



GOVERNMENT OF BERMUDA

**Ministry of Health**

# Universal Health Coverage Programme

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Strengthening our health system to deliver “Healthy people in healthy communities”

June 2023

# Introduction



**Bermuda's healthcare system faces many challenges**, not least of which is high costs and unequal access to care.



**Strengthening our health system is multi-year journey towards delivering Universal Health Coverage (UHC) for essential services** and a long-standing ambition for Bermuda. It is also a global direction of travel for many countries, including island jurisdictions.



**Bermuda is fortunate to already have a well-developed health system with many strengths**, yet our health outcomes are not as good as we would expect them to be considering the high expense.



**Residents require access to affordable and essential health services** that are delivered effectively and efficiently, where the health results are measured, monitored, and improved.



We are fortunate to be able to learn from many health systems around the World that are already on this journey. Importantly, while we are guided by international best-practice, **we are Bermuda-centric in approach and will be adopting and adapting in a way that works best for our island and people.**



# Bermuda's UHC Programme

The Ministry of Health announced the launch of the Bermuda Health Strategy 2022-2027, a five-year strategy that includes the implementation of Universal Health Coverage. The primary objective of UHC is to ensure that all Bermuda residents have access to essential, quality health services without suffering financial hardship.

In 2021, the Ministry established the UHC Steering Committee to guide and facilitate the coordination of UHC.

The Steering Committee helped develop a vision for the UHC work.

## UN Sustainable Development Goals:



“ Universal health coverage means that **all people** have **access to the health services they need**, when and where they need them, **without financial hardship**. It includes the full range of essential health services, from health promotion to prevention, treatment, rehabilitation, and palliative care. ”

## Bermuda's Healthcare Vision as developed by the Ministry:



“ Ensuring that all people have equitable access to needed informative, preventive, curative, rehabilitative, and palliative essential health services, of sufficient quality to be effective, while also ensuring that people do not suffer financial hardship when paying for these services and critical medicines. ”





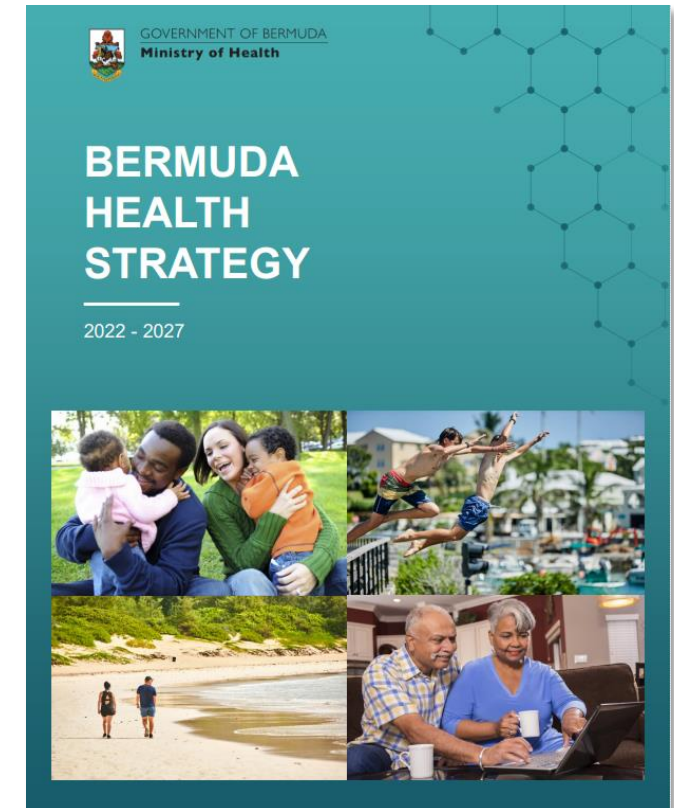
# Bermuda Health Strategy 2022-2027

Bermuda's 5-year Health Strategy outlines **eight strategic principles**. The purpose of the Strategy is to help strengthen our health system and deliver accessible, affordable, quality health for all, so that we can improve our people's health.

