



ANNUAL REPORT

2023-2024

Recapping Progress, Driving Results

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OPENING REMARKS

Welcome to our 2023-2024 Annual Report. This review highlights our achievements for the April 2023 - March 2024 period, our ongoing initiatives, and our commitment to a healthier Bermuda. We thank our team, stakeholders, and community for their dedication and support.



01

Overview

The Bermuda Health Council's 2023-2024 Annual Report highlights its commitment to promoting equitable access to quality healthcare while addressing systemic challenges and driving innovation. Over the past year, the Council has made significant strides in health system monitoring and innovation, such as the standardized Health Technology (HTAs) and Health Needs Assessments (HNAs).

Collaborative efforts with Ignite Bermuda empowered innovations addressing chronic health conditions and aging in place. Policy and financial oversight improvements included greater access to kidney transplantation through the Mutual Reinsurance Fund (MRF) and enhanced reporting on health expenditures, chronic conditions, and health insurance premiums. Additionally, a new online registration platform for health professionals was piloted,

with plans for broader adoption during subsequent periods, further strengthening health professional regulation.

Public education and outreach efforts were amplified with the launch of a refreshed website and branding campaign, complemented by collaborations with local and international stakeholders to advance healthcare strategies. Internally, the organization fostered a positive and dynamic culture built on core principles of teamwork, innovation, professional development, integrity, work-life balance, and recognition. Employee-focused initiatives such as wellness programmes, professional training, team-building events, and appreciation awards emphasized the Council's dedication to its staff's well-being and growth.

Looking ahead, the Council aims to build an adaptable health system by expanding partnerships for critical care services, embracing digital health strategies, and advancing initiatives.

These efforts underscore the Council's mission to foster a healthier Bermuda through regulation, collaboration, and impactful initiatives.

A Word from the Minister

It is with great pride that I reflect on the Bermuda Health Council's significant achievements over the past year. The Council continues to be a vital force in advancing our shared vision of equitable, accessible, and quality healthcare for all residents. Through innovative initiatives like the Health Technology Assessments (HTAs) and the enhancement in access to kidney transplantation, the Council has addressed pressing healthcare needs while fostering long-term sustainability in our health system.

This report underscores the Council's commitment to collaboration, transparency, and accountability, with its strategic focus on public education, professional regulation, and financial oversight. The launch of a refreshed brand and expanded outreach efforts has further strengthened public engagement and trust in our health system. As we move forward, I remain confident in the Council's ability to embrace innovation and partnerships that will ensure a healthier future for Bermuda.

My deepest gratitude goes to the Health Council team, health professionals, and all stakeholders who continue to work tirelessly to improve the well-being of our community.



A handwritten signature in black ink, reading "Kim N. Wilson".

THE HON. KIM N. WILSON, JP, MP

Minister of Health, Government of Bermuda

A Word from the Chair

Dear Stakeholders:

I am honored to witness the incredible dedication and impact of this organization as we strive to improve the health and well-being of our community. This past year has been a testament to our ability to adapt and innovate in the face of evolving challenges. The Council has made significant progress in key areas such as health system monitoring, professional regulation and innovation. The collaborative partnerships for chronic disease solutions reflect our dedication to creating a sustainable healthcare system.

Serving in this role, I am continuously inspired by the unwavering commitment of our team and the strength of our partnerships. Together, we have cultivated an environment that values integrity, creativity, and collaboration—principles that guide our every action. Our work is more than regulatory oversight or policy development; it is about fostering trust, supporting health professionals, and ensuring the people of Bermuda feel the tangible benefits of a health system designed with their needs at its core.

As we look ahead, my confidence in the Council's vision and capability remains steadfast. I extend my deepest gratitude to the Board, the Secretariat, and all those who contribute to this essential mission. It is through our shared commitment and passion for service that we will continue to build a stronger, healthier Bermuda.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Dr. Nawab'.

DR. SYLVANUS NAWAB, MD

Board Chair, Bermuda Health Council

WHO WE ARE

We are a team committed to strengthening Bermuda's health system and ensuring equitable access to quality care for everyone. Through collaborative, innovative, and community-focused initiatives, we work to create impactful solutions that serve the needs of our community.



05

Purpose

OUR ROLE

Regulate, coordinate and enhance the delivery of health services, and support health system initiatives which improve quality and cost effectiveness.

OUR VISION

Achieve a quality, equitable and sustainable health system.



