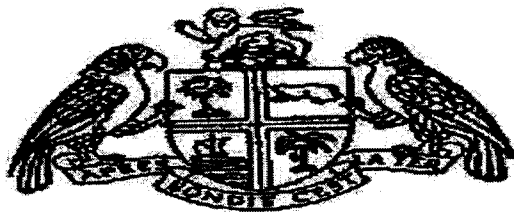


GOOD HEALTH: THE BEST SOCIAL INVESTMENT



A Summary The Action Plan For Health Care In Dominica



**Our
Action Plan**

Go to the people

Live with them

Learn from them

Plan with them

Start with what they know

Build on what they have

Teach by showing, learn by doing

Not a showcase but a pattern

Neither odds nor ends but a system

Not to conform but to transform

Not relief but release

*Source: Building Community & Habitat
Philippines rural Reconstruction Movement
Anniversary report 1996*

THE ACTION PLAN FOR HEALTH CARE IN DOMINICA

The government's priority for health is its commitment to an accessible, quality health care system.

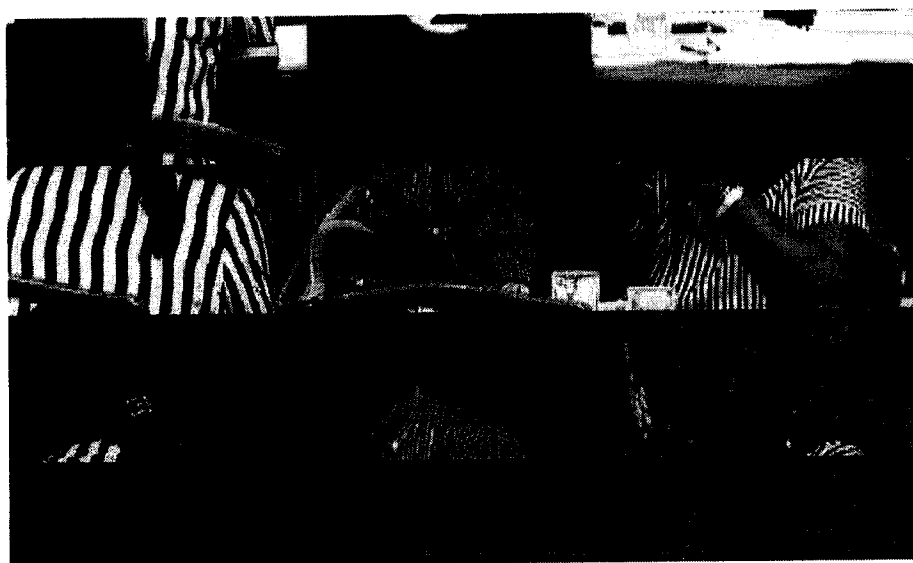
Good health – the best social investment is the key premise on which *The Action Plan for Health Care in Dominica* was developed. Health is the most precious and important asset of poor people. It allows them the opportunity to participate in the labour market and in the production of goods. It is key to productivity. If health is an asset and ill health a liability, protecting and promoting health are central to the entire process of poverty eradication and human development.

Good health is a development policy of the Ministry of Health. The Strategic Health Plan of the Commonwealth of Dominica sets the platform for the Government's action on health. It identifies the priority areas and aims to ensure that health services are directed to those areas that will ensure the highest benefits for the people with special emphasis on tackling the inequities in health.

VISION

Participating to optimal health for all

The Ministry of Health has defined its vision, within the realities of the current national situation and has recommitted itself to the Primary Health Care approach and the implementation of the Health Promotion Strategy. The Ministry's planning activities also take direction from Regional Health Priority areas as defined under the Caribbean Cooperation in Health (CCH) initiative.



STRATEGIC DIRECTIONS & GOALS

Our Action Plan goes on to highlight the following ten strategic directions and goals for the period 2002 – 2006.

1. FAMILY HEALTH

Strategic Goal ▶ National comprehensive programs that address both actual and potential health needs.