## "Healthy people in healthy communities"

1. Promoting healthy living and preventative care
2. Focusing on person-centred care
3. Understanding our population's health needs
4. **Providing access to healthcare coverage** → **Universal Health Coverage**
5. Strengthening our healthcare workforce
6. Harnessing healthcare technology
7. Partnership and collaborative working
8. Preventing wasteful care and promoting efficiency

▶ More information can be found online at [www.healthstrategy.bm](http://www.healthstrategy.bm)



**Aligns directly with Universal Health Coverage**



# Our progress and delivery to date

Key progress to date has helped establish the oversight, priorities, and working groups to deliver change.



# 2022/23 UHC Programme Priorities



- 1. Establish a National Digital Health Strategy** – *develop a strategy for the digitalisation of healthcare in Bermuda.*
- 2. Agree our starting points** – *understand our baseline health status so that we know our health priorities for Bermuda.*
- 3. Develop our national health system metrics** – *put in place measures or markers that will help us monitor our health outcomes and health system as we make changes.*
- 4. Integrated care pathway mapping** – *map current healthcare services for a particular condition, understand any gaps in services or areas for improvement, and determine the essentials for the condition going forward (taking into consideration best practice).*
- 5. Building a new governance model** – *implement the transitional organisational structure (i.e., the UHC Steering Committee, Health Forums, and UHC Programme Management Office (PMO)).*
- 6. Options for consolidating the Government Health Insurance Funds** – *undertake an analysis of options for an administrative merger and model options for the consolidation of the funds.*

*These initiatives form the foundation for the transition to Universal Health Coverage in Bermuda.*



# What are Integrated Care Pathways?

An integrated care pathway is a plan for delivering care that is comprehensive and integrated (covering patient care from the beginning to the end).

It defines what happens, when it happens, and who is responsible at every stage.

The objective is to improve patient experience, clinical outcomes, and operational performance.

## Benefits of Integrated Care Pathways



Facilitates care in accordance with evidence-based best practice



Reduces harm and ensures patient safety



Provides for appropriate interventions, appropriate team, and appropriate location

## Why is the integrated care pathways approach useful?

Finite health system budgets make prioritising the following interventions very important:

- Efficacy
- Delivery Strategy
- Optimal Services for Delivery

These support good decision-making in the care pathway.



# First 1,000 Days – Integrated Care Pathway

## Patient personas

### Angela

32-year-old first time mother who is three months pregnant and works full-time as a legal secretary

#### Wants, needs, behaviours:

- Wants to be able to understand the care she and her baby will receive
- Empathetic and personalized communication showing that her medical team truly cares
- Initially nervous about what to expect from her pregnancy and birthing journey

Private Basic Health Coverage

### Vanessa

20-year-old first time mother who just found out she is 4 months pregnant. She is unemployed and wants to start college next year

#### Wants, needs and behaviours:

- Lacks a social support network – she lives with her parents who work full-time
- Worried about not able to afford care for herself and her baby
- Compassionate care and support to address her other needs (i.e. financial)
- Rarely visits the doctor and her medical records are limited.

No insurance

### Laura

32-year-old reinsurance underwriter with who recently relocated to Bermuda from the USA

