Mission Statement:
“WE WILL PROVIDE OUR PATIENTS WITH THE BEST POSSIBLE EMERGENCY AND FOLLOW-UP CARE IN A PROFESSIONAL, COURTEOUS, NON-JUDGEMENTAL AND EFFICIENT MANNER, PROVIDING THE INFORMATION THAT PATIENTS REQUIRE, IN A WAY THAT THEY CAN UNDERSTAND....”
BF: What was the rationale behind the formation of Tapion Hospital?
Dr. Romel Daniel: Tapion Hospital is the first private hospital in St. Lucia. It has been said that ‘A hundred acorns are sown unseen by a silent breeze’, and while the birth was in 1996, the conception of Tapion Hospital was really in the late 1980s. A group of 10 core members – nine doctors and one lawyer, (one of the doctors was deceased Dr. Trona Bennett) gave a tremendous help facilitate our development to where we are now. They were able to obtain support from a number of St. Lucians; in fact the number of shareholders is over 60.
The impetus behind it were several: fundamental among these was the recognition that the world in general and medicine in particular were rapidly evolving. As we see, the internet has democratized learning. Adaptability is the new currency of this age. We needed to adapt in order to remain at the cutting edge of medicine, and push the envelope of what could be offered in St Lucia.

It is difficult for large organisations, for example public hospitals, with their inherent multiple layers of bureaucracy to do likewise.

Successive governments have given us their support. It started off with Sir John and the then Minister of Health Hon. Stephenson King. It continued with the Dr. Kenny Anthony Government, since all recognised the role we played in diminishing the flight of medical intellectual capital.

Bank of St Lucia (then SLDB and National Commercial Bank) was instrumental in ensuring that we stayed together, by insisting that doctors have their offices within Tapion Hospital for the first five years. This established not only the ‘mall’ concept, but also ensured that no one was able to walk away easily, during the arguments and vigorous disagreements, which occur particularly in the early phases of a business. We were no exception.

**BF:** How does Tapion Hospital’s structure support the business operations of the institution?

**Dr. RD:** There is deliberate attention to functioning in a cooperative and unified fashion. We operate under a governance structure, which includes a seven-member board headed by the Chairman of the Board. Mr. Chris Husbands is the immediate Past Chairman. Kudos go out to him for guiding us in these financially turbulent times in his usual unflappable manner. The present chair is Dr. Andrew Richardson.

The Board meets on a regular basis and formulates direction and policy for the hospital. Mrs. Sybil Martial as the Executive Director and myself, as the Medical Director form the Senior Management Team, along with Sister Francisca Dickson, the Nursing Superintendent and Sister Vona John, the Wards Manager.

We recognise that clarity of vision, communication and execution are the keys to success. Our role as Senior Management is to be the conduit between the Board, the other managers, and the rest of the Tapion Team. This is fundamental. Our principles and goal setting will be structured according to the value system that we have enunciated. The discipline that we are able to foster will be the bridge between goals and accomplishments.

**BF:** Discuss Tapion Hospital’s role in the local business community. What are the competitive strengths as a premiere medical institution?

**Dr. R D:** We have a ‘critical mass’ of persons who are able through their continuous credentialing and training offer up to date consultations to patients. These can be done in house, through our myriad specialists, or through our numerous regional and international linkages. These may be urgent or non-urgent.

The rapidity of response is unmatched. The Emergency Room (ER), staffed by four fulltime physicians is open 24 hours, 7 days a week. The triage time is less than 15 minutes, and one can move from admission to intensive management, including intubation and ventilation in a matter of minutes. This is difficult to beat!

Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) training are encouraged, even mandated in some instances. The Canadian Accredited laboratory with its consistent reliable results, and Radiology with its state of the art equipment, provide us with a considerable diagnostic edge. The pharmacy has a broad range of up-to-date medication and extended hours, up to 9:00pm on weekdays.

A Board with a diverse range of talent, together with committed, dedicated, well-trained staff augment our strengths. Visiting specialists enhance our offering through Neurology, Endocrinology, Paediatric surgery, Haematology, to name a few,

We are now a recognised Cardiovascular Centre of Excellence, and are a member of COSEHC (Consortium of South East Hypertension Control). In addition, we are updating our Information Technology (IT) side of medicine which includes medical records, pharmacy and accounting. This will make the entire Hospital integrated, marking us as one of the top hospitals in the Caribbean.

Patients’ feedback is also important to us and we have a department specifically targeted for quality assurance. Perhaps our greatest strength is intangible - a focus, some would say an obsession to continuous incremental improvement for example advanced surgical and gynaecological surgery, orthopaedic and cardiac implants.
BF: Accreditation Canada is the hospital’s most recent achievement; aside from Bermuda, St. Lucia is the only other Caribbean island to be awarded this. Discuss Tapion Hospital’s focus on medical advancement.

Dr. RD: Excellence is achieved through habit. We sought out a tool in which we could promote a culture of excellence and measure it. Accreditation Canada provided the template through the development of Required Organisational Practices (ROPs). These ROPs are in place to enhance patients’ safety and minimize risk. A major area is infection prevention for service providers, patients and patients’ relatives.

What patients seek in medical professionals are survival, safety and certainty (minimized risk). I have coined a term ‘flexi-fence’. With these ROPs, we fence in particular standards which are adhered to and audited, while not forcing out service providers creativity, innovation and spontaneity. Any surgery for instance has a tick sheet. The chances for any mishap are massively reduced and we have implemented this here at Tapion Hospital.

BF: How have linkages locally, regionally and internationally assisted in the advancement of Tapion Hospital?

Dr. RD: The linkages are diverse and we expect them to grow. Tapion Hospital has benefited because of our linkages with colleagues and hospitals from the USA, Europe, right down to the Netherlands Antilles.