2. CHRONIC NON-COMMUNICABLE DISEASES

Strategic Goal ▶ Protecting the health of the population through the promotion of healthy behaviours.

3. MENTAL HEALTH

Strategic Goal ▶ Strong mental health programmes for existing and emerging needs

4. FOOD AND NUTRITION

Strategic Goal ▶ National health promotion leading to healthy eating habits and the reversal of the negative impact of nutrition related diseases

5. ENVIRONMENTAL HEALTH

Strategic Goal ▶ Protecting the health of the nation through the maintenance of a healthy environment.

6. PREVENTION AND CONTROL OF COMMUNICABLE DISEASES

Strategic Goal ▶ Healthy lifestyles leading to improved quality of life and longer lives.

7. HEALTH SYSTEMS DEVELOPMENT

Strategic Goal ▶ Reformed health systems contributing to improved efficiency, effectiveness and quality of service⁷

8. HUMAN RESOURCE DEVELOPMENT

Strategic Goal ▶ Adequate/appropriate human resource to support the reformed health system.

9. HEALTH DISASTER MANAGEMENT

Strategic Goal ▶ Reduced impact of disasters through improved preparedness and mitigation

10. HEALTH CARE FINANCING

Strategic Goal ▶ National Health Financing that supports health reform while ensuring efficient use of resources

HIGHLIGHTS OF OUR PLAN

FAMILY HEALTH

Maternal and child health has been a priority area for the health services in Dominica. An aggressive immunization programme is in place in the public sector where more than 99 percent of child vaccination occurs.

Adolescents represented 21.6 percent of the total projected population in 1999. This group faces health threats of alcohol use, other substance abuse, STI including HIV, violence, accidents and underemployment.

There is good access to antenatal services. Ninety-seven (97) per cent of women utilize antenatal clinics in the public sector by the sixteenth week of pregnancy.

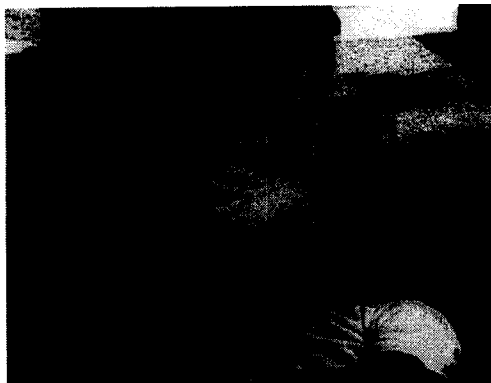
Seven percent of the total population is 60-79 years old, while 2.5 percent are more than 80 years old. Dominica boasts of several centenarians including the oldest living person (age 127 years). The morbidity and mortality pattern in this age group is highly influenced by chronic non-communicable diseases.

A community consultation held in 1999 in the Carib Territory identified the following health problems:— lack of potable water, solid waste disposal, violence, drug abuse including alcoholism, sexual transmitted infections, incest and helminthiasis.

Under ***Women's Health***, our main objective is to reduce morbidity, disability and mortality among women 25-59 years. The plan includes:

- Greater utilization of existing programmes by women
- Strengthening services for women, particularly in the area of human resource
- Supportive Plan for women in abusive sexual health situations.
- Development of programme for menopausal women
- Management of health related psycho-social experiences /illnesses

Child Health: Our main objective is to reduce disabilities, morbidity and mortality among children 0-9 years. The plan includes:



Our Action Plan

- Strengthening the management of common childhood diseases
- Maintaining the level of immunization coverage
- Establishing and maintaining reliable systems for safe delivery of efficacious vaccines to the public
- Expanding Public Health immunization schedule
- Enactment of Legislation to support vulnerable groups against vaccine preventable diseases.
- Strengthening School health services.
- Improving Neonatal Care.
- Utilizing Breast Feeding survey results in planning.
- Integrating emerging needs of children into existing programmes
- Collaborating with the sectors for the development of integrated services for prevention and management of child abuse.

