



TRINIDAD AND TOBAGO GAZETTE (EXTRAORDINARY)

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1400

REVOCATION OF APPOINTMENT TO ACT AS PRIME MINISTER

IT IS HEREBY NOTIFIED for general information that His Excellency the President, acting in accordance with the advice of the Prime Minister, in exercise of the power vested in him by subsection (1) of section 78 of the Constitution of the Republic of Trinidad and Tobago and all other powers thereto him enabling, has revoked, with effect from the night of 28th June, 2005 the authority conferred on Senator Dr. the Honourable LENNY SAITH, by Instrument dated 28th June, 2005 to perform the functions of the Prime Minister.

H. HEMNATH
Secretary to His Excellency
the President

1401 VACANCY OF TEMPORARY OFFICE OF HEAD, LEGAL DIVISION, OFFICE OF THE OMBUDSMAN

Minimum Experience and Training Requirements

Considerable experience (more than 4 years and up to 8 years) in professional legal work or in the administration of justice and training as evidenced by certification as an Attorney-at-law or Solicitor or any equivalent combination of experience and training.

Kind of Work

Advising the Ombudsman on all legal matters pertaining to the functioning of his office or the exercise of his powers as provided for in Acts No. 4 of 1976, No. 23 of 1977 and other legislation; determining the Ombudsman's jurisdiction in matters referred to him; examining the legal aspects of matters which fail to be investigated; researching relevant laws, ordinances and regulations pertaining to the operations of Ministries/Departments and Statutory Bodies; collecting relevant information; determining the legality of any administrative action which gave rise to complaints and advising the Ombudsman thereon.

Salary

Group I4B: \$14,100-\$14,400 per month (2004).

Applications should be sent with copies of the relevant documents no later than 15th July, 2005 to—

The Director of Personnel Administration
Service Commissions Department
Cipriani Plaza
52-58, Woodford Street, Newtown
Port-of-Spain.

Persons who applied previously and who are still interested are requested to re-apply.

Professional Application Forms are obtainable from any District Revenue Office, the Chief Administrator, Tobago House of Assembly or the Service Commissions Department.

**Government of the Republic of Trinidad and Tobago
Public Statement of North-West Regional Health Authority
In Compliance with Sections 7, 8 and 9 of
The Freedom of Information Act (FOIA) 1999**

In accordance with Sections 7, 8 and 9 of the Freedom of Information Act, 1999 (FOIA), the North-West Regional Health Authority (hereafter referred to as the NWRHA) being a Public Authority, is required by law to publish the following statements that list the documents and information generally available to the public.

The Act gives members of the public:

1. A legal right for each person to access information held by the NWRHA;
2. A legal right for each person to have official information relating to him/herself amended where it is incomplete, incorrect or misleading;
3. A legal right to obtain reasons for adverse decisions made regarding an applicant's request for information under the FOIA; and
4. A legal right to complain to the Ombudsman and to apply to the High Court for Judicial Review to challenge adverse decisions made under the FOIA.

SECTION 7 STATEMENTS

Section 7(1)(a)(i)

Function and Structure of the NWRHA

The NWRHA's mission is to provide quality healthcare to all and the promotion of high standards of wellness.

The NWRHA is a body corporate established in accordance with Act No.5 of 1994 (as amended) The NWRHA is managed by a Board of Directors which is accountable to the Minister of Health who can issue general or specific instructions to the Board. The Board of Directors is responsible for appointing a Chief Executive Officer. The NWRHA staff comprises approximately four thousand (4,000) monthly and daily paid employees. The NWRHA's Head Office is physically located at The Eric Williams Medical Sciences Complex, Uriah Butler Highway, Champs Fleurs. The NWRHA is comprised of the following departments/offices:-

Main Departments/Offices

- ◆ Office of the Chief Executive
- ◆ Operations
- ◆ Corporate Services
- ◆ Health Services
- ◆ Legal & Regulatory Affairs
- ◆ Human Resource
- ◆ Finance
- ◆ Internal Audit
- ◆ Laboratory
- ◆ Information Systems/Information Technology (IS/IT)
- ◆ Corporate Communications
- ◆ Employee Assistance
- ◆ Quality
- ◆ Biomedical
- ◆ Medical Records
- ◆ Clinical

National Services

The NW/RHA is also responsible for the following National Services:

- ◆ Blood Bank
- ◆ Mental Health
- ◆ National Radiotherapy Centre
- ◆ Nutrition and Dietetics

Sub – Committees Of The Board Of Directors

- Tenders Committee
- Human Resource Committee
- Finance Committee
- Public Relations Committee
- Asset Management Committee
- Information Systems/Information Technology (IS/IT) Committee
- Audit Committee
- Quality/Risk Management Committee

Institutions and Health Care Facilities

The NW/RHA also has responsibility for the following institutions/units and health care facilities:-

Institution	St. Ann's Hospital	St. James Medical Complex Including the National Radiotherapy Centre	General Hospital, Port of Spain
Description	For treating cases and rehabilitation services.	National Radiotherapy Centre Gerontology clinic Physiotherapy	General secondary care Hospital that is also a Teaching Hospital associated with the University of the West Indies