Dr. Martin Didier and myself have both sat on the board of the Caribbean Cardiac Society. We have excellent relations with other groups such as COSEHC (Consortium of South East Hypertensive Control). In addition to that we have linkages with local doctors and colleagues, throughout the island and in Victoria and St. Jude Hospital. These linkages provide us with a forum where we can discuss and consult on cases.

BF: Discuss the Tapion Hospital’s service provision as it relates to the involvement in the tourism industry?

Dr. RD: Tapion Hospital sells confidence. Tour operators from overseas as well as locally, are very secure in having their clients come to Tapion Hospital. We get frequent calls from overseas tour operators who, in the process of booking trips for clients, call us to inquire about our capabilities, for instance, trouble shooting pacemakers. The tourists will come here and we may never have cause to see or treat them, but just with the confidence that St. Lucia is medically capable, these tourists are going to choose St. Lucia as a destination.

BF: What is your assessment of the landscape of the St. Lucian medical community in that of where it has been to future prospects?

Dr. RD: In the medical profession, as in other professions, the fundamental necessity is contribution. If your focus is on providing exceptional service, and making a positive difference, the sky is the limit. Crucially one must find a need and fill it. There are various areas where we need assistance, both medical, as discussed before with our visiting specialists, and paramedical, occupational therapists. We are more than happy to assist in detailing to the ministry what resource requirements are, as we look to the future.
BF: What are the challenges faced by the hospital?
Dr. RD: I can immediately enunciate two. One is financial, the other mental.
There were significant costs accompanying preparation for Canadian Accreditation and IT. As you
know we live in very turbulent difficult financial times. We employ more than 80 persons, and have
not downsized or retrenched workers. These are breadwinners for their family. Financially, one has
to balance providing cutting edge medical care with affordability to the patient and cost to the hospital.
In addition, one has to be alert to delinquency and increase in receivables, not only from
individuals, but some insurance companies as well. This only serves to stymie cash flow, with its
possible attendant downstream effects, on equipment, medication etc.
The other is mental. Sometimes I feel like Tapion Hospital is a bastard child. When we achieved
our accolades for the first knee replacement, laparoscopic surgery, cardiac implants, there
was a deafening silence from the public service in terms of support. With Accreditation Canada
International, the Prime Minister, Hon. Stephenson King saved the day for them by his letter of
congratulations. The public service cannot do everything and I believe we have to work in tandem,
public and private, in order to achieve self-sufficiency in health care in St Lucia.

BF: Tapion Hospital is involved in several corporate social responsibility and local
community programmes. Why is giving back important to this institution?
Dr. RD: It has been said, to whom much has been given, much is expected. One has to step out
of the medical bubble. Giving back is not necessarily money. It can be time, energy and effort. In
the age of the Pharisee we have been Publicans. Most recently with the Hurricane Tomas relief we
have given and we will continue to provide without shouting from the rooftops, consistently and
suitably. We have been giving constantly and quietly – clothes, food and water to Soufriere and
Bexon communities. RISE and the NCF have been some of the vehicles used.
We also provide free training for medical personnel from across the island from Victoria and
St. Jude Hospitals, General Practitioners, for example training on ECGs, Pace makers and nuclear
medicine.
The St. Lucia Heart Lung and Blood Foundation (SLHLBF) has been central in the training and
retraining of hundreds of St. Lucians in basic and advanced cardiac life support. Cricket World Cup,
and a myriad number of other events hosted on this island have been sanctioned and made possible
because of its presence. Tapion physicians are its founders.
We use our facilities and resources, through the Tapion Hospital Foundation. As of 2009, we
have a newly implemented annual programme through the International Hospital for Children (IHC)
Group from Virginia. For two days we treat about 40 cardiac patients throughout the island for free,
and some of those patients are able to access surgery for free in Virginia.
We also provide food, to those in Roseau primary school who have need for lunch. This is an
ongoing project for years now. Last year the Tapion Foundation teamed up with the Ministry of
Education, SLASA (St Lucia swimming Association), SLHLBF and other well wishers in sourcing and
implanting a Defibrillator, free of charge, on a young man named Daniel Gaston who has a strong
family history of sudden death.

BF: Finally, what is on the horizon for Tapion Hospital, for expansion and continued
development?
Dr. RD: Firstly, we view Tapion Hospital as an exemplar of what can be achieved in small island
states with minimal resources. Since we have achieved accreditation we would like to assist other
hospitals in St. Lucia improve their standards and achieve accreditation also. We are willing to be
mentors to those who have ‘an empty cup’.
Cervical Spine Surgery is one of our goals in the incoming year. A Sleep laboratory is also on the
horizon. It will enhance our detection and management of patients with Obstructive Sleep Apnea,
Hypertension, and those at risk of sudden death.
With a Catheterisation Laboratory, the landscape changes because we will now be able to diagnose
treat so many more diseases of a cardiovascular origin. We will of course encourage primary
care-weight loss, proper diet, and exercise. But we should be able to treat and stent coronary
vessels, peripheral vessels and reduce the number of persons necessitating amputations. This I think
is a worthwhile goal.
Finally, I would say that reputation is not based on what you are going to do; it is based on what
you have already done and our reputation continues to be rock solid based on what we have thus
far achieved. BF
Tapion Hospital
Board Members 2010 - 2011

From L to R: Ross Gardner, Dr. Christy Daniel, Dr. Daniel Kabiye, Dr. Alison Plummer, Christian Husbands (Immediate Past Chairman), Dr. Horatius Jeffers, Dr. Leonard Surage
Senior Management Team

- Dr. Romel Daniel
  Medical Director
- Sybil Martial
  Executive Director
- Sister Francisca Dickson
  Nursing Superintendent
- Sister Vona John
  Wards Manager
- Dr. Gavin Melville
  Manager of Emergency Dept
- Debra Spencer
  Pharmacy Manager
- Jane Romulus
  House Keeping Head
- Lindell Gaustave
  Properties Manager
In-House Doctors