Reproductive Health:- Our main objective is to promote responsible sexual behaviour and parenting skills among adults. The plan includes:

- Making adequate reproductive health services available and accessible within the seven health districts
- Developing/strengthening preventive programmes to reduce incidence of anaemia among primigravida
- Strengthening screening for gynecological problems
- Introducing comprehensive parenting programmes to four (4) new communities yearly. *→ Is each age group?*
- Developing and implementing male reproductive health programmes.

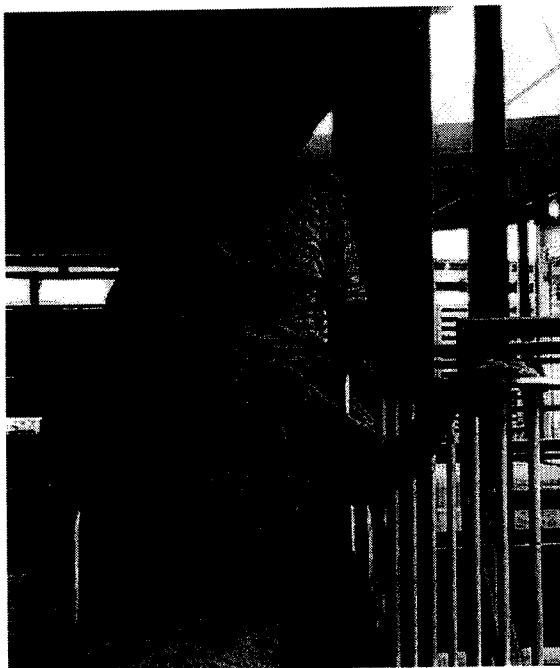
Adolescent Health:- Our main objective is to promote healthy behaviours among adolescents thereby reducing disability, morbidity and mortality. The plan includes:

- Continuing education programmes for service providers
- Strengthening partnerships with other sectors.
- Conducting comprehensive counselling training
- Developing adolescent friendly health services.
- Developing outreach programmes to sensitise communities about issues related to adolescent health.
- Making support services available for adolescents in crisis

Men's Health:- Our main objective is to reduce morbidity and mortality among young adult and elderly males. The plan includes:

- Development of a policy on men's health.
- Developing comprehensive men's health care programme.
- Establishing awareness program to promote men's health.
- Implementing health programmes for men

Health of the Elderly:- Our main objective is to implement programmes enhancing the well being of older persons The plan includes:



- Developing and implementing a national plan for the health of the elderly
- Strengthening the socio-economic environment in the homes !!
- Developing appropriate mechanism to meet the special needs of disadvantaged older persons.

Health of Persons with Disabilities: -Our main objective is to provide better access to health care and public services for persons with disabilities. The plan includes:

- Development and implementation of programmes with specific focus on needs of persons with disabilities
- Addressing priority issues that constrain adequate health and social services for persons with disabilities.
- Improving access to health care facilities and public places *linkages.*

Health of Persons in Marginalized Communities: Our main objective is to harness resources for healthy living by fostering community involvement. The plan includes: Initiating a healthy community approach and establishing/strengthening safety networks and social supports

Health of the Carib Population- ~~Our~~ main objective is to improve efficiency, effectiveness and quality of service delivered to the Carib population. The plan includes:

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- Making an ambulance available to service the entire Carib Territory
- Improving the physical infrastructure of health facilities for better service delivery
- Implementation of health promotion activities for healthy behaviour.
- Improving mental health through the prevention and control of substances abuse including alcohol
- Deploying adequate and appropriate medical staff to meet the needs of the community

Oral Health: Our main objective is to ensure improved oral health status among specific target groups. The Plan includes:

- Improved quality of care provided in all health districts
- Oral health services program for pregnant women implemented
- Preventive services for children improved
- Improved awareness of good oral health practices
- Cross infection control maintained in all dental clinics
- Optimal planning and resource management conducted in accordance with Dental Department's and Ministry's of Health goals

Because of the importance the Ministry attaches to the management of HIV/AIDS, a national plan with the participation of all sectors is being developed



CHRONIC NON- COMMUNICABLE DISEASES

Chronic, Non-Communicable Diseases (CNCDs) are the main causes of death, disability and illness in Dominica. The three leading causes of death are malignant neoplasms (18.9%), followed closely by hypertensive disease (17.9), endocrine and metabolic diseases (12.1%).