Services	St. Ann's Hospital	St. James Medical Complex Including the National Radiotherapy Centre	General Hospital, Port of Spain
No. of Beds	900	98	600
Physiotherapy	✓	✓	✓
Dietary Department	✓	✓	✓
Pharmacy	✓	✓	✓
Laboratory	✓	✓	✓
Stores	✓	✓	✓
Diagnostic Services			✓
Accident & Emergency	Mental Assessment	Health	✓
Intensive Care			✓
Mortuary			✓
Psycho-Geriatric		✓	
Radiology		Radiotherapy	✓
Sewing Unit	✓		✓
Laundry	✓	✓	✓
Ambulance Service		✓	✓
Out Patient Clinics	✓	✓	✓
Medical Records	✓	✓	✓
Social Services	✓	✓	✓
Carpentry	✓		✓
Transport	✓		✓
OTHER	Psychiatric – acute and chronic Forensic Psychiatric Rehabilitation Services Services for Severely Mentally challenged children	Physical Medicine Oncology Services to the entire population including Tobago and the Caribbean	General Medical General Surgery Neuro-Surgery Plastic Surgery Dental/Oral/Maxillofacial Ophthalmology Ear, Nose & Throat (ENT)

Services	St. Ann's Hospital	St. James Medical Complex Including the National Radiotherapy Centre	General Hospital, Port of Spain
Social Services Outreach services		Obstetric Gynaecological Haemodialysis Domiciliary Medical Library Dialysis Orthopaedic Clinics – Surgical outpatient clinic and Medical outpatient clinic.	&

Health Centres

The following **Health and Outreach Centres** are under the purview of the NWRHA. These Health and Outreach Centres are managed by two County Area Administration Offices:-

St. George West – County Administration Office

1. George Street Outreach Centre
2. Maraval Health Centre
3. Woodbrook Health Centre
4. Diego Martin Health Centre
5. Petit Valley Health Centre
6. Oxford Street Health Centre
7. St. James Health Centre
8. Carenage Health Centre

St. George Central – County Administration Office

1. El Socorro Health Centre
2. Las Cuevas Outreach Centre
3. Santa Cruz Health Centre
4. Success/Laventille Health Centre
5. Barataria Health Centre
6. San Juan Health Centre
7. Morvant Health Centre
8. Upper Laventille Outreach Centre
9. Blanchisseuse (Administrative responsibility)

Additional Services

The NWRHA is also responsible for the provision of:

- Oncology services to the entire nation including Tobago and the Caribbean.

- **Health Services at Ports of Entry within the physical jurisdiction of the NWRHA.**
- **Public Health Services within the physical jurisdiction of the NWRHA.**
- **Health Services to the inmates of Prisons in Trinidad and Tobago.**
- **The National Blood Transfusion Services.**

Effect of Functions on Members of the Public

The NWRHA's work impacts upon and influences the quality of life of every citizen of Trinidad and Tobago through the following media:-

- **Promotion of Healthier Lifestyles**
This is done through outreach programmes, advertisements, radio programmes etc.
- **Public Board Meetings**
Members of the community are invited to participate and give their views as to how they benefit from the health care provided, how health care impacts upon their life and what can be done to improve the health system overall. There is a statutory requirement to hold a public meeting each year at which a review of the Authority's performance in the preceding year along with its goals and targets for the current year is presented and discussed.
- **Customer Client Feedback System**
Through our Customer Service Departments located at the various institutions/units, members of the public are able to give feedback with respect to the quality of health care received. Also, Client Feedback Boxes are strategically placed throughout various institutions to garner feedback from members of the public.
- **Board Representation**
A nominee of the Association of Local Government sits on the Boards of Directors. At least one member of the Board represents public interest and welfare.

Section 7(1)(a)(ii)

Categories of Documents in the possession of the NWRHA

1. Files dealing with administrative support and general administrative documents for the operations of the NWRHA Head Office and its facilities.

2. Personnel files, which detail all staff appointments, job applications, job specifications, promotions, transfers, resignations, deaths, retirements, pension, leave, performance appraisals etc. for all categories of staff.
3. Standing Financial Orders
4. Financial Statements and Financial Records (cheques, vouchers, receipts etc.)
5. Files dealing with matters relating to the procurement of supplies, services and equipment.
6. Maps/Charts/Photographs/Diskettes/Tapes
7. News Releases, speeches originating in the NWRHA.
8. Policy and Procedure Documents.
9. Internal and External Correspondence Files.
10. Medical Records of patients including Nurses Flow Charts, Diagnostic Reports, such as X-Rays, Post Mortem Reports and Death Certificates.
11. Documents relating to strategic review of the NWRHA/Strategic Plan
12. Legislation (especially health related) and Legal Instruments regulating the operations of the NWRHA
13. Legal Opinions on matters affecting the operations of the NWRHA
14. Files dealing with Training/Performance Management
15. Minutes/Agenda of Meetings of the Board of Directors and other Board Committees
16. Files dealing with Circulars, Memoranda, Notices, Bulletins etc.
17. Periodic Reports (annual, monthly and/or quarterly) prepared by the NWRHA, Consultants/Technical Reports, etc.
18. Environmental Impact Assessments
19. Briefing Papers/Status Reports pertaining to the IADB funded projects under the Health Sector Reform Programme and the Inter-American Development Bank
20. Books, booklets, leaflets, pamphlets, brochures, posters, newspaper clippings on health related issues and the operations at the NWRHA.
21. Files dealing with official functions, conferences and events hosted and attended by the NWRHA.
22. Inventories/Fixed Assets Register
23. Periodicals and Publications
24. Complaints – Customer Complaints and Comment Forms
25. Registers/Certificates/Permits/Licenses etc.
26. Tender Documents
27. Contracts for the provision of Goods and Services to the NWRHA
28. Files dealing with Disaster Management; Risk Management and Safety within the NWRHA and in general
29. Quality Management documentation.