Dr. Alwyn Benjamin
Dr. Celia Downes
Dr. Gavin Melville
Dr. Aljay Pierre

Resident Consultants

Dr. Jaqueline Bird
Dr. Leslie Bishop
Dr. David Brathwaite
Dr. Christy Daniel
Dr. Romel Daniel
Dr. Martin Didier
Dr. Marie Grandison-Didier
Dr. Horatius Jeffers
Dr. Andrew Richardson
Dr. Nadia Samuel
Dr. Leonard Surage

Doctors with Admitting Privileges

Dr. A. Abuyomi Consultant Haematologist
Dr. A. Lalsingh Consultant Dermatologist
Dr. A Sekender Consultant Anaesthetist
Dr. A. St. Rose Consultant Internist & Gastroenterologist
Dr. A. King Consultant Internist & Rheumatologist
Dr. C. Greenidge Consultant General and Vascular Surgeon
Dr. C. Parris Consultant Obstetrician and Gynecologist
Dr. D. Kabiye Consultant General Surgeon
Dr. D. C. Bristol Consultant General Surgeon/Urologist
Dr. H. Marius Consultant Obstetrician & Gynecologist
Dr. I. Simmons Consultant Paediatrician
Dr. K. Gardner Consultant Paediatrician
Dr. L. A. Hughes Consultant Plastic Surgeon
Dr. M. Khannan Consultant Anesthetist
Dr. M. Plummer Consultant Paediatrician

Dr. M. Populo Consultant Ear, Nose & Throat Surgeon
Dr. M. Soe Consultant Anaesthetist
Dr. N. Urs Consultant Radiologist
Dr. O. Gabriel Consultant Oncologist
Dr. P. Monrose-Peters Consultant Paediatrician
Dr. P.V. St. Rose Consultant Obstetrician and Gynecologist
Dr. R. Bellance Consultant Neurologist
Dr. R. G. Swamy Consultant Psychiatrist
Dr. S. Ali Consultant Anaesthetist
Dr. W. Parris Consultant Pain Management Specialist
Dr. N. Dagbue Consultant Orthopedic Surgeon & Traumatologist
Dr. J. Stanley Consultant Cardiologist
Dr. C. George Consultant Endocrinologist
Dr. Shah Consultant Ophthalmologist
Dr. E. Remy Consultant Ophthalmologist
Dr. Laurencin Consultant Internist
Dr. L. Charles Consultant Emergency Medicine
British tourist, Mrs. Susan Sayer, recently had her life saved by the emergency implantation of a temporary cardiac pacemaker, followed by a dual chamber permanent pacemaker at the Tapion Hospital in Castries, Saint Lucia.

Dr. Romel Daniel, FRCP (UK), FESC, who coincidentally did his post graduate cardiology training in the UK, was pleased to lead the team that recognised, Mrs. Sayer recurrent “epileptic seizures” were actually her heart rate repeatedly dropping to the very low 24 beats per minute.

Mrs. Sayer was found collapsed by her husband, in their Landings Resort room, during their holiday to Saint Lucia in February 2010. She was referred to Tapion Hospital, where the temporary heart pacemaker was inserted on the evening of her admission to hospital.

Twenty-four hours later the Medtronic cardiac pacemaker was successfully implanted by the Tapion team.

Mrs. Sayer was able to leave the hospital, to continue her holiday symptom free for another week.
The Tapion Hospital Foundation, in collaboration with International Hospital for Children (IHC) of Virginia, USA played host to the 2nd Annual Pediatric Cardiac Clinic at the Tapion Hospital on Tuesday 23rd and Wednesday 24th March, 2010.

Over 40 children, accompanied by their parents, were assessed with regard to optimization of treatment and heart surgery in Virginia, USA. The previous year 2009, following the first clinic, four St. Lucian children with heart problems had surgery in the USA at no cost.

Over the 12 months leading up to the clinic, Pediatricians, throughout the island, have been seeing children to be referred to Cardiologist Dr. Romel Daniel, for preparation for the IHC clinic. The IHC group comprises Pediatric Cardiologist, Dr. Bill Moskowitz and Eastern Caribbean Coordinator, Ms. Jackie King.

All the participating children, who hail from throughout the island were seen at Tapion Hospital for free. The Tapion Hospital Foundation, the charity arm of the Tapion Hospital is pleased, through its actions, to again have facilitated advanced health care for the people of Saint Lucia.
Keyhole Surgery continues at Tapion Hospital by Dr. John George of the Washington Hospital Center

Advanced Gynecological Laparoscopic (Keyhole) Surgery continued at Tapion Hospital during the week starting 23rd February 2009. This project was the brainchild of Dr. Trona Bennett, who passed away in January of the same year.

Fifty patients from Saint Lucia, Barbados and Trinidad were successfully operated on by Dr. John George, FACOG, training local gynecologists and surgeons, as well as a doctor from Barbados.

This keyhole surgery project has now seen 50 patients operated on, with shorter hospital stay, quick recovery time, and excellent cosmetic results. Tapion Hospital is committed Dr. Bennett’s dream of making Tapion Hospital the center for Laparoscopic surgery in the region.
Competitive Strengths

There are many advantages, both inherent and strategic, of Tapion Hospital that we have been able to realize over the past few years of our existence. The underpinning concepts of our Hospital have remained the same from inception: to provide an excellent service to the community, and to provide an affordable ‘stepping stone’ between Public Health Services and foreign services. The GTM option (go to Martinique or go to Miami), is no longer the only other health care option available to residents of St. Lucia and as our footprint grows throughout the OECS.