Diabetes is a major public health problem impacting on morbidity and mortality. Accidents and violence in all its forms ^{have} increased in the last five years. Transport accidents are well established within the ten principal causes of death

Crimes of a sexual nature have also been reported by the police with increasing frequency. Domestic violence, particularly violence against women and children is now recognized as a problem.

Under **Planning & Information Systems:-** The plan includes:

- Establishing a minimum data set for selected CNCD including non-intentional injuries
- Strengthening planning for CNCD's

Risk Prevention & Control:- The plan includes:

- Developing/Strengthening prevention programmes for selected CNCD's
- Developing Healthy Lifestyles programme at local and national levels
- Creating an appreciation among the Ministry of Health staff of the value of primary prevention

Screening:- The plan includes:

- Strengthening existing screening programmes for breast, prostate, cervical cancer.

Quality of Care:- The plan includes:

- Making structural guidelines available for management of sickle cell disease.
- Developing and utilizing protocol on asthma management
- Utilization of more effective modalities of treatment in asthma management.
- Strengthening of existing management of stomach and prostate cancer
- Increase in the number of patients taking responsibility for their health? *quality?*

Diabetes?

MENTAL HEALTH

Our aim is to improve mental health infrastructure and improve or maintain the mental health of the population



Under ***Human Resource Development & Training***, our main objective is to develop a cadre of staff to meet the mental health needs of the population. The plan includes determining Mental Health Manpower needs and increasing the capacity for training of various categories of professionals. *Human Resource* ? by

Framework & Approach to Mental Health Programming & Services:- Our main objective is to establish a framework for implementation of modern practices related to mental health and psychiatry in collaboration with the community. The plan includes reviewing and approving mental health legislation through the parliamentary process

Prevention of Mental Health Disorders:- Our main objective is to establish a National Prevention Programme geared at reducing the incidence of mental health disorders in relation to the demand and supply of drugs in Dominica. The plan includes:-

- Strengthening the Community Mental Health Programme with the addition of components for early detection and prevention of mental health problems in vulnerable groups
- Significantly decreasing the level of domestic violence and violence among youth. ?
- Strengthening the capacity of the National Drug Abuse Prevention Unit.
- Developing and implementing programmes for the prevention of substance abuse among primary and secondary school students
- Establishing drug education programmes for Parent Teacher Associations

Answers?

Our Action Plan

- Reducing the number of persons re-admitted to Prison/APU for drug related offenses.
- Evaluating all ongoing Drug Abuse Education programmes through monitoring and research.
- Developing/strengthening community organizations. *related to MHT?*

Mental Health Information & Information Systems: Our main objective is to determine the occurrence of mental health problems and utilization rates of mental health services in Dominica. The plan includes:-

*? use of
outputs?*

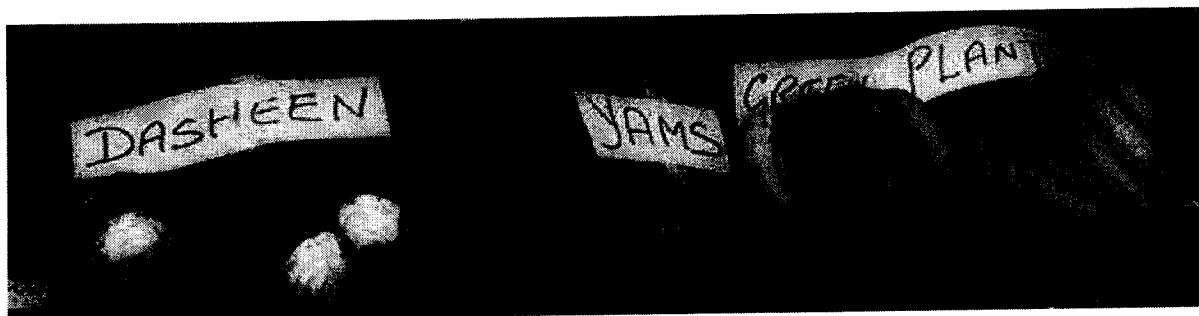
- Developing information exchange mechanisms.
- Establishing Staff Education Programmes in all sectors, on the significance of data collection.
- Assessing Mental Health Information system needs and presenting recommendations
- Establishing Mental Health Information System.