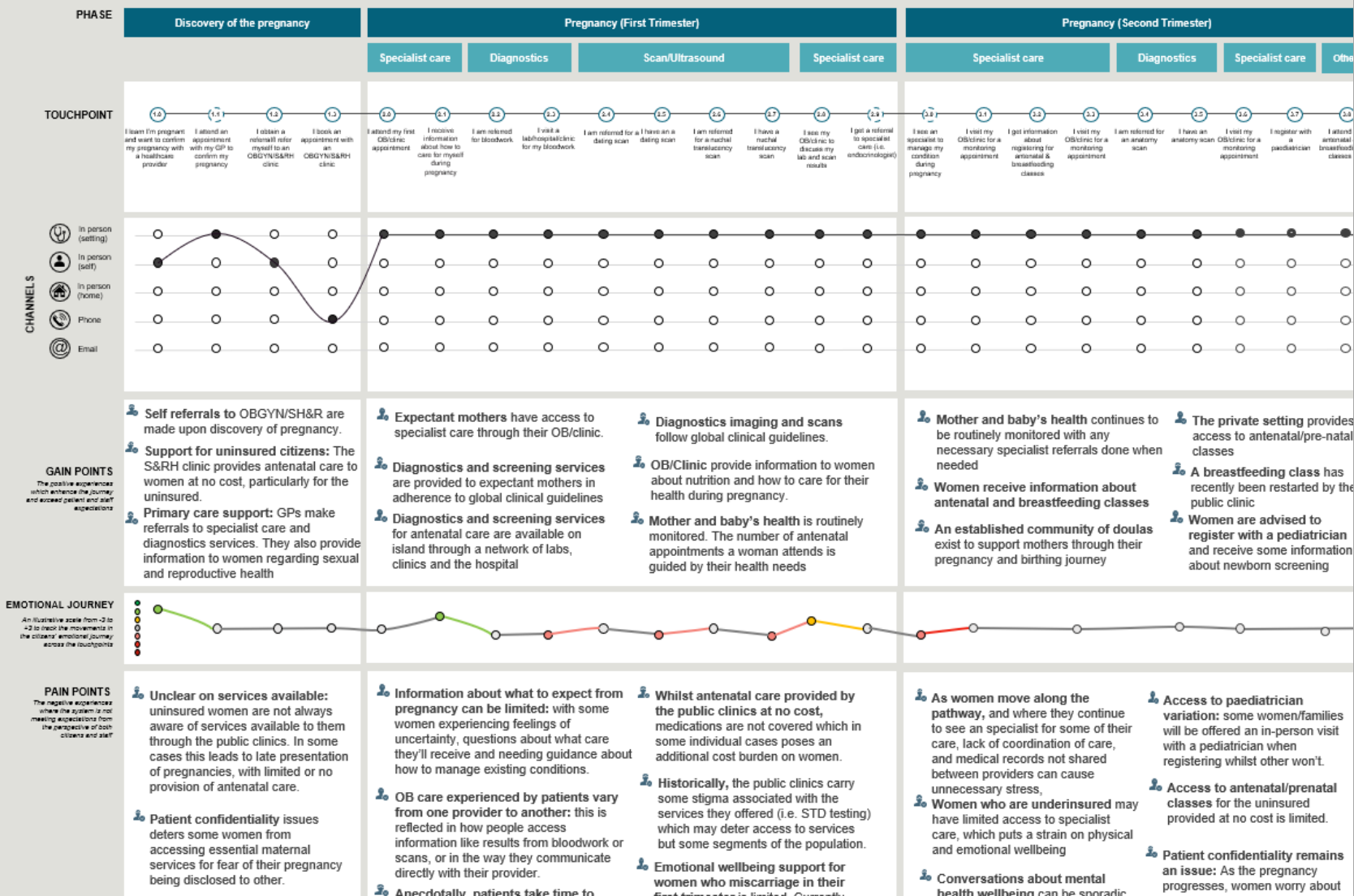
#### Wants, needs and behaviours:

- Has only experienced a midwife led care pathway for her first pregnancy
- Prefers an out-of-hospital birth
- Trust in the team of doctors, nurses, and staff that she is in the right care and that her choices are respected
- Would like the support of a doula

Major Health Coverage

## Maternal and Child Health Pathway (current state)

An illustrative current-state experience of the end-to-end first 1,000 days pathway, from the perspective of the four personas





# First 1,000 Days



**The Royal Gazette**

### Initiative to monitor children's first three years to be launched

Gareth Finighan  
Updated: Nov 07, 2022 09:14 AM  
6 Comments

23 Shares



Bright start: a new programme will help newborns to get the best start in life (Photograph supplied)

Infants are to be given the chance for a better start in life through a government programme that will map the gaps, disparities and inequalities in child services.

The First 1,000 Days initiative was unveiled in Friday's Throne Speech and is designed to provide a solid

Every child's First 1,000 days of life, including the gestation period up to the 2nd birthday, is one of the **most important formative and vulnerable periods of life.**

It is a period of intensive brain development, first relationships, and forming of the psyche.