Section 7(1)(a)(iii)

Material Prepared for Publication or Inspection

1. The Patient's Charter of Rights and Obligations – 2002

The public may inspect and/or obtain copies of the following material between the hours of **9:00 a.m. to 3:00 p.m.** on normal working days at:

The Library/Reading Room
North-West Regional Health Authority
Building #39,
Eric Williams Medical Sciences Complex
M.T. HOPE
Telephone No.: 645-2940
Fax No.: 663-0671

Section 7(1)(a)(iv)

Literature available by Subscription

This section is not applicable.

Section 7(1)(a)(v)

Procedure to be followed when accessing a Document from the NWRHA

How to request Information

◆ **General Procedure**

Our policy is to answer all requests for information, both oral and written. However, in order to have the rights given to you by the FOIA (for example, a right to challenge a decision if your request for information is refused), you must make your request in writing. The applicant must, therefore, complete the appropriate form (**Request for Access to Official Documents**) available in our Reception Area for information that is not readily available in the public domain.

- ◆ **Addressing Requests**
To facilitate prompt handling of your request, please address it to one of the Designated Officers of the NWRHA. (**Under Section 7(1)(a)(vi).**)

◆ **Details in the Request**

Applicants should provide details that will allow for ready identification and location of the records that are being requested. If insufficient information is provided clarification will be sought from the applicant. If you are not sure how to write your request or what details to include, communicate with our Designated Officer.

Requests not handled under the FOIA

- ◆ A request under the FOIA will not be processed to the extent that it asks for information, which is currently available in the public domain, either from the NWRHA or from any other public authority, for example, brochures and pamphlets etc.

Responding to your Request

- ◆ Retrieving Documents

The NWRHA is required to furnish copies of documents only when they are in our possession or if retrievable from storage. Records prior to the commencement of the Freedom of Information Act, 1999 may now be unavailable. The granting of a request for such documents may therefore be impossible.

Various laws, regulations and manuals stipulate the time period for keeping records before they may be destroyed.

For example, *The Ministry of Health's Medical Records Policies and Procedure Manual under "Filing and Retention of Medical Records"* which states *inter alia* as follows:-

Section 2.9(2.9.1) - “At the expiry of seven (7) years, medical records (exclusive of the Summary Admission and Discharge Sheet) should be destroyed, unless such records are required for medico-legal purposes or had some specific value for medical research. This would be determined by the Medical Records Committee”.

Section 2.9(2.9.2) - “Each patient who was discharged from hospital must have a summary Admission and Discharge Record completed. This record should be preserved for at least ten (10) years”.

◆ Furnishing Documents

An applicant is entitled to copies of information we have in our possession, custody or power. We are required to furnish only one (1) copy of a document. If we cannot make a legible copy of a document to be released, we may not attempt to reconstruct it. Instead, we will furnish the best copy possible and note its quality in our reply.

Please note that we are not compelled to do the following:-

- (a) Create new documents. For example, we are not required to write a new programme so that a computer will print information in the format you prefer.
- (b) Perform research for you.

Time Limits**◆ General**

The FOIA sets certain time limits for us to decide whether to disclose the documents you have requested. If we fail to meet the deadlines, the FOIA gives you the right to proceed as if your request has been denied. We will try diligently to comply with the time limits, but if it appears that processing your request may take longer than the statutory limit, we will acknowledge your request and advise you of its status. Since there is a possibility that requests may be misaddressed or misrouted, you may wish to call or write to confirm that we have received the request and to ascertain its status.

◆ Time Allowed

We will determine whether to grant your request for access to information as soon as practicable but not later than 30 days as required by Section 15 of the FOIA. If a decision is taken to grant access to the information requested, you will be permitted to inspect the documents or be provided with copies, if you so request.

Section 7(1)(a)(vi)**Officers in the NWRHA responsible for:-**

1. The initial receipt of and action upon notices under Section 10.
2. Requests for access to documents under Section 13 and
3. Applications for corrections of Personal Documents under Section 36 of the FOIA

The Designated Officers are:

Ms Peggy-Anne Forde
Quality Coordinator
Port of Spain General Hospital
Charlotte Street
Port of Spain
Telephone No: 623-2951-2

Mrs. Lynette Joseph -
Quality Coordinator
St. Ann's Hospital
St. Ann's
Telephone No: 624-1152-4

Ms Donna Heywood

Quality Coordinator**NWRHA**

Building #39, Eric Williams Medical Sciences Complex

Mt. Hope

Telephone No: 645-2640-5**Secretary to the Manager, Quality Improvement****NWRHA**

Building #39, Eric Williams Medical Sciences Complex

Mt. Hope

Telephone No: 663-9807**The Decision Maker is:****Manager, Quality Improvement (Ag)****NWRHA**

Building #39, Eric Williams Medical Sciences Complex

Mt. Hope

Telephone No: 663-9807**Section7(1)(a)(vii)****Advisory Boards, Councils, Committees****(Where meetings/minutes are open to the public)**

At the present time, there is no Advisory Board. The NWRHA at times hosts Public Board Meetings and Community Meetings, which are open to the public. These meetings are advertised accordingly.