Mental Health Promotion: Our main objective is to develop and implement public education and awareness initiatives to challenge the myths and misconceptions associated with mental health in Dominica. The plan includes:-

- Strengthening of family and other social support systems for clients' support
- Integrating and strengthening mental /emotional and psychosocial care aspects of physical illness in the management of patients.
- Strengthening public education regarding the destigmatization and treatability of mental illness.

FOOD AND NUTRITION

It has been noted that nutrition related problems continue to have a negative impact on our population. Over the past twenty years, there has been a growing trend to obesity and a decline in the incidence of under nutrition, which is defined in our situation as having a hemoglobin level (hb) below 11gm/dl, is also a major nutrition related problem.



Diabetes and hypertension are prevalent among our adult population. These two nutrition-related diseases continue to affect our productivity level. Eating nutritious foods, exercising, and having adequate income and housing can help us to lead healthier, longer lives.

Under, **Maternal Nutrition**, our main objective is to improve the nutritional status of all pregnant and lactating women. The plan includes

- Reducing the number of pregnant women with hemoglobin levels below 11gm/dl
- Decreasing the number of pregnant women with gestational diabetes and pregnancy – induced hypertension.
- Reducing the prevalence of obesity among women of child-bearing age

Infant Nutrition:-our main objective is to improve the nutritional status of infants through proper breastfeeding and complementary feeding practices.

Nutrition in Childhood & Adolescence:- Our main objective is to identify and treat the causes of obesity among school aged children and adolescents. The plan includes reducing the prevalence of obesity and anaemia in 5-16 year olds.

Obesity & Chronic Nutrition:- Our main objective is to develop a holistic programme which would address food intake in relation to diabetes, hypertension and obesity
The plan includes greatly reducing the prevalence of nutrition related diseases including obesity.

Food & Nutrition Surveillance:- Our main objective is to design and implement programmes which address the problem of food availability, food distribution, cost and information on food value. The plan includes improving the consumption of affordable balanced meals in households

ENVIRONMENTAL HEALTH

Approximately 85% of the population has access to adequate excreta disposal facilities. However there are significant numbers of persons especially along the west coast of the island who still dispose of liquid waste by unsatisfactory methods. In some of these areas the coverage is as low as 60%.



National *Aedes Aegypti* indices clearly indicated the sustainable potential for Dengue Fever outbreaks, which occurred four (4) times during the decade of the 1990's with our first confirmed cases of Dengue being registered during the said period.

Approximately 60% of the population has access to all services offered by the Solid Waste Corporation. The remaining 40%, utilize composting, re-use, burning, burying. A small percentage of householders still practice open dumping.

Our aim is to actively detect adverse environmental health conditions and to effectively implement appropriate measures for mitigation and control

Under *Vector Control*, our main objective is to increase community participation in vector control. The plan includes:

- Increasing community awareness on environmental health issues
- Increasing capacity for monitoring and data dissemination on diseases and vectors
- Reducing household and container indices of vectors

Solid Waste Management:- Our main objective is to maintain a clean environment and reduce the vector population in selected districts. The plan includes:

- Developing and implementing a comprehensive program for the proper management of solid wastes
- Reducing the volume of waste generated and improving methods of waste collection and disposal.
- Strengthening operational systems for collection and disposal of solid wastes.