Entities are made up of many different systems and each has its own role to play in the overall success of the whole. Within Tapion Hospital, the symbiosis between the different business units, and the different Medical specialties represented within our halls, contributes to a well-run institution that remains at the forefront of medical care in St. Lucia. A patient who visits a specialist with an in-house practice at our Hospital, has immediate access if needed. These include other consultants, wards, pharmacy, operating theater, medical imaging services and laboratory services. The implicit benefit to a patient’s health care of having readily available, local access to a ‘one stop shop’ for medical services cannot be overstated.
Our specialists attached to Tapion Hospital represent a breadth of knowledge and experience that you would be hard pressed to find in any other regional institution. This lends itself to overall patient confidence and faith in our brand. Our aim is to make world-class health care available in St. Lucia. We have developed a reputation for being “Cutting Edge”. Pushing the envelope has enabled us to develop surgical and gynaecological laparoscopy, hip and knee replacements, pacemaker and defibrillator implants, hyperbaric chamber and nuclear medicine facility, to name a few. A sophisticated Radiology unit (which includes multislice CT and MRI), and a now Canadian Accredited Laboratory, have supported this process. Fast repairs and superior equipment mean there is virtually no down time. Reliability and trust are two hallmarks of superior care and these are epitomized by the support received from the Tapion hospital pharmacy.

From its inception, Tapion hospital has encouraged the presence of partners at their babies’ birth, just as obtained in first world countries. This aim has led us down a path towards International Accreditation. Tapion Hospital has in 2010 received a “gold Standard” level of accreditation from the Canadian body: Accreditation Canada International. This accreditation makes Tapion the first and only hospital in the English speaking Caribbean to have achieved this. The possible benefits are enormous; not only for our Hospital but for St. Lucia’s tourism product, as this represents a stepping-stone for a destination in the eyes of the major international tourism industry players.

Our location was chosen with island wide accessibility in mind. Situated at a strategically positioned point between the north and the south of the island, our close proximity to Castries also means that we are able to operate our own bus service to and from the city. This has enabled many people who do not have their own transportation to easily access the institution over the years.

Our board of directors is made up of individuals from diverse backgrounds and fields, lending varied perspective to the management of the organisation. They guide the direction and the strategy of the hospital with a set of values and beliefs that show a commitment to providing the best possible care and treatment for our patients.

The Medical Director is responsible for the implementation of this direction and strategy through the executive director, and the teamwork of the various departments. From nursing to administration to maintenance and housekeeping all departments play an essential role in aiming for excellent service delivery to our patients.

As an example, rapt attention is paid to the exit polls. Financial constraints may not necessarily lead to all suggestions being immediately adapted, but we do so as soon as we are able to.

Tapion has, through caring and prompt response, fostered very strong, positive and lasting relationships in both our local and regional communities. Our goal is continuous incremental improvement, being proud of what has been achieved in our 15 years of existence, but always with an eye to the future and bringing St. Lucia a service, ‘Where here, the patient comes first’.
Linkages
The Local and International Affiliation of Tapion Hospital

Founded in 1996, Tapion Hospital, the brainchild of a group of St. Lucian Medical Pioneers has grown from humble beginnings as a small private community funded hospital, to become an icon in the St. Lucian health care environment.

The hospital provides general, emergency and specialist services to the St. Lucian public through its cadre of specialists (local and international). It has established and maintained linkages with its local sister, Victoria Hospital in the North, St. Jude’s Hospital in the South, as well as numerous polyclinics and health centres throughout the island. Patients are referred from local institutions island wide to Tapion Hospital for specialist evaluation and hospital care.

Tapion Hospital has become the referral hub for the treatment and hospitalization of visitors who become ill while on holiday, as well as such passengers on the cruise ships who require local specialist case or stabilization and later transfer to overseas institutions worldwide. These medical transfers (called medical evacuations) are facilitated through air ambulance services which have well established working relationships with Tapion physicians.

From 1992 Tapion Hospital has provided Holiday Dialysis to land based and cruise visitors from all over the world including UK, Europe, USA and Canada as well as locals returning home on vacation, strictly conforming to Canadian standards of Dialysis.

In keeping with our goal of continuously improving the standard of health care in St. Lucia, Tapion Hospital has sought to establish links with overseas hospitals and international organizations. We have had a longstanding relationship with the University Hospital in Fort-de-France, Martinique where patients requiring care not available locally are referred for continued medical management.

Since 2001, Tapion Hospital has been an affiliate of the Baptist Health South Florida Hospital System, the largest hospital group in Florida. With that association, St. Lucian’s can access medical care not available locally. Many of our in-house specialist physicians are members of the Baptist International Physicians Circle of Excellence.

In June 2009 Tapion Hospital was approved as a center of Excellence by the US based Consortium of South Eastern Hypertension Control (COSEHC). This group is based in the South Eastern USA and is well recognised for it’s work in the US health care system. Tapion Hospital was the 2nd hospital in the Caribbean to receive such a designation. We are currently involved in projects with COSEHC designed to improve the standard of health care in St. Lucia.

In June 2010, Tapion Hospital received Gold Accreditation from Accreditation Canada International, becoming the first hospital in the Caribbean to receive this level of accreditation.

The Tapion Hospital has been recognised by the Caribbean Cardiac Society-CCS (the premier professional association of Cardiovascular specialists in the Caribbean) as the bastion of health care delivery in St. Lucia.
In July 2008, two of Tapion’s leading physicians led the Caribbean Cardiac Society. Dr. Martin Didier became the 9th President, and Dr. Romel Daniel became the 9th Secretary of the CCS. This was a first for St. Lucia.

Members of the CCS regularly refer locals and visitors to Tapion Hospital for healthcare and this reflects confidence in this small St. Lucian Hospital. Indeed, Tapion Hospital is regularly consulted by private hospitals in the Caribbean for advice regarding their healthcare development.

We have also become involved in community healthcare, education training and research. We have a strong affiliation with the St. Lucia Heart, Lung and Blood Foundation (SLHLBF), which educates and trains the lay public and healthcare professionals in cardio-pulmonary resuscitation (credentialed by the American Heart Association) and cardiovascular disease and stroke prevention. The founding members of this foundation are Tapion Hospital Physicians.

