangre Grande Hospital, opportunities for professional growth and development for internal staff would increase.

The Authority is presently documenting the skillset within the existing Sangre Grande Hospital and throughout the organisation. This will assist with potentially satisfying the immediate hiring needs of the organisation while also building a positive cultural environment where employees feel rewarded for their efforts.

The opening of the new Sangre Grande Hospital Wing will observe an increase of inpatient services with an additional 106 beds and the introduction of varying services. As we progress on our journey towards excellence, the Authority continues to be focused on the development of a highly skilled, competent and well-developed human resource team capable of providing a high quality and wellness-oriented service to meet all of your healthcare needs.

Some departments to be expanded include:

- + Nursing
- + Medical Practitioners
- + Pharmacy
- + Diagnostic Imaging
- + Nutrition & Dietetics
- + Infection Control
- + Biomedical Engineering
- + Health Records management
- + Human Resources
- + Finance
- + Quality
- + Information & Communication Technology



What you can expect from the New Sangre Grande Hospital





Sangre Grand





“Caring is the Key”

Contact Information

Supercare Building
Eastern Main Road
Sangre Grande
Trinidad and Tobago

(868) 668-1105
(868) 668-3387
corpcomm@erha.co.tt
www.erha.co.tt