Section7(1)(a)(viii)**Library/Reading Room Facilities**

Information in the public domain can be accessed in our library/Reading Room Facility.

You may make general enquiries to our Clerk/Receptionist at **Telephone No. 645-2940**.

The Library/Reading Room in the NWRHA is located at:

**Building #39,
Eric Williams Medical Sciences Complex
Uriah Butler Highway
Champs Fleurs.**

The Library/Reading Room is open to the public from **Mondays to Fridays** between the hours of **9:00 a.m. to 3:00 p.m.** and may be used to make FOI requests or inspect printed material.

Policy of the NWRHA for the provision of Copies of Documents held in the Public Domain

- ◆ Charge for photocopies is \$0.50 cents per page.
- ◆ Certain provision of documents may be subject to a small charge to cover administrative costs.
- ◆ No smoking, eating nor drinking is allowed in the Library/Reading Room.
- ◆ Access to use our Library/Reading Room is by appointment only. Kindly liaise with the Designated Officer to schedule an appointment (See Section 7(1)(a)(vii))

SECTION 8 STATEMENTS

Section 8(1)(a)(i)

Documents containing interpretations or particulars of written laws or schemes administered by the NWRHA, not being particulars contained in another written law:

- ◆ Regional Health Authorities Act 1994, available for purchase at the Government Printery.
- ◆ Freedom of Information Act 1999, available for purchase at the Government Printery.
- ◆ Gazette material and copies of amendments to Acts of Parliament, available for purchase at the Government Printery.
- ◆ Patient Care Risk Reduction Protocol – Directorate of Quality Management, Ministry of Health, available for inspection only.
- ◆ Nurses & Midwives Act 1960, available for purchase at the Government Printery.
- ◆ National Health Services Plan, available for inspection only.
- ◆ Rules and Trust Deed to the North-West Section of the Regional Health Authorities Pension Fund Plan, available for inspection only.
- ◆ Proposed Annual Services Agreement, available for inspection only.
- ◆ School Health Policy Document, available for inspection only.
- ◆ Child Health Surveillance – Standard Protocols & Procedures, available for inspection.
- ◆ Information Manual for Client Feedback System (*In collaboration with PAHO*), available for inspection only.

- ◆ Ministry of Health's – Medical Records Policies and Procedure Manual, available for inspection only.
- ◆ Legal opinions and advice from Attorneys-at-Law regarding the transfer of responsibility to the NWRHA for collecting User Fees for health services which is at present collected by the Port of Spain Regional Corporation, available for inspection only.
- ◆ Patients Charter of Rights and Obligations

Section 8(1)(a)(ii)

Manuals, rules of procedure, statements of policy, records of decisions, letters of advice to persons outside the NWRHA, or similar documents containing rules, policies, guidelines, practices or precedents.

- ◆ Code of Ethics (for Doctors), used to guide officers within the NWRHA, available for inspection.
- ◆ NWRHA Annual Review 2002 (Presentation), available for inspection only.
- ◆ NWRHA Disaster Management Plan, available for inspection only.
- ◆ Regional Health Authorities Human Resource Policies and Guidelines available for inspection only.
- ◆ NWRHA Policy & Procedure Manual for Vehicles available for inspection only.
- ◆ NWRHA Policy for Clinic Management in Primary Health Care Lifestyle Diseases, available for inspection.
- ◆ Management Systems Development Financial Policies and Procedures Manual – June 2002
- ◆ Contracting for Goods and Services Guidelines – 1994
- ◆ NWRHA Strategic Plan 2004 – 2008

Section 8(1)(b)

In enforcing written laws or schemes administered by the NWRHA where a member of the public might be directly affected by that enforcement, being documents containing information on the procedures to be employed or the objectives to be pursued in the enforcement of, the written laws or schemes.

This section is not applicable to the NWRHA at present.

SECTION 9 STATEMENTS

Section 9(1)(a)

A report, or statement containing the advice or recommendations of a body or entity established within the NWRHA.

At this time, we have no such reports or statements.

Section 9(1)(b)

A report, or a statement containing the advice or recommendations, (1) of a body or entity established outside the public authority by or under a written law, (2) or by a Minister of Government or other public authority for the purpose of submitting a report or reports, providing advice or making recommendations to the public authority or to the responsible Minister of that public authority.

At this time, we have no such reports or statements.

Section 9(1)(c)

A report or a statement containing the advice or recommendations, of an inter-departmental Committee whose membership includes an officer of the public authority.

At this time, we have no such reports or statements.

Section 9(1)(d)

A report, or a statement containing the advice or recommendations, of a committee established within the public authority to submit a report, provide advice or make recommendations to the responsible Minister of that public authority or to another officer of the public authority who is not a member of the Committee.

At this time, we have no such reports or statements.

Section 9(1)(e)

A report (including a Report concerning the results of studies, surveys or tests) prepared for the NWRHA by a scientific or technical expert, whether employed within the public authority or not, including a Report expressing the opinion of such an expert on scientific or technical matters.