**Our
Action Plan**

(other interventions)
Excreta Disposal and Liquid Wastes Management:- Our main objective is to strengthen the surveillance, monitoring and regulation capacity, for effective excreta disposal and liquid waste management. The plan includes increasing:

- Access to technically appropriate excreta disposal facilities.
- Community awareness of environmental health issues.

Water Quality Control:- Our main objective is to ensure access to safe reliable drinking and recreational water resources. The plan includes measures for ensuring access to safe, reliable drinking water supply and recreational water.

Food Safety/Inspections Services:- Our main objective is to reduce the incidence of food related diseases. The plan includes strengthening food safety and inspection programs.

Port Health:- Our objective is to develop inspection procedures for all Ports of Entry. The plan includes the development and implementation of a comprehensive Port Health Program.

Workers Health:- Our objective is to develop an integrated initiative, that will seek to improve health and safety of workers in the workplace. The plan includes:

- Developing and implementing national workers health programs.
- Establishment of mechanisms for the implementation of multi-sectoral policies and the enforcement of existing legislation for the protection of workers health.
- Improving the capacity for implementing and monitoring national plans
- Developing and implementing occupational safety & training programmes

PREVENTION AND CONTROL OF COMMUNICABLE DISEASES

Morbidity due to communicable diseases has declined significantly as a result of expansion of preventive health services such as Expanded Programme on Immunizations, increased accessibility to safe and clean water, improved liquid waste disposal and increasing education levels which facilitated individuals to apply new scientific knowledge to protect their own health as well as that of their families.

Dengue fever is endemic on the island and there are new concerns over the incidence of imported cases of malaria and the continuing presence of the *Anopheles* mosquito in three locales on the island.

Gastro-enteritis is by far the most common infectious disease. Although small in number, cases of Typhoid Fever continue to be seen.

The HIV/AIDS situation is of concern in Dominica because of its continued transmission and the implications for the individual, the family and society.

Our aim is to reduce the morbidity and mortality due to communicable diseases including environmental related disorders

Nosocomial Infections:- Our main objective is to reduce morbidity and mortality related to hospital acquired infections. The plan includes reducing the incidence and improving the management of nosocomial infections in health facilities

Under ***Vaccine Preventable Diseases***, our main objective is to protect the population from selected communicable diseases through the administration of vaccines. The plan includes:

- Maintaining high levels of public health immunization coverage
- Expanding the public health immunization service
- Improved monitoring of cold chain at all levels

Other Communicable Diseases:- Our main objective is to reduce morbidity due to specific communicable diseases. The plan includes:

- Developing new programmes and/or strengthening existing ones for:-
 - Water borne diseases
 - Food safety
 - Vector borne diseases
 - Sexually Transmitted Infections
 - Tuberculosis
- Increased awareness of community regarding prevention & control of targeted diseases
- Capacity for monitoring and disseminating data on communicable diseases strengthened

Travellers Health:- Our main objective is to ensure that adequate services are in place to safeguard the health of travelers. The plan includes the establishment of protocols/policies and legislation relating to safety of travelers.

HEALTH SYSTEMS DEVELOPMENT

Strengthening of health services in general refers to improving the institutional capacity to manage and develop our health systems to meet the demands of changing epidemiology, emerging technologies and resource constraints. More specifically, it looks at the inputs to the systems, how these are organized and managed in order to address the local health problems, how they are distributed and utilized as important determinants of “equity” of access to the health services.



Under ***Reorganisation of the Health System***, our main objective is to improve the quality of management of health services in Dominica. The Plan includes reform of the headquarters of the Ministry of Health and the development of mechanisms for enhancing interaction between health workers and communities.

Quality Assurance:- Our main objective is to improve the quality of the management of health services in Dominica. The Plan includes the strengthening and expansion of quality improvement programmes.

Information Systems:- Our main objective is to establish a comprehensive Information System which will facilitate evidence-based decision-making by providing access to quality information. The Plan includes development of an integrated management information system within the Ministry of Health.