6 Core Principles

Our culture is characterized by collaboration, adaptability, innovation, and a strong sense of community. We believe in cultivating an environment where every employee feels valued, supported, and inspired to achieve their best.

Our company culture is built on six core principles:

01 TEAMWORK AND COLLABORATION

We believe great things are accomplished through collaboration. Open communication, active listening, and a commitment to shared goals are essential. Valuing diverse perspectives, we recognize that our team's collective strength fuels success.

02 INNOVATION AND CREATIVITY

We are passionate about pushing boundaries and embracing creativity. We encourage employees to think outside the box, share ideas, and challenge the status quo. Innovation is vital for our success in a rapidly evolving world.

03 PROFESSIONAL DEVELOPMENT

We are committed to our employees' personal and professional growth. We provide opportunities for learning, development, and advancement. By fostering a growth mindset and providing training, mentorship, and resources, we invest in our collective success.

04 INTEGRITY AND ETHICS

We uphold the highest standards of integrity and ethics in all aspects of our work. We believe in doing the right thing, even when it's not the easiest path. Honesty, transparency, and fairness are at the core of how we conduct ourselves and build trust with our colleagues and stakeholders.

05 WORK-LIFE BALANCE

Recognizing the importance of a healthy work-life balance, we encourage employees to prioritize their well-being and personal pursuits. We believe that a well-balanced life enhances productivity, creativity, and overall job satisfaction.

06 RECOGNITION AND APPRECIATION

We believe in celebrating achievements, both big and small. We foster a culture of recognition and appreciation, where hard work, dedication, and exceptional contributions are acknowledged and celebrated. We value and support the growth and success of every individual within our organization.



5 Performance Principles

We believe in setting clear expectations and providing the necessary support for our employees to thrive and achieve their full potential.

Our performance expectations are rooted 5 principles:

EXCELLENCE

We encourage employees to bring their best, deliver high-quality work, and pursue continuous improvement. By setting ambitious goals, we achieve remarkable results.

GROWTH MINDSET

We value a growth mindset that embraces learning, resilience, and curiosity. By seeking new challenges and development opportunities, employees help drive both personal and organizational success.

COLLABORATION

By sharing ideas, seeking feedback, and leveraging diverse skills, employees create innovative solutions and achieve outstanding results.

COMMUNICATION

We foster open dialogue, active listening, and constructive feedback at all levels, enhancing collaboration, alignment, and understanding.

ACCOUNTABILITY

Employees are expected to meet deadlines, honor commitments, and contribute to a culture of trust, integrity, and reliability.

Health Council Board

The Health Council, operating since 2006, is comprised of nine to eleven ordinary members appointed by the Minister, along with four ex-officio members: the CEO of the Bermuda Health Council, the Chief Medical Officer (CMO), the Financial Secretary (FS), and the Permanent Secretary (PS) of Health.

Given the Health Council's extensive role, the Board's expertise includes clinical care, finance, the third sector, insurance and reinsurance, and law.

To ensure effective oversight, Board members are assigned to sub-committees based on their areas of expertise or interest, supporting a focused approach to managing Bermuda's health system.



Board Members

APRIL 2023 – DECEMBER 2023

APPOINTED MEMBERS

Dr. Sylvanus Nawab (Chair)

Mr. H. Anthony Richardson (Deputy Chair)

Ms. Kirsten Beasley

Ms. F. Ann Daniels

Dr. Nicola Paugh

Ms. Mercedes Pringle-DeSilva

Dr. Darrien Ray

Dr. Michael Richmond

Mr. Anthony Santucci

Ms. Cynthia Thomas

Ms. Keechia L. Tuckett

EX-OFFICIO MEMBERS

Dr. Ricky C. Brathwaite

Chief Executive Officer, Bermuda Health Council

Ms. Cheryl-Ann Lister

Acting Financial Secretary

Dr. Ayoola Oyinloye

Chief Medical Officer - *until 11 Aug. 2023*

Dr. Shaun Ramroop

Acting Chief Medical Officer - *from 11 Aug. 2023*

Mr. Roger Todd

Acting Permanent Secretary, Ministry of Health

Board Members

JANUARY 2024 – MARCH 2024

APPOINTED MEMBERS

Dr. Sylvanus Nawab (Chair)

Mr. H. Anthony Richardson (Deputy Chair)