- Report of Radiation Survey at X-Ray Department, Mayaro District Hospital, by Ms. Sue Jaan Mejias, Physicist, National Radiotherapy Centre, St. James – dated 28th September, 2001

Section 9(1)(f)

A report prepared for the NWRHA by a Consultant who was paid for preparing the report

- ◆ Audit of National Programmes and Laboratories in Trinidad and Tobago – National HIV/AIDS/STI Project – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health and Hospital Laboratories – Information Systems Development – Draft Final Report by KPMG Consultancy
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Laundry and Linen Services Programme – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – National Tuberculosis Control Programme/Hansen's Disease Control Programme – Final Report by KPMG Consultancy
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – National Blood Transfusion Unit – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health and Hospitals Laboratories – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health Laboratories – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Hospital Laboratories – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Health Sector Quality Council – Risk Management Council Initial Findings; by Mercy International Health Services – May 2001
- ◆ Management Advisory Services, Ministry of Health; Information Technology Planning – Presentation by Ernst & Young, September 24, 2001
- ◆ Ministry of Health – Regional Health Authorities Organizational Restructuring Workshop Report – Management Advisory Services; by Ernst & Young, April 2001.
- ◆ Risk Management Consultancy; Briefing and Sensitization – Ministry of Health, by Mercy International Services, 2001
- ◆ Trinidad and Tobago Health Sector Accreditation Programme – Draft Final Report by Joint Commission International Consultants, November 9, 2001.
- ◆ Report by PMSL on the investigation into matters arising from the Auditor General's Report into the NWRHA, September 10, 2001

- ◆ Report on Present Security System at the NWRHA, December 2003,
Mr. Carlos Neptune.
- ◆ Report on HR Project, February 2004 by Mr. Charles Bobb-Semple.

Section 9(1)(g)

A report prepared within the public authority that contains the results of studies, surveys or tests carried out for the purpose of assessing, or making recommendations on, the feasibility of establishing a new or proposed Government Policy, Programme or Project.

- At this time, we have no such reports.

Section 9(1)(h)

A report on the performance or efficiency of the public authority, or of an office, division or branch of the public authority, whether the report is of a general nature or concerns a particular policy, programme or project administered by the public authority.

- ◆ Report on NWRHA Achievements – 1995 - 2000
- ◆ Health Sector Reform Programme – NWRHA Annual Review 2001
- ◆ Auditor General's Report on the North-West Regional Health Authority – 2001
- ◆ NWRHA Strategic Business Plan – 2000 – 2001
- ◆ Report on 5th Annual Review of the Client Feedback System (Customer Relations/Complaints System) – March 2000 to February 2001; Directorate of Quality Management, July 2001.
- ◆ Status Reports on the Health Sector Reform Programme – Primary Health Care Centres
- ◆ Report on Medical Records Survey of Trinidad and Tobago, by Pan American Health Organization/World Health Organization (PAHO/WHO), submitted by Joanne G. Salazar, August, 2000.
- ◆ Report on NWRHA Achievements – 2002 (Public Meeting)
- ◆ Report on NWRHA Achievements – 2003 public meeting

Section 9(1)(i)

A report containing (1) final plans or proposals for the re-organization of the functions of the public authority, (2) the establishment of a new policy, programme or project to be administered by the public, or (3) the alteration of an existing policy programme or project administered by the public authority, whether or not the plans or proposals are subject to approval by an officer of the public authority, another public authority, the responsible Minister of the public authority or Cabinet.

- ◆ NWRA Strategic Plan – 2004-2008
- ◆ NWRA Strategic Plan – 2000-2001
- ◆ Accreditation Standards for the Health Sector of Trinidad and Tobago – Joint Commission International – 2001
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Draft 1 – Ministry of Health May 10, 2001
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Working Document 2 – Ministry of Health, March 21, 2001.
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Working Document 1 – Ministry of Health, March 8, 2001.
- ◆ Information Manual for Client Feedback Systems (Customer Relations/Complaints System) – Ministry of Health/Regional Health Authorities, in collaboration with the Pan American Health Organization/World Health Organization (PAHO/WHO)
- ◆ Ministry of Health Medical Records Policies and Procedures – Death Information Systems Management – Directorate of Health Policy and Procedures, May 2001.
- ◆ Ministry of Health National Emergency Medical Services Policy – Trinidad and Tobago – Draft 2 – Ministry of Health
- ◆ Patient Care Risk Reduction Protocol – Directorate of Quality Management, Ministry of Health, August 2001
- ◆ Regional Health Authorities Human Resource Policies and Guidelines (Draft) – Ministry of Health, April 11, 2003

Section 9(1)(j)

A statement prepared within the public authority, containing Policy directions for the drafting of legislation

- At this time, we have no such statements.

Section 9(1)(k)

A report of a test carried out within the public authority on a product for the purpose of purchasing equipment.

- At this time, we have no such statements.

Section 9(1)(l)

An environmental impact statement prepared within the public authority.

- At this time, we have no such statements.

Section 9(1)(m)

A valuation report prepared for the public authority by a valuator, whether or not the valuator is an officer of the public authority.

- Fixed Asset Verification Exercise – former Central Regional Health Authority.