Experiences during this critical period **impact a child's health during their infancy and their lifelong trajectory of health and wellness.**

## Premier of Bermuda

“ The Government will embark on a **First 1,000 Days** project to optimise this critical period of life for all families... ”

– **Throne Speech**



# First 1,000 Days - Approach

**Engaging with the community, clinical, and non-clinical health workers** is key to getting a thorough understanding of interdependencies and root causes of patient pain points. Stakeholders were spoken with individually and then brought together during collaborative workshops and focus groups.



## Community

- **Who?** People who represent different characteristics of the personas undertaking the pathway in order to represent the varying journeys they go through
- **How?** 1-hour interview with each patient
- **What?** To discuss their expectations, challenges, emotions, and positive experiences from the pathway



## Clinical Colleagues

- **Who?** Clinicians and service providers representing primary and specialist care, nursing, allied health professionals, and mental health specialists
- **How?** 1-hour interviews held with clinical colleagues
- **What?** To discuss their experiences in delivering the current maternal and child health pathway



## Operational & other Colleagues

- **Who?** Service coordinators, family services, and other relevant roles
- **How?** 1-hour interviews with operational colleagues
- **What?** To discuss how their roles and responsibilities impact the patient experience

# First 1,000 Days - Progress to date



368 survey responses were received. Data was analysed according to age (range), household income (range), and type of insurance.

Individuals were consulted about personal experiences using or delivering services across the care pathway

Three interactive workshops were held to garner the views and feedback of care providers involved in the current pathway

368  
Survey responses

40  
Stakeholder interviews

3  
Stakeholder workshops



“We need to do better at preparing new mothers for knowing what to expect from their pregnancy journey.”  
(First 1,000 Days stakeholder)



# First 1,000 Days - Next steps

It is important to understand where we are before charting a path to a sustainable health system. With the intention of improving access, quality, and affordability for Bermuda's residents, mapping out this pathway is but a first step in this journey.

## Horizon 1

### Immediate Next Steps

- Identify opportunities for improved patient experience
- Cost out the pathway steps

## Horizon 2

### Upcoming Activities

- Implement short- to medium-term opportunities to improve better coordination of care
- Develop materials educating residents on how to access the pathway and the steps within it