In association with members of the Caribbean Cardiac Society, Tapion Hospital has partnered with medical industry in International Studies of Importance to the Caribbean people. An example of such a research study is our involvement since 2010 in the CLARIFY Worldwide cardiac Study conducted by the European Society of Cardiology and Servier International, a world renowned pharmaceutical company. Over 30,000 persons are enrolled in the study, with 20 patients coming from Tapion Hospital.

It must be pointed out that the majority of the attending physician specialists at Tapion Hospital are Credentialed Members or Fellows of Professional Societies or Associations in the Caribbean, UK, USA, Europe and Canada. These organisations assist in Medical professional education so that state of the art, cutting edge medicine can be delivered consistent with International Standards, to the people of St. Lucia.

Subject: Bruce and Gail Waters
Date: Fri, 5 Nov 2010 20:08:24 -0400

Dear Dr. Didier,

I have composed many letters to you in my mind over the past 2-1/2 weeks but it is only now that I finally found your e-mail address and have some time to sit and write. We had a safe trip home with Air Ambulance Professionals and Bruce had a CABGx4 on October 25. There were some kidney issues but he finally got out of Duke Hospital on November 1 and is really doing very well in his recuperation. Our bodies are so amazing in their abilities to heal. We know it is going to be a long road ahead and sometimes very tiny steps, but each day he will get stronger and he has a very positive attitude about his recovery.

We both want to thank you from the bottom of our hearts for your kindness. It was not until we got to you and Tapion that I began to have hope that maybe things would be alright. You and your staff were just wonderful in every way, and I bless the day I called Gus Grant. God works in mysterious ways and was certainly with us in this journey that finally got us the help we so desperately needed in St. Lucia.

I hope our paths cross again sometime. You are a truly gifted healer, Dr. Didier, and we are eternally grateful for all you did.

Best Wishes,
Gail and Bruce Waters

PROF. AUGUSTUS O. GRANT, MD, PHD. is Professor of medicine at Duke University Medical Center. Born in Jamaica, Prof. Grant holds the position of Vice Dean of Faculty Enrichment at the Duke University School of Medicine. Prof. Grant is certified by the British Medical Council, the American Board of Internal Medicine, and the Subspecialty Board of Cardiovascular Diseases. He serves on the editorial boards of Circulation and the Journal of Molecular and Cellular Cardiology and is currently deputy editor of the Journal of Cardiovascular Electrophysiology. Prof. Grant is also a consulting editor to the American Journal of Physiology. He has received numerous awards and belongs to several other professional societies including the Biophysical Society and the American Society of Clinical Investigation.
Tapion Hospital
Surgery & Checklist

Introduction
Tapion Hospital was conceptualized by a team of senior surgical and medical consultants with a vision to transform the provision of health care services to the people of Saint Lucia and eventually, international clients as well.

As a result of this vision Tapion Hospital opened its doors to the St. Lucian public fourteen years ago.

After a humble beginning and many challenges, the institution began to experience steady growth based on the demands from current and prospective clients. This is reflected by the number of new services currently being provided at the institution today. As Tapion Hospital continued to build capacity in the delivery of safe, quality health care services, supported by cutting edge technology, accreditation was deemed inevitable, based on the calibre and complexity of disease conditions to be managed.

We therefore embarked on this challenge in June 2009 and successfully achieved Canadian Accreditation in June 2010.

In an effort to ensure and sustain patient safety in the operating room environment the department went through a series of fundamental changes to achieve this objective. New policies and procedures are currently in place. These new initiatives are audited monthly to ensure compliance and positive surgical outcomes.

To date we have just completed and implemented newly designed consent forms for the administration of anaesthesia and surgical interventions.

Preoperative Assessment
The focus is completely on Patient Safety. Pre-assessment clinics help identify and deal with medical problems before admission.
On the Ward, there are early rounds to see the patients before surgery and a dedicated nurse to facilitate the preparation of patients for theatre.

Auditing
As many aspects as possible of the journey from admission to discharge are being audited. This will allow us to recognize areas of inefficiency, to train, staff appropriately and review effects of recent intervention, such as the introduction of digital imaging systems in the theatre.

The Surgical Safety Checklist
A strategy, almost absurd in its simplicity has been shown to massively reduce surgical complication rates and deliver treatment consistently, correctly and safely.

This ninety second checklist, published in 2008 by none other than World Health Organisation has been shown in hospitals throughout the world to reduce death and complications by more than a third.

This checklist is now a mandatory part of Tapion Hospital’s Required Organizational Practices.

The Stop Moment
Also known as “Pause for the Cause”, is a safety method before the administration of general anaesthesia. It provides the necessary steps which will allow for patient safety in the operating room through the integration and coordination of the relevant quality initiatives as mandated by Accreditation Canada as a Required Operational Practice.

One of our primary goal, is developing a safety culture within the organization. The stop moment emphasizes to theatre staff, including surgeons, anaesthetists and nurses how to apply the new World Health Organization safety procedures which are becoming mandatory in all English and Canadian hospitals.

A growing body of evidence links teamwork in surgery to improved outcomes, with highly functioning teams achieving significantly reduced rates of adverse events.

Listed are examples of checklists.

Urology Photo: Dr. Christy Daniel performing a urological operation
Hysterectomy Photo : Dr. Leslie Bishop performing a hysterectomy
Knee surgery : Dr. Horatius Jeffers performing knee surgery
### Tapion Hospital

#### Tapion Hospital

**Tapion Hospital**

Operating Theatre WHO Surgical Safety check list

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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**Before theatre enters**

- Confirm all team members have introduced themselves by name and role.
- Confirm the patient’s name, procedure, and where the incision will be made.
- Has antibiotic prophylaxis been given within the last 60 minutes?
- Yes
- No
- Not applicable

**Anticipated Critical Events**

To Surgeon:

- What are the critical or non-routine steps?
- How long will the case take?
- What is the anticipated blood loss?