Public Statement of North Central Regional Health Authority**In Compliance with Sections 7, 8 and 9 of****The Freedom of Information Act (FOIA) 1999**

In accordance with Sections 7, 8 and 9 of the Freedom of Information Act, 1999 (FOIA), the North Central Regional Health Authority (hereafter referred to as the NCRHA) being a Public Authority, is required by law to publish the following statements that list the documents and information generally available to the public.

The Act gives members of the public:

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3. A legal right to obtain reasons for adverse decisions made regarding an applicant's request for information under the FOIA; and
4. A legal right to complain to the Ombudsman and to apply to the High Court for Judicial Review to challenge adverse decisions made under the FOIA.

SECTION 7 STATEMENTS**Section 7(1)(a)(i)****Function and Structure of the NCRHA**

The NCRHA's mission is to provide quality healthcare to all and the promotion of high standards of wellness.

The NCRHA is a corporate body established in accordance with Act No.5 of 1994 (as amended). The NCRHA is managed by a Board of Directors, which is accountable to the Minister of Health who can issue general or specific instructions to the Board. The Board of Directors is responsible for appointing a Chief Executive Officer. The NCRHA staff comprises two thousand, six hundred and sixty-nine (2,669) monthly and daily paid employees. The NCRHA's Head Office is located at The Eric Williams Medical Sciences Complex, Uriah Butler Highway, Champs Fleurs. The NWRHA is comprised of the following departments/offices:-

Main Departments/Offices

- ◆ Office of the Chief Executive
- ◆ Finance
- ◆ Laboratory
- ◆ Corporate Communications
- ◆ Biomedical
- ◆ Medical Records
- ◆ Clinical

Institutions and Health Care Facilities

The NCRHA also has responsibility for the following institutions/units and health care facilities:-

Institution	Caura Chest Hospital	Mount Hope Women's Hospital	Tacarigua Extended Care Centre	Eric Williams Medical Sciences Complex (EWMSC)	Arima Health Facility and Chaguanaas Health Facility

Description	-Provides care with preventative, diagnostic, curative and rehabilitation treatment to patients with chest conditions (medical and surgical) and substance abuse problems in Trinidad and Tobago and the Caribbean	This is a Teaching Institution as well.	Psycho-geriatric services	This Medical Complex consists of: An Adult Hospital A Paediatric Hospital – Wendy Fitzwilliam Paediatric Hospital <i>(For patients from birth to 16 Years)</i>	Arima Health Facility is a Polyclinic. Chaguanaas provides Accident & Emergency services along with other primary health care services.
	-Ensures the quarantine of passengers with contagious diseases -TB programme			A Dental Hospital A Veterinary Hospital Faculty of Medical Sciences (Teaching Hospital) under the aegis of The University of the West Indies	

1403—Continued

Institution	Caura Chest Hospital	Mount Hope Women's Hospital	Tacarigua Extended Care Centre	Eric Williams Medical Sciences Complex (EWMSC)	Arima Health Facility and Chaguana Health Facility
No. of Beds	129 (substance abuse)	110 and bassinets	80	36	Paeds – 69 Adult – 46 Hibiscus Suite -15
Physiotherapy	✓			✓	At Arima – for children with special needs
Dietary Department	✓	✓	✓	✓	
Pharmacy	✓	✓		✓	✓
Laboratory		✓		✓	✓ (only at Arima) at
Stores	✓	✓	✓	✓	✓ (Stock management)
Diagnostic Services		ECG	✓	✓	✓ X-Ray, Laboratory (only at Arima), ECG
Orthopaedic				✓	
Accident & Emergency		✓ (Gynaecological & Obstetrical emergencies)		✓	✓
Intensive Care			✓ (Neonatal)	✓	
Mortuary		✓		✓	
Psycho-Geriatric			✓		
Radiology	✓	✓		✓	✓ (only at Arima) at
Sewing Unit	✓	✓			✓ (only at Arima) at

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Institution	Caura Chest Hospital	Mount Hope Women's Hospital	Tacarigua Extended Care Centre	Eric Williams Medical Sciences Complex (EWMSC)	Arima Health Facility and Chaguana Health Facility
Laundry	✓	✓	✓	✓	✓
Ambulance Service	✓				✓
Out Patient Clinics	✓	✓		✓	Paediatric, Internal Medicine, Psychiatry & Dermatology (only at Arima)
Medical Records		✓		✓	✓ (only at Arima)
Social Services	✓	✓	✓	✓	✓ (only at Arima)
Carpentry	✓				✓
Transport	✓	✓		✓	✓ (only at Arima)
OTHER	Wards for the treatment of Tuberculosis & HIV/AIDS Patients. An In and Out Patient facility for substance abuse patients. Outpatient clinics at EWMSC (Medical and Surgical) Engineering	Neonatal Antenatal Neonatal Intensive Care Unit Gynaecological Classroom Facilities Registration of births & deaths Lamassee Classes Sexual & reproductive health (Family Planning) Engineering	Neonatal Care Unit Gynaecological Classroom Facilities Registration of births & deaths Lamassee Classes Sexual & reproductive health (Family Planning) Engineering	Priority Care (Adult & Paed. Accident and Emergency treatment) Adult Heart Care Paediatric Heart Care Intensive Care General Practice Same	General Practice Clinic & Emergency Treatment) Heart Heart Care Intensive Care General Practice Same Day Surgery Cardio thoracic Medical and Surgical Cases Stores