## Horizon 3

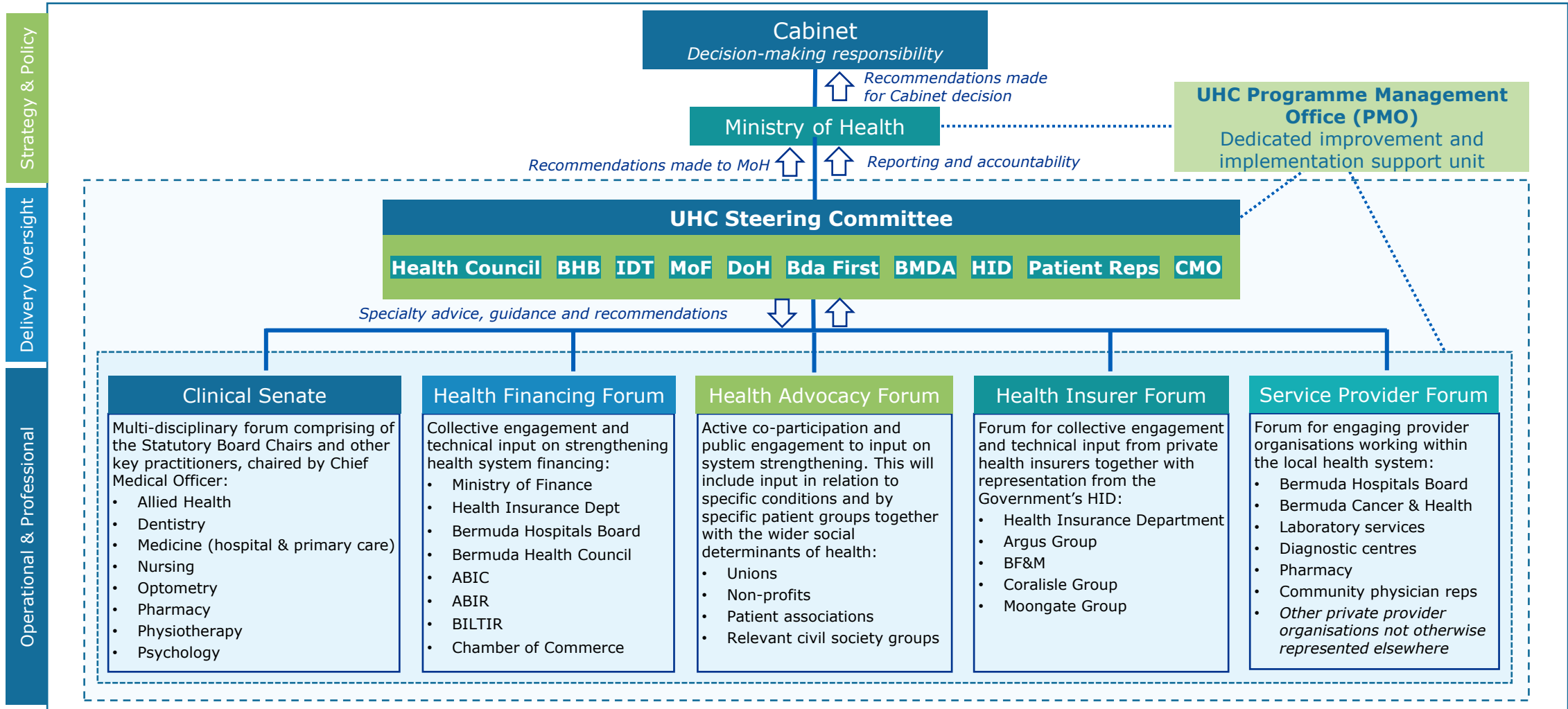
### Future Intentions

- Develop essential care benefit package
- Establish appropriate payment models to enhance care coordination and patient outcomes



# Transitional Governance

A governance structure is being set up to manage the system-wide change and to ensure structured engagement with, and the input from, stakeholders across the health system. In 2023/24 this includes a new UHC Programme Management Office (PMO) to provide the support, communication, and coordination required for ongoing implementation.





# Health Forum Remits

The Health Forums will leverage the knowledge, expertise, and experience of health system stakeholders to provide impartial advice and support for the implementation of UHC-related strategic initiatives.

Health Financing Forum	Health Advocacy Forum	Health Insurer Forum	Service Provider Forum
<p><b>Purpose:</b> To support the UHC Steering Committee in understanding and working through the financing challenges of Bermuda’s healthcare system.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>- Provide insight and guidance on the development of a sustainable Health Financing Model</li> <li>- Improve affordability of essential care benefits</li> <li>- Review and recommend alternative payment funding models</li> </ul>	<p><b>Purpose:</b> To assist project teams with effectively identifying and engaging community stakeholders to ensure broad feedback is collected and considered in the development and implementation of UHC initiatives.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>- Assist project teams in identifying key individuals or population demographics who need to be engaged</li> <li>- Recommend mechanisms to engage identified individuals or population demographics</li> </ul>	<p><b>Purpose:</b> To support the UHC Steering Committee by providing technical input on how to reach long-term health system stability and developing essential benefits packages.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>- Provide insight and guidance on the development of a sustainable Health Financing Model</li> <li>- Review the standard health benefit coverage</li> <li>- Review and recommend alternative payment funding models</li> </ul>	<p><b>Purpose:</b> To provide practical and pragmatic advice on how to operationalise the various UHC initiatives.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>- Recommend practical implementation strategies</li> <li>- Identify key stakeholder groups, challenges to implementation, and consider solutions</li> </ul>



# The Clinical Senate

The Clinical Senate was established in January 2023 to provide medical and health advice and recommendations on appropriate clinical strategy, development, and strengthening of Bermuda's health system to improve population health.