To Anaesthetist:

- Are there any patient-specific concerns?
- Yes
- No

**Difficult airway or aspiration risk?**

- Yes
- No
- Not applicable

**Risk of intra-operative blood loss (is this a儿童operation?)**

- Yes
- No
- Not applicable

**Has essential imaging been displayed?**

- Yes
- No
- Not applicable

**Before patient leaves operating room**

**Sign Off**

- Nurse Verdicts Confirm:
  - The name of the procedure
  - Completion of instrument, sponge and swab counts
  - Specimen labelling (malign specimen labels)
  - (attached, including patient name)
- Whether there are any equipment problems to be addressed

**To Surgeon, Anaesthetist and Nurse:**

- What are the key concerns for recovery and management of this patient?

**To Nursing Team:**

- Normal (Yes) No

**Sr. Nurse Signature:______________**
Radiology

Gablewoods Medical Centre which is housed at Tapion Hospital is a comprehensive, modern, state of the art Radiology Facility. The Medical Centre has the best infrastructure to cater to the needs of the local, regional, and international community. From routine X-rays to complex Radiological procedures being performed here. The facility has Magnetic resonance imaging (MRI), Computerized Tomography (CT) C-arm, fluoroscopy, ultrasound & Doppler scanner, computerized mammography and X-rays, all under one roof.

This facility is like any modern facility in the first world. The facility has a dedicated musculoskeletal M.R.I. scanner, which can perform erect examinations (this was the first of its kind in a North American continent). Patients who need M.R.I. scanning are generally asked to lie down to get the examination done. In this facility, patients who have back or knee problems could be scanned in standing position, the position when the patient feels the pain. If the patient is asked to lie down on the machine, there is a chance his discomfort may be camouflaged. The diagnosis and treatment is thus optimized in our setting. This M.R.I. scanner, therefore, has definitive advantages over other scanners.

The high end, sophisticated 16-slice C.T scan with full-blown cardiac configuration was installed here in 2006. The C.T machine has whole body applications. This C.T. scanner can perform the whole body scan while the patient holds his breath once. This scanner not only can take the images of the internal organs but also delineate the blood vessels of all organs very clearly.

The reformed images provide an excellent view of the internal organs. The vessels of the brain, heart, kidneys etc, can be very well studied and any narrowing or dilatation of the vessels could be picked up instantaneously and the appropriate treatment commenced by the treating physicians.

Before the advent of this machine in St Lucia, patients went to the neighbouring islands but now people from the islands visit St. Lucia as this facility has become a referral centre. Diagnostic and Doppler examinations are being performed routinely and dedicated machinery is in place as part of the infrastructure.

The 3D and 4D ultrasound scans to look for fetal anomalies in pregnant women is the hallmark.
About Nuclear Medicine

A joint project between Medical Associates, Tapion Hospital and Diagnostic Nuclear Medicine, of Trinidad and Tobago where persons from the islands who previously visited Trinidad from other Caribbean islands are now able to visit St Lucia instead.

What is Nuclear Medicine?
Nuclear medicine is a medical specialty that uses safe, painless, and cost-effective techniques both to image the body and treat disease. Nuclear medicine imaging is unique in that it documents organ function and structure, in contrast to diagnostic radiology, which is based upon anatomy.

Nuclear medicine imaging procedures often identify abnormalities very early in the progression of a disease. This early detection allows a disease to be treated early in its course when there may be a more successful prognosis.

Nuclear medicine uses very small amounts of radioactive materials or radiopharmaceuticals to diagnose and treat disease. Radiopharmaceuticals are substances that are attracted to specific organs, bones or tissues. The radiopharmaceuticals used in nuclear medicine emit gamma rays that can be detected externally by special types of gamma or PET cameras. These cameras work in conjunction with computers used to form images that provide data and information about the area of the body being imaged. The amount of radiation from a nuclear medicine procedure is comparable to that received during a diagnostic x-ray. Today, nuclear medicine offers procedures that are helpful to a broad span of medical specialties, from pediatrics to cardiology to psychiatry.

The X-ray and Mammography machines are computerised and completely digital. The facility is totally filmless. Images are provided through compact discs, which has definite advantages over routine films for longevity as well as the storage.

The mammograms done on conventional machines could miss few lesions but with the advent of computerised digital mammograms, this ambiguity is not there. The accuracy in diagnosing breast abnormalities has increased tremendously and proper treatment can be administered for cancers detected early.

The centre also has the Digital C-Arm facility to perform diagnostic & Interventional Radiology procedures. Routine diagnostic Angiography, the gold standard used to study the blood vessels of the legs, kidneys and the brain are being done routinely here. Patients with diabetes can have associated blood vessel problems and by performing these procedures we could salvage the limb after the diagnostic procedure, either by surgery, or by endovascular methods (stenting the vessel).

Inferior Vena Cava (IVC) filter placement is also done here. Patients may have clots in the legs. These clots have the tendency to go into the lungs & cause lethal complications. To prevent these complications IVC filters are placed. Pacemaker implantations are also performed using the C-arm. Through the facility, and in conjunction with its other excellent facilities, Tapion Hospital is making us proud and is a referral centre not only for all St. Lucians but will soon be for the other islands as well.
Nuclear medicine procedures are among the safest diagnostic imaging exams available. A patient only receives an extremely small amount of a radiopharmaceutical, just enough to provide sufficient diagnostic information. In fact, the amount of radiation from a nuclear medicine procedure is comparable to, or often times less than, that of a diagnostic x-ray.

Although we do not think much about it, everyone is continually exposed to radiation from natural and manmade sources. For most people, natural background radiation from space, rocks, soil and even carbon and potassium atoms in his or her own body, accounts for 85 percent of their annual exposure. Additional exposure is received from consumer products such as household smoke detectors, color television sets, and luminous dial clocks.

Nuclear Medicine Procedures: A few Indications.