Health Centres

The following **Health and Outreach Centres** are under the purview of the NCRHA:-

1. Arima Health Facility
2. Monte Grande Outreach Centre
3. Blanchisseuse Outreach Centre
4. Brasso Seco Outreach Centre
5. Arouca Health Centre
6. La Horquette Health Centre
7. Tunapuna Health Centre
8. Maloney Health Centre
9. Tacarigua Health Centre
10. Cunupia Health Centre
11. San Raphael Outreach Centre
12. St Helena Health Centre
13. Las Lomas Health Centre
14. Chaguana Health Facility

Additional Services

The NCRHA is also responsible for the provision of:

- **Dialysis services to the entire nation including Tobago.**
- **Health Services to the inmates of Prisons in Trinidad and Tobago**
- **The National Blood Transfusion Services**
- **Tuberculosis Programme**

Effect of Functions on Members of the Public

The NCRHA's work impacts upon and influences the quality of life of every citizen of Trinidad and Tobago through the following media:-

- **Promotion of Healthier Lifestyles**
This is done through advertisements, radio programmes etc.
- **Public Board Meetings**
Members of the community are invited to participate and give their views as to how they benefit from the health care provided, how health care impacts upon their life and what can be done to improve the health system overall. There is a statutory requirement to hold a public meeting each year at which a review of the Authority's performance in the preceding year along with its goals and targets for the current year is presented and discussed.
- **Customer Client Feedback System**
Through our Customer Service Departments located at the various institutions/units, members of the public are able to give feedback with respect to the quality of health care received. Also, Client Feedback Boxes are strategically placed throughout various institutions to garner feedback from members of the public.
- **Board Representation**
A nominee of the Association of Local Government sits on the Boards of Directors. At least one member of the Board represents public interest and welfare.

Section 7(1)(a)(ii)

Categories of Documents in the possession of the NCRHA

The North Central Regional Health Authority (NCRHA) does not have documents unique to it. The documents listed below, though prepared for the

then North West Regional Health Authority (NWRHA), also applies to the NCRHA:

1. Files dealing with administrative support and general administrative documents for the operations of the NWRHA Head Office and its facilities.
2. Personnel files, which detail all staff appointments, job applications, job specifications, promotions, transfers, resignations, deaths, retirements, pension, leave, performance appraisals etc. for all categories of staff.
3. Standing Financial Orders
4. Financial Statements and Financial Records (cheques, vouchers, receipts etc.)
5. Files dealing with matters relating to the procurement of supplies, services and equipment.
6. Maps/Charts/Photographs/Diskettes/Tapes
7. News Releases, speeches originating in the NWRHA.
8. Policy and Procedure Documents.
9. Internal and External Correspondence Files.
10. Medical Records of patients including Nurses Flow Charts, Diagnostic Reports, such as X-Rays, Post Mortem Reports and Death Certificates.
11. Documents relating to strategic review of the NWRHA Strategic Plan
12. Legislation (especially health related) and Legal Instruments regulating the operations of the NWRHA
13. Legal Opinions on matters affecting the operations of the NWRHA
14. Files dealing with Training/Performance Management
15. Minutes/Agenda of Meetings of the Board of Directors and other Board Committees
16. Files dealing with Circulars, Memoranda, Notices, Bulletins etc.
17. Periodic Reports (annual, monthly and/or quarterly) prepared by the NWRHA, Consultants/Technical Reports, etc.
18. Environmental Impact Assessments
19. Briefing Papers/Status Reports pertaining to the IADB funded projects under the Health Sector Reform Programme and the Inter-American Development Bank
20. Books, booklets, leaflets, pamphlets, brochures, posters, newspaper clippings on health related issues and the operations at the NWRHA.
21. Files dealing with official functions, conferences and events hosted and attended by the NWRHA.
22. Inventories/Fixed Assets Register
23. Periodicals and Publications
24. Complaints – Customer Complaints and Comment Forms
25. Registers/Certificates/Permits/Licenses etc.
26. Tender Documents
27. Contracts for the provision of Goods and Services to the NWRHA
28. Files dealing with Disaster Management; Risk Management and Safety within the NWRHA and in general
29. Quality Management documentation.

Section 7(1)(a)(iii)

Material Prepared for Publication or Inspection

The public may inspect and/or obtain copies of any material available to members of the public between the hours of **9:00 a.m. to 3:00 p.m.** on normal working days. Enquiries can be made of:

Corporate Secretary/Legal Officer
Building 39
Eric Williams Medical Sciences Complex
MT. HOPE
Telephone No: 645-2940
Fax No.663-0671

Section 7(1)(a)(iv)**Literature available by Subscription**
N/A**Section 7(1)(a)(v)****Procedure to be followed when accessing a Document from the NCRHA****How to request Information****◆ General Procedure**

Our policy is to answer all requests for information, both oral and written. However, in order to have the rights given to you by the FOIA (for example, a right to challenge a decision if your request for information is refused), you must make your request in writing. The applicant must, therefore, complete the appropriate form (**Request for Access to Official Documents**) available in our Reception Area for information that is not readily available in the public domain.