## Objectives:

- Provide advice on clinical best practice
- Improve the quality of care provided to people
- Monitor population health outcomes

## Achievements to date

- The Chief Medical Officer provided direct oversight of the development of Bermuda's first Joint Strategic Needs Assessment, a holistic and systematic assessment of Bermuda's health needs.
- Identified Clinical Leads provided oversight on the three integrated care pathways
  - First 1,000 Days
  - Chronic Kidney Disease
  - Acute Adult Mental Health

### 3. Understanding our population's health needs

*"Promoting and protecting health is essential to human welfare and sustained economic and social development."*  
World Health Organization

**The health need**  
In order to manage the island's limited financial means, we need to understand what our priority health needs are, including both physical and mental health.  
The growth in chronic preventable non-communicable diseases like heart disease, kidney disease, cancer and diabetes has placed strain on Bermuda's health system capacity, particularly as our population ages.  
Urgent change is needed to address this pressing challenge. We must establish a clear and accurate picture of what these health needs are and implement ways to monitor and manage them.

#### How will we do this?

- Undertake a comprehensive national health needs assessment to better understand current population health challenges
- Use international benchmarking to understand gaps and solutions in health service delivery
- Develop processes and metrics to transparently measure and regularly report markers of care and need

#### How will we measure success?

- System-level metrics to measure, monitor and manage population health needs will be put in place, including metrics such as:
  - People's experience of care
  - Adopting use of internationally recognized health metrics, such as:
    1. Deaths within the hospital, adjusted to account for populations which are more- or less-likely to die (the 'hospital standardized mortality ratio')
    2. Deaths from preventable or treatable conditions, adjusted for age (the 'age-standardized mortality of potentially avoidable deaths' metric)