**Neurologic Applications:**
- Diagnose Stroke
- Diagnose Alzheimer’s Disease
- Demonstrate Changes in AIDS Dementia
- Evaluate Patients for Carotid Surgery
- Localize Seizure Foci
- Evaluate Post Concussion Syndrome
- Diagnose Multi-Infarct Dementia

**Cancer Applications:**
- Tumor Localization
- Tumor Staging
- Identify Metastatic Sites
- Judge Response to Therapy
- Relieve Bone Pain Caused by Cancer

**Orthopedic (BONE) Applications:**
- Identify Occult Bone Trauma (Sports Injuries)
- Diagnose Osteomyelitis (bone Infection)
- Evaluate Arthritic Changes and Extent
Localize Sites for Biopsy in Tumor Patients
Measure Extent of Certain Tumors
Identify Bone Infarcts in Sickle Cell Disease

Renal (KIDNEY) Applications:
Detect Urinary Tract Obstruction
Diagnose Renovascular Hypertension
Measure Differential Kidney Function
Detect Renal Transplant Rejection
Detect Pyelonephritis (infection)
Detect Renal Scars

Cardiac Applications:
Diagnose Coronary Artery Disease
Measure Effectiveness of Bypass Surgery
Measure Effectiveness of treatment for Heart Failure
Select Patients for Bypass or Angioplasty
Identify Patients at High Risk of Heart Attacks going to Surgery for Other Reasons
Identify Right Heart Failure
Measure Chemotherapy Cardiac Toxicity
Identify Shunts and Quantify Them
Diagnose and Localize Acute Heart Attacks before enzyme changes

Pulmonary (LUNG) Applications:
Diagnose Pulmonary Emboli (Lung Clots)
Detect Pulmonary Complications of AIDS
Detect Lung Transplant Rejection
Detect Inhalation Injury in Burn Patients

Other Applications:
Diagnose and Treat Hyperthyroidism (Graves Disease)
Detect Acute Cholecystitis (Gall Bladder Infection)
Detect Acute Gastrointestinal Bleeding
Detect Testicular Torsion
Detect Occult Infection

We now recognise that the contribution which nuclear medicine can make is enormous to diagnosis and treatment in St Lucia.
The morning of December 3rd, 2001 marked a major first for Tapion Hospital; a new Emergency Room Service was launched. Every year since then, the Emergency Room and the Service that it offers has improved in keeping with the general elevation of standards and capacity at Tapion Hospital while maintaining the excellence in care that has always characterized the ER.

The Emergency Room has not closed its doors since then and after periods of staffing by one then two and later three physicians, four experienced physicians now provide 24 hour on-site coverage year-round.

From humble beginnings of a single bed in what is now the conference room of the hospital, the ER was expanded in September 2006 to its current site, with five inpatient beds including a resuscitation area for those critically ill patients requiring urgent attention. Monitored beds in the ER allow easy continuous assessment of the heart rate, oxygenation and blood pressure of patients needing such care. The major advantage of Tapion Hospital’s ER is the rapidity and completeness with which life threatening emergencies can be dealt with.

The services offered by the Emergency Room are extensive and are available to treat patients of all ages; from neonates to adults and the elderly. From minor conditions such as coughs and colds to more significant interventions like use of clot busters for heart attacks-thrombolysis, treating broken bones, suturing lacerations and draining abscesses can all be easily cared for in the ER.

Emergency and urgent care are available for patients in consultation with consultants from many different specialties including Surgery, Internal Medicine, Cardiology, Urology, ENT surgery, Orthopedics, Obstetrics and Gynecology, Rheumatology and Dermatology.

Wait times are minimal, less than 15 minutes triage time, and are carefully tracked on a monthly basis to ensure the shortest possible wait for patients and to correct any inefficiencies as early as possible. Admission to the Hospital and appropriate referrals ensure optimum continuation of care for all patients. Ready access to the latest laboratory, x-ray, ultrasound, CT and MRI scans enable accurate diagnoses in the shortest possible time.

Emergency Room physicians have training in Advanced Cardiac Life Support, Pediatric Advanced Life Support, Emergency Ultrasound (in some cases) to provide the best possible care for patients. Additionally there is ready access to the Hyperbaric chamber which allows rapid treatment of patients with dive related emergencies such as decompression sickness, and arterial gas embolism and others like carbon monoxide poisoning.

Courteous, knowledgeable and professional ER staff guarantee a high standard of individualized care in a safe, clean environment. Recent and planned enhancements to the ER include Accreditation by Accreditation Canada International (as part of the Hospital), soon to be implemented Electronic Medical Records, and Bedside ultrasound. The Emergency room continues to offer exemplary critical, urgent and emergency care for all of our valued patients and will continue to expand the level of care offered to better meet the needs of our island as epitomised by our mission statement.
Laboratory Services and Consultations Ltd. was established in August 1993. Essentially a family business, it included Dr. Stephen King, Mr. Walter Joseph, Mrs. Anne King, Mrs. Rumelia Dalphinis-King, and Mrs. Alison King-Joseph. Our staff at the beginning was small and we were a tight knit team. We started with five staff members and we have grown to 35 staff members. We cannot talk about lab services without recognizing the individuals who helped us, of which there are many, but there are two who deserve special mention; the then Minister of Health, Hon. Stephenson King, presided over our opening and was instrumental in ensuring that we opened. Mr. Michael Chastanet was our landlord at Gablewoods mall, where we started. However, he was more than just our landlord as he helped us to establish the business.

The rationale for establishing the laboratory was to set up a service that would push the envelope of laboratory services in Saint Lucia. This we have continued to do. Our laboratory was the first to establish integrated computerized information systems interfaced to laboratory machines. It was the first to introduce a wide range of previously unavailable laboratory tests in our local setting. Our laboratory continues to lead the way in the introduction of new tests as guided by feedback from our physicians. Our laboratory continues to lead by being the very first medical laboratory to receive international accreditation; this we achieved by meeting Accreditation Canada’s Qmentum standards as verified by Accreditation Canada International auditors in June 2010.