Ms. Kirsten Beasley

Mr. Aaron Crichlow

Ms. F. Ann Daniels

Dr. Nicola Paugh

Mr. Scott Pearman

Dr. Darrien Ray

Mr Andrew Simons

Mr Kevin Smith

Ms. Keechia L. Tuckett

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Dr. Ricky C. Brathwaite

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Ms. Cheryl-Ann Lister

Acting Financial Secretary

Dr. Shaun Ramroop

Acting Chief Medical Officer, Ministry of Finance

Mr. Roger Todd

Acting Permanent Secretary, Ministry of Health

OUR PRIORITIES

Our priorities guide us in addressing Bermuda's pressing health challenges. By working together and ensuring effective oversight, we aim to improve care, manage resources wisely, and support initiatives that benefit our community.



Audit & Finance

FINANCING AND FEE REVIEWS

Proposed more comprehensive coverage for kidney transplantation coverage for kidney transplantation and related care under the Mutual Reinsurance Fund (MRF) with a view to eliminate out-of-pocket costs to patients resulting from the current fragmented coverage between mandated insurance (MRF) and supplemental insurance.

INNOVATION PROGRAMME

Collaborated with Ignite Bermuda on their Accelerator Programme to support businesses that develop solutions for critical issues related to aging in place, chronic mental health conditions, and non-communicable diseases.

HEALTH TECHNOLOGY ASSESSMENTS

Enhanced our Health Technology Review process into a more robust, internationally standardized Health Technology Assessments (HTAs), and Health Needs Assessments (HNAs).

To learn more about HTAs and HNAs, [click here](#).

DATA COLLECTION AND REPORTING

Published health system data reports on [premiums](#), [expenditure on chronic conditions](#), and [cataract procedures](#). To access current and past reports, [click here](#).



Quality & Regulations

KIDNEY TRANSPLANT COORDINATION PROGRAMME

The Health Council and the Ministry of Health began working with the National Health Service (NHS) to establish a Bermuda-UK kidney transplantation partnership, to expand live donor transplantation and enhance healthcare cost management without compromising quality.

NATIONAL DRUG FORMULARY

Developed the foundation of a National Drug Formulary by convening the Pharmacy and Therapeutics Committee, collaborating with local vendors and health professionals to identify essential medicines, and exploring drug price regulation options for the public.

HEALTH BUSINESS OVERSIGHT

Inspected and licensed 18 care homes ([link to register](#)), and licensed and registered approximately 300 health service providers. Additionally, we collaborated with Environmental Health to support the licensing of radiation-emitting equipment.

HEALTH PROFESSIONAL REGISTRATION

Developed and piloted an online registration platform with optometrists and opticians, incorporating feedback from their renewal process. Established a rollout timeline to transition all professional registrations, with caregivers next to adopt it. Created governance and guidance documents for statutory boards and conduct/complaints committees to enhance oversight.

HEALTH INSURANCE OVERSIGHT

Focused on enhancing the SHB/MRF programmes by addressing insurance-related complaints and queries.

Governance

INTERNAL OPERATIONS AND FINANCIAL OVERSIGHT

Enhanced the range of skills within the Secretariat through staff development and training; strengthened internal policies and procedures for improved operational and financial management; and expanded our presence through external panels, presentations, and partnerships such as Ignite and National Association of Long Term Care Administrator Board (NAB) for Bermuda Peer Learning Network (BPLN).



Coordination & Support

STRATEGY MANAGEMENT

STAKEHOLDER EDUCATION

Education plays a vital role in much of what we do. Our key accomplishments and milestones included providing health professional updates, developing/updating public registers and reports, carrying out inspections, monitoring stakeholder compliance, and providing care guidance and manuals.

More specifically, key milestones were:

- Published Press Release on Health Council and Ignite Bermuda Collaboration
- Published Press Release on Inspectorate to Support Growing Regulatory Functions of the Health Council
- Participated in the Bermuda Tech Summit as a Panel Expert to Discuss Digital Identity from a Healthcare Perspective
- Launched the Health Council's New Website and Logo
- Held Engagement Activity for Brand Refresh Launch at City Hall with Department of Health
- Community waste clean-up with Keep Bermuda Beautiful

Coordination & Support

PUBLIC RELATIONS AND OUTREACH

Every year, we hope to engage the public more and to increase awareness and understanding of the health system. Much of our achievements in this area were through collaboration, press releases, refreshed branding, engagement activities, participation in or presence at public events.