Maintenance and Assessment of Technology:- Our main objective is to ensure safe physical facilities, the rational acquisition and effective management of appropriate technology. The Plan includes:

- Implementation of policies/procedures for procurement of equipment
- Strengthening the current capacity for maintenance of equipment
- Maintenance of physical structures within the Ministry of Health

Pharmaceutical Management:- Our main objective is to improve pharmaceutical services in both public and private sector. The Plan includes:

- Affordable and available pharmaceuticals
- Dispensing pharmaceuticals in a safe and effective manner
- Improvement in the rational prescribing of pharmaceutical
- Improvement of pharmaceutical management in Dominica
- Ensuring that pharmaceutical practice in Dominica meets regional standards

HUMAN RESOURCE DEVELOPMENT

Government's policy has focused on the qualitative improvement of the base of human resources available for health. *The Value For Money Study* as part of the government's reform program for health, examined and made recommendations for more effective and efficient staff management.

Our aim is to develop a cadre of competent staff, who function productively, for the achievement of organisational goals.:

Under *Information for Human Resource Development*, the Plan includes the development of a functional database to inform human resource planning

Human Resource Management:-The plan includes:-

- Implementation of clearly articulated and documented policies, regulations and procedures for human resource management
- Development of the number and skill mix of human resources that reflect the identified needs of the Ministry of Health
- Strengthening the capacity to manage critical human resource functions in the Ministry of Health
- Strengthening the planning and regulatory role of the Ministry of Health
- Enhancement of opportunities for employee training

Under *Human Resource Production*, the plan includes standardization and accreditation of local educational programmes for health professionals

Under Monitoring the Performance of health professionals, the plan includes improvement in monitoring the performance of health professionals

HEALTH DISASTER MANAGEMENT

Dominica is susceptible and vulnerable to a wide range of natural hazards. The most common, most probable and historically most significant are tropical storms and hurricanes. The largest, environmentally and economically most significant landslide occurred in the Layou River Valley starting March 1997 culminating in flooding in November of the same year. It continues to be a threat to human settlements downstream. The socio-economic impact was substantial. The major cause of concern now and in the future is the increase in seismic activity. In fact, Dominica is probably the most seismologically active island of all in the western hemisphere.



Our main objective is to develop, test and implement adequate measures that will effectively protect the population of Dominica from the physical, social, environmental and economic effects of both natural and man-made disasters. The Plan includes:

- Development of a National Mass Casualty Management for effective mobilization, field management and hospital reception
- Development of standard operating procedures for environmental health management in emergency/disaster situations
- Demonstration by health workers of competency in disaster management
- Development, testing and approval of an integrated Resources Management Plan
- Development of a detailed mitigation and response plan for health care facilities

HEALTH CARE FINANCING

Dominica like its fellow members of the international community seeks accessible, affordable health services for all of its citizens. Although our life expectancy is comparable to that of industrialized countries, Dominica confronts the same challenges facing its neighbours in both developed and developing worlds, that of financing of its public sector.



The challenge for the Health Services, therefore, is to develop alternative approaches to health care financing that will ensure a fair distribution of the burden of payment for health services and to build the institutional capacity for sustaining such programmes. Health care financing must not only focus on increasing accessibility to effective public health and the availability of funds, but also effective use of existing resources and financial incentives for providers.

Our main objective is to ensure efficiency in mobilization, allocation and utilization of financial resources. The Plan includes:

- Strengthening financial management systems
- Implementing cost containment programmes
- Strengthening budgetary management and control
- Implementing new financing mechanisms with equity considerations

WHAT DOES THE HEALTH PLAN MEAN FOR MY FAMILY AND COMMUNITY?

