PARLIAMENT
OF THE CAYMAN ISLANDS

**PREMIER'S QUESTION NO. 1**
**Answered on 15th October, 2025**
**Second Meeting 2025-2026 Session – First Sitting**

**PREMIER'S QUESTION**
**ASKED BY**

**HON. JOESPH X. HEW, MP –LEADER OF THE OPPOSITION**
**ELECTED MEMBER FOR THE**
**CONSTITUENCY OF GEORGE TOWN NORTH**

**TO**

**THE PREMIER, HON. ANDRÉ M. EBANKS, MINISTER OF FINANCIAL SERVICES & COMMERCE**

## QUESTION:

Can the Honourable Premier say what urgent steps the Government has taken, or proposes to take, to strengthen oversight and responsibility of the HSA Board and management?

## ANSWER:

### Intro for Historical Record:

I thank the Leader of the Opposition for this Premier's question which is the first ever Premier's question approved by the Speaker to be put to a Premier in Cayman Islands history.
For the benefit of the listening public Mr Speaker, let me broadly state that Premier's Question Time is a new feature in our Cayman Islands parliamentary democracy brought into effect via the Parliament Standing Orders, 2025. The aim for which is to provide another mechanism to enhance transparency.

As such Mr Speaker, it should be applauded that between the Leader of the Opposition (for putting the question), Mr Speaker (you assessing and allowing the question in accordance with SO 32) and myself for providing an answer, the Parliament is making history here today.
Now Mr Speaker I turn directly to the question put to me.

**The Answer:**
The Ministry of Health, Environment and Sustainability has initiated immediate governance reforms to strengthen oversight and responsibility of the HSA Board and management.

Such reforms initially include:

A. transitioning Board remuneration from per-meeting stipends to a flat-fee structure to discourage excessive payments and unnecessary meetings;
B. to improve financial accountability, the Ministry requested submission of the half-yearly report from the HSA for the period January 1st 2025 to June 30th 2025 (Because to date, despite there being provisions for the production and presentation of a half-yearly report, this marks the first report being presented to Parliament since the commencement of the Health Services Authority Act (2003 Revision). It therefore being noted that the Minister for Health, Environment and Sustainability will table the said half-yearly report during this meeting of Parliament and speak thereto. It is essential to recognise that this report serves as a crucial step in improving the financial accountability of the Health Services Authority. By submitting this report, the Ministry aims to foster a more structured approach to governance, ensuring that all stakeholders are informed and engaged in our efforts to enhance public health services); and
C. undertaking a review of the report recently received from the Internal Audit Service on the HSA Board Remuneration and Activities, with the intention to implement its recommendations, for HSA has been requested to provide the Ministry with a proposed implementation plan and to submit regular progress updates.

In addition, accountability mechanisms will be enhanced through the implementation of annual performance evaluations for HSA Board members. The Ministry will also reinforce the distinction between strategic oversight and operational management to prevent Board overreach.

Capacity building initiatives have also commenced, with all Board members required to undergo training in public sector governance, financial stewardship, and healthcare ethics. New Board members have already been registered for an upcoming session.

The Ministry is also considering equipping the Board with tools to monitor patient safety and care quality metrics in alignment with international standards.

Longer term, the Honourable Minister is determined to conduct a legislative and policy overhaul which will include, among other things, revisiting the HSA Act to ensure it adequately supports Board accountability.

And **importantly,** the Honourable Minister, who is certainly no stranger to being assigned large, complex tasks (a couple in the not-so-distant past at extremely short notice) is committed to working tirelessly to improve transparency, communication and collaboration. Minutes from all HSA Board and Subcommittee Meetings are now being provided to the Ministry on a regular basis. Meetings between the Minister, the recently appointed HSA Board Chair, the Ministry Chief Officer, the HSA CEO and relevant senior management team members are occurring for greater overall policy, operational cohesion and a collaborative working culture.

As Peter Drucker famously said, "Culture eats Strategy", every time. The significance of this quote cannot be understated.

The Honourable Minister will therefore work firmly yet professionally and collegially, including reaching across the aisle of this Honourable House in a bi-partisan manner for several of the larger, complicated legislative and policy matters in particular, as we all want and need to have a high functioning, effective, prudent public healthcare system.

This has a far greater chance of success when we all pull together to harness our collective skills at operational, management, board, ministerial, and legislative level. I believe it is in the capacity of every soul that currently works at each of those levels to do so and shall do so for the benefit of the people of the Cayman Islands.

Thank you again for the question. God bless.