Notable achievements include:

- Published Overseas Care Report FYE2022 Annual Brief
- Published data briefs on General Practice Expenditure, and health insurance premiums collected.

- Published 2023 Employers' Compliance Annual Report
- Published 2023-2024 Corporate Plan

LOCAL AND GLOBAL PARTNERSHIPS

Local and global partnerships transpired through the Innovation Programme, collaborative strategic planning sessions and collaborations with the medical community.

Key achievements included:

- Drafted a MOU/Contract with UK hospital for kidney transplant
- Started strategic planning for Care Homes

Coordination & Support

SUPPORT FOR HEALTH SYSTEM INITIATIVES

Through collaboration and strategic planning, we provided coordination and support for key health system initiatives.

They are as follows:

- Insurer Consolidation
- Mental Health Strategy
- Digital Health Strategy
- Long Term Care Strategy
- Workforce Capacity Strategy
- Procurement Strategy
- Universal Health Coverage
- First 1,000 Days



CREATING BALANCE

We are committed to fostering a supportive and dynamic work environment that enhances our team's skills and well-being. Our initiatives focus on continuous learning, collaboration, and innovative wellness programmes that promote a healthy work-life balance



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Education & Development

Ongoing training, conferences, courses, and further education—whether local, online, or overseas—are essential for staying updated on industry trends and enhancing professional skills. These opportunities drive innovation and improve team performance.

This year, our team participated in several key sessions including:



Brand Reputation Summit, New York City, USA

- **15th Caribbean Conference on National Health Financing Initiatives**, Bucamaranga, COL
- **On Aging Conference**, California, USA
- **Introduction to Nonprofit Management**, BDA
- **Volunteer Management**, BDA
- **SCARS Training**, BDA
- **National Council State Board of Nursing Mid-Year Meeting**, Georgia, USA
- **16th European Public Health Conference 2023**, Dublin, IE
- **Organ Donation Congress**, Nevada, USA

Team Building & Appreciation

A positive work environment strengthens collaboration, boosts morale, and enhances team performance. Through meaningful initiatives, we create space for connection, recognition, and growth.



EMPLOYEE APPRECIATION INITIATIVES

Organized surprise gestures of gratitude, along with formal and informal recognition events. Facilitated quarterly team-building and social activities to foster a supportive workplace where employees feel valued and empowered to drive meaningful change for Bermuda's community.

Wellness & Work-Life

At the Health Council, we are committed to promoting a healthy work-life balance and supporting the overall well-being of our staff. Our wellness initiatives include weekly in-house Pilates sessions, access to an on-site gym and wellness facility, and a family-friendly office environment. These resources help our team maintain a balanced lifestyle, contributing to both personal and professional growth.

Additional initiatives include:

- Hydration challenge
- Charity walks
- Lunch-and-learn sessions
- Community outreach



AUDITED FINANCIALS

Our audited financials showcase our commitment to responsible management of resources, ensuring our initiatives have a sustainable impact.



Audited financials will be added when available.

LOOKING AHEAD

Looking ahead, we are focused on building a resilient health system that adapts to emerging challenges. Our future plans reflect our mission to improve healthcare access, embrace innovation, and enhance the quality of care in Bermuda.



Plan of Action

REGULATE & COORDINATE

- Analyze and report on health system trends
- Enforce and monitor compliance with health legislation
- Oversee and support the provision of public health programmes

ENHANCE & SUPPORT

- Make recommendations for and support the enhancement of health legislation
- Support the standardization and modernization of the health system
- Enhance access to public health programmes that improve population health

GOVERNANCE & INTERNAL OPERATIONS

- Drive operational excellence through efficiency and effectiveness
- Enhance the employee experience by cultivating an environment that inspires growth and continuous development
- Advance understanding and awareness of our role and initiatives while strengthening relationships with stakeholders and the community



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Instagram: [@bdahealth](https://www.instagram.com/bdahealth)

Twitter (or X): [@BDAhealth](https://twitter.com/BDAhealth)

LinkedIn: [Bermuda Health Council](https://www.linkedin.com/company/Bermuda Health Council)

TikTok: [@bdahealthcouncil](https://www.tiktok.com/@bdahealthcouncil)

YouTube: [@bdahealthcouncil](https://www.youtube.com/@bdahealthcouncil)