Lab Services is committed to quality because we understand that over 75% of medical decisions are significantly influenced by laboratory results. Therefore your care is very dependent on the quality of our results. We strive for perfection. We have the most complete range of medical laboratory disciplines on staff, and the most qualified and experienced laboratory staff, because we recognise that quality results are produced by quality staff operating in a quality system. We have worked assiduously at assuring these elements.

Further, we work with patients and physicians to ensure that we get it “right” and correct any errors before they can impact on patient care. We take our job seriously not only because it is our livelihood but more importantly because it is your life.

We have much more to do as we move forward on a journey of continuous improvement. We say thank you to physicians and other clients who have remained loyal to us, recognizing our quality and service. We look forward to serving all of you to the best of our ability. We appreciate relationship, not just a contract of service, with each and everyone. We will strive to the leading laboratory in Saint Lucia and indeed we aspire to be recognized as such. Whatever laboratory service you may require we can provide it.
The Pharmacy

We have been a Hospital/Community Pharmacy since the opening day of the Tapion in 1996. It was a proud moment when we first opened as all the planning and design ideas came from our own pharmacy staff with the assistance and support of the in-house consultants.

The Pharmacy Department has a staff of 9. This encompasses Pharmacists, Pharmacy Technicians, Purchasing Officer and Inventory Officer. We also provide service to the community and accept prescriptions from any Physician registered to practice in Saint Lucia. We offer extended opening hours from 7:00am to 9:00pm Monday-Friday, and on Saturday up to 6:00pm. We are also open on Sunday and all public holidays from 10:00am to 2:00pm. The Pharmacy Department purchases and supplies pharmaceutical products within the hospital, provides information on all these products and answers queries that may arise through their use.

We have seen the Pharmacy grow and evolve through many stages, including major structural changes and most recently, the acquisition of Accreditation Canada International. As a consequence of this accreditation, through policy and procedure implementation, we have improved standards and we operate in an environment of providing quality service and quality care. It establishes a transparent patient focused service commitment.

Because counterfeit drugs/medicines are such a major issue, we are circumspect, and do not order from certain countries whose standards we consider as dubious. This has served to enhance the confidence our clients place in us, since patient safety is more important than unbridled profit. We save clients money by ensuring that their medication is ‘real’.

Our Pharmacists are a part of our healthcare team and have a close working relationship with the medical and nursing staff and are encouraged to ensure the delivery of an optimum pharmacy service to all patients. They are engaged in giving advice on medication management and are required to keep abreast with developments in Pharmacy. The Pharmacy team is engaged in continuous review of pharmacy journals in order to update and improve knowledge that eventually shapes the standard of care and decreases the incidence of medication errors and medication interaction.

We have recently embarked on purchasing a state of the art computerized software package that includes internet update capabilities that will permit frequent updates of information which will be accessible to all our health care professionals. This new development is expected to contribute to an even higher standard of care in our pharmacy, and to the service provided to hospital and the physician’s offices.

Over the years the Pharmacy has served many satisfied patients and physicians and they view our pharmacy as a vital health care resource. From our perspective as we look to the future we see the establishment of satellite pharmacies in various communities to provide quality service and quality care.
Executive Director’s Focus

STRIVING FOR EXCELLENCE
Continually evaluating our service, we take time to consider the things that matter most to our patients. Staff members at Tapion Hospital are committed to delivering a high standard of patient care. Our achievements in this area were cemented when Accreditation Canada International agreed that our hospital had met its core International Requirement Organisational Practices in a most recent Canadian evaluation survey.

We continually invest in the development of new services to meet the ongoing needs of our patients. The focus is on patient safety as we ensure that we remain leaders in the health care industry in the region as an Accredited Hospital by Canada Accreditation.

LEADERSHIP
The hospital has a strong capable and stable executive and senior management team. The combined level of knowledge within the Board of Directors and senior management team is vital in implementing the change implications of a Canadian accredited hospital, particularly in areas of finance, governance, and risk performance management. Existing systems and procedures are being reviewed and measured regularly against the Canadian accredited requirements. The Board continues a process of reviewing the service development strategy. This culminates with a strategic plan document developed in conjunction with the staff, patients and the hospital directorate, which sets out a vision of the hospital together with a more detailed five-year plan, which moves Tapion Hospital toward that vision.

PATIENT FEEDBACK
We seek patient feedback at the bedside and after discharge, so that we have an immediate view of the care provided to patients. Since January 2010, 90% of our patients have rated their medical care as excellent or very good. A similar number of patients have said that they would recommend Tapion Hospital to other family members and friends.
MEETING THE CHALLENGES

From a strategic prospective, the first priority for the organisation has to be to address its financial position. But this will only be undertaken whilst ensuring that the quality of care consistent and patient safety is not compromised. There are a number of areas of focused work, many of which are already underway: Work-plans have been produced to deliver cost savings.

In order to reduce the organisation’s recurrent expenditure over the longer term and to improve operational efficiencies, the hospital has explored areas where it is able to use technology, and has commenced the processes to automate certain tasks, and have a fully integrated medical recording and accounting computerized system.

FUTURE DEVELOPMENT

We have identified key strategic principles for the future and they are:
- To improve patient safety and quality care
- To be the hospital of choice both locally and internationally.
- Continue to strive for excellence
- To be an exemplary employer, known for the development of staff through training, and improving their well being.
- To contribute to the growth and development of the local community and its economy
- To provide strong leadership as pioneers of quality healthcare in St. Lucia
- Generating a financial surplus in order to invest in hospital facilities

Our staff at Tapion Hospital have long been well regarded for the quality of care and patient safety they provide to patients, and for their innovation, commitment and professionalism. Everyone is entitled to receive care where the emphasis is on safety, and treatment is provided in a clean, infection-free, comfortable environment. We will continue our quest for continuous incremental improvement, while we place emphasis on excellence and patient safety. If you are referred to Tapion Hospital as an outpatient, or if you need urgent or non-urgent treatment, our staff are here to look after you and to provide you with the best possible care.