Our health plan gives direction by identifying the necessary steps to improve health care for families and communities throughout Dominica. During the community consultations, which were held in sixty-six (66) different communities in 1999, many health problems were identified by you the people. Many community leaders also participated in the Layou River consultation when the draft plan was being reviewed. We are responding with a plan that offers a practical, balanced approach to change, at a manageable pace. Our plan is therefore the peoples plan and seeks to:



- Improve access to health care services and promotes increased utilization of services by selected groups e.g. men and adolescents.
- Improve quality of services provided with focus on improved technology and maintenance of equipment
- Support good health and the prevention of illness through the adoption of health promotion strategies.
- Promote healthy environment including the working environment.
- Address shortages of key health providers
- Explore areas of financing for the improved and expanded health services
- Improve disaster preparedness and mitigation.

We have listened to people from across our island talk about the services that matter to them and their families, and how we can make those services better. The Action Plan for Health Care in Dominica, provides a clear direction to improve access to care and quality of services, while securing the future of our public health system.

This plan will address the immediate needs of our health system, while providing the long-term vision that will guide future decisions and investments in health care. In the months ahead, we will work closely with communities, health care providers, and our health partners to begin making changes outlined in this plan.

LIST OF PARTICIPATING ORGANIZATIONS & INDIVIDUALS

LOCAL

Accounts Department PMH.
Acute Psychiatric Unit
Adult Education Division
AID Bank
Association of Pharmacists
Basic Needs Trust Fund
Beacon Insurance
Central Medical Stores
Centre Where Adolescents Learn to Love & Serve (CALLS)
Chief Medical Officer
Christian Children's Fund
Colonial Life Insurance (CLICO)
Committee for the Concerns of Children
Community Health Nurses
Community Spokespersons
Consultant Ophthalmologist
Consultant Paediatrician
Consultant Physician
Consultant Psychiatrist
Council on Aging
Dental Unit
Director, Primary Health Care Services
District management Teams
Dominica Amalgamated Workers Union
Dominica Association For the Disabled
Dominica Association of Evangelical Churches
Dominica Association of Teachers
Dominica Diabetic Association
Dominica Employers Federation
Dominica Fire & Ambulance Services
Dominica Hotel & Tourism Association
Dominica Planned Parenthood Association
Dominica Police Force
Dominica Red Cross
Dominica Save the Children Fund (DOMSAV)
Dominica Solid Waste Corporation
Dominica Trade Union
Dominica Water & Sewage Company (DOWASCO)
Drug Abuse Prevention Unit
Environmental Health Department
Epidemiologist
ENT Specialist
Family Nurse Practitioners

**Our
Action Plan**

Food & Nutrition Council
Health Promotion Resource Centre
Healthy Lifestyles
Hospital Medical Director
Hospital Services Coordinator
Jolly's Pharmacy
Laboratory - PMH
Life of Barbados Insurance
Local Government Department
Macs Exercise Club
Maintenance Department PMH
Medical Officers
Minister of Health
Ministry of Education
Ministry of Finance & Planning
Ministry of Foreign & Carib Affairs
Ministry of Legal Affairs
Movement for Cultural Awareness
NAGICO Insurance
NANGO
National Council of Women
National Workers Union
National Youth Council
NCH
Nigerian Technical Aid Corps
Nursing Administration PMH
Nursing Council
Office of Disaster Preparedness
Permanent Secretary _ Immigration
Permanent Secretary -Health
Personnel & Establishment Division
Pharmacists
Primary Health Care Staff
Principal Nursing Officer
Public Library
Public Service Union
Records Department PMH
Reform Unit & Personnel Establishment Department
Retired Health Professionals
Ross University School of Medecine
School for the Hearing Impaired
School of Nursing
Senior Executive Officer (Accounts)
Social Centre
SPAT Ltd.
State Prisons

**Our
Action Plan**

Statistical Division
Treasury Department
Womens Bureau

REGIONAL

Caribbean Development Bank
Caribbean Environmental Health Institute
Caribbean Epidemiology Centre
Caribbean Environmental Health Institute
Caribbean Epidemiology Centre

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(CFNI.)

HOW TO ACCESS FULL TEXT