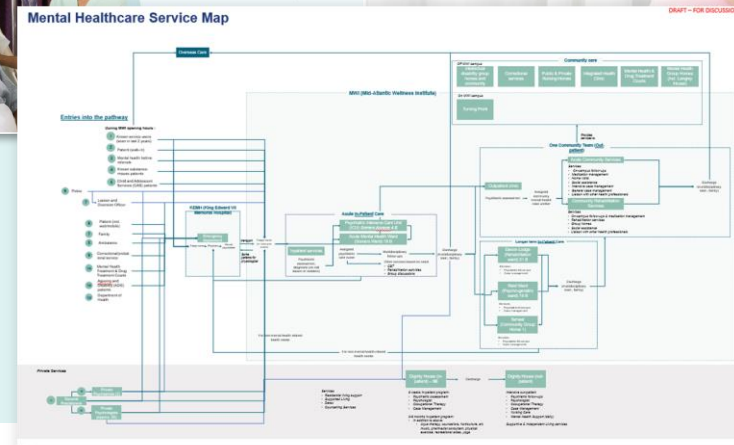


**BERMUDA HEALTH STRATEGY**

**The First 1000 Days**  
from conception until two years of age

**Take the survey now!**  
See caption for details.

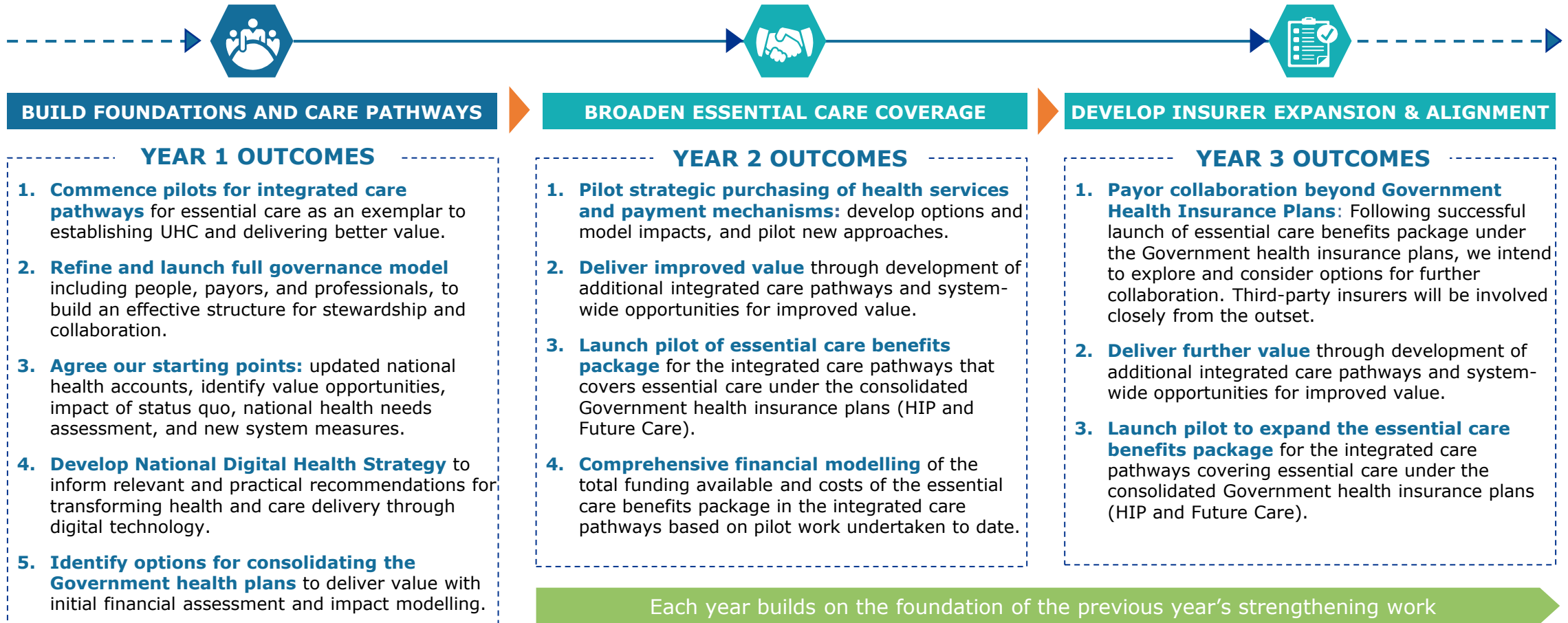
DRAFT - FOR DISCUSSION ONLY





# UHC Programme: Three-year Roadmap

In order to deliver Universal Health Coverage for Bermuda, the following areas of focus were identified. They will be coordinated by the UHC Programme Management Office over the next three years.

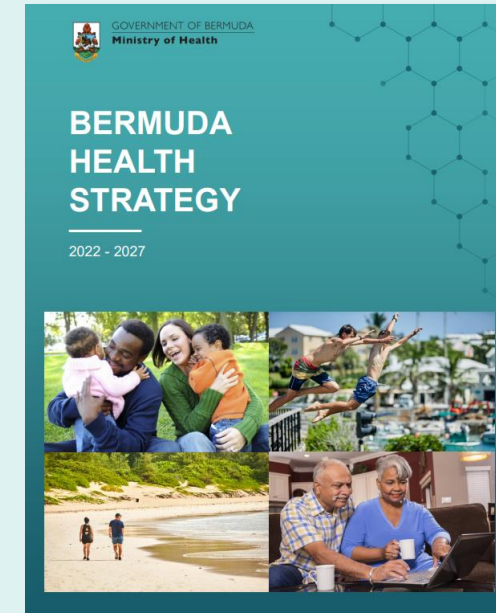


Strengthen communication by actively engaging all stakeholders throughout ongoing implementation of Universal Health Coverage.



# Next steps for UHC

- 1** | We have identified and developed a draft plan to deliver key UHC deliverables
- 2** | Action plan will be finalised and shared with the general public
- 3** | At next Q&A, we will discuss the key deliverables and the action plan to implement them



*"Ensuring that all people have equitable access to needed informative, preventive, curative, rehabilitative, and palliative essential health services, of sufficient quality to be effective, while also ensuring that people do not suffer financial hardship when paying for these services and critical medicines."*

Questions?

## For more information, you can reach or follow us here:

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