◆ Addressing Requests

To facilitate prompt handling of your request, please address it to the Designated Officer of the NCRHA. (**Under Section 7(1)(a)(vi).**)

◆ Details in the Request

Applicants should provide details that will allow for ready identification and location of the records that are being requested. If insufficient information is provided clarification will be sought from the applicant. If you are not sure how to write your request or what details to include, communicate with our Designated Officer.

Requests not handled under the FOIA

◆ A request under the FOIA will not be processed to the extent that it asks for information which is currently available in the public domain, either from the NCRHA or from any other public authority, for example, brochures and pamphlets etc.

Responding to your Request**◆ Retrieving Documents**

The NCRHA is required to furnish copies of documents only when they are in our possession or if retrievable from storage. Records prior to the commencement of the Freedom of Information Act, 1999 may now be unavailable. The granting of a request for such documents may therefore be impossible.

Various laws, regulations and manuals stipulate the time period for keeping records before they may be destroyed.

For example, ***The Ministry of Health's Medical Records Policies and Procedure Manual under "Filing and Retention of Medical Records"*** which states *inter alia* as follows:-

Section 2.9(2.9.1) - "At the expiry of seven (7) years, medical records (exclusive of the Summary Admission and Discharge Sheet) should be destroyed, unless such records are required for medico-legal purposes or had some specific value for medical research. This would be determined by the Medical Records Committee".

Section 2.9(2.9.2) - "Each patient who was discharged from hospital must have a summary Admission and Discharge Record completed. This record should be preserved for at least ten (10) years".

◆ **Furnishing Documents**

An applicant is entitled to copies or information we have in our possession, custody or power. We are required to furnish only one (1) copy of a document. If we cannot make a legible copy of a document to be released, we may not attempt to reconstruct it. Instead, we will furnish the best copy possible and note its quality in our reply.

Please note that we are not compelled to do the following:-

- (a) Create new documents. For example, we are not required to write a new programme so that a computer will print information in the format you prefer.
- (b) Perform research for you.

Time Limits

◆ **General**

The FOIA sets certain time limits for us to decide whether to disclose the documents you have requested. If we fail to meet the deadlines, the FOIA gives you the right to proceed as if your request has been denied. We will try diligently to comply with the time limits, but if it appears that processing your request may take longer than the statutory limit, we will acknowledge your request and advise you of its status. Since there is a possibility that requests may be misaddressed or misrouted, you may wish to call or write to confirm that we have received the request and to ascertain its status.

◆ **Time Allowed**

We will determine whether to grant your request for access to information as soon as practicable but not later than 30 days as required by Section 15 of the FOIA. If a decision is taken to grant access to the information requested, you will be permitted to inspect the documents or be provided with copies, if you so request.

Section 7(1)(a)(vi)

Officers in the NCRHA responsible for:-

1. The initial receipt of and action upon notices under **Section 10**.
2. Requests for access to documents under **Section 13** and
3. Applications for corrections of Personal Documents under **Section 36** of the FOIA

The Designated Officer is:

Corporate Secretary/Legal Officer
Building 39
Eric Williams Medical Sciences Complex
MT. HOPE
Telephone No: 645-2940
Fax No.663-0671

The Alternate Officer is:

Corporate Communications Manager
Building 39
Eric Williams Medical Sciences Complex
MT. HOPE
Telephone No.: 645-2960
Fax No. 645-9101

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The Decision Maker is:

The Chief Executive Officer or the person acting in that position.

Section 7(1)(a)(vii)

**Advisory Boards, Councils, Committees
(Where meetings/minutes are open to the public)**

At the present time, there is no Advisory Board. The NCRHA, at the end of each fiscal year, is required by law, to host a Public Board Meeting, which are open to the public. These meetings are advertised accordingly.

Section 7(1)(a)viii)
Library/Reading Room Facilities

Information in the public domain can be accessed in our Reading Room Facility.

You may make general enquiries to our Clerk/Receptionist at Telephone No. 645-2940.

The Reading Room in the NCRHA is located at:

**Building #39,
Eric Williams Medical Sciences Complex
Uriah Butler Highway
Champs Fleurs.**

The Reading Room is open to the public from **Mondays to Fridays** between the hours of **9:00 a.m. to 3:00 p.m.** and may be used to make FOI requests or inspect printed material.

Policy of the NCRHA for the provision of Copies of Documents held in the Public Domain

- ◆ Charge for photocopies is \$0.50 cents per page.
- ◆ Certain provision of documents may be subject to a small charge to cover administrative costs.
- ◆ No smoking, eating nor drinking is allowed in the Reading Room.
- ◆ Access to use our Reading Room is by appointment only. Kindly liaise with the Designated Officer to schedule an appointment (See Section 7(1)(a)(vii))

SECTION 8 STATEMENTS

Section 8(1)(a)(i)

The North Central Regional Health Authority (NCRHA) does not have documents unique to it. The documents listed below, though prepared for the then North West Regional Health Authority (NWRHA), also applies to the NCRHA:

Documents containing interpretations or particulars of written laws or schemes administered by the NWRHA, not being particulars contained in another written law:

- ◆ Regional Health Authorities Act 1994, available for purchase at the Government Printery.
- ◆ Freedom of Information Act 1999, available for purchase at the Government Printery.
- ◆ Gazette material and copies of amendments to Acts of Parliament, available for purchase at the Government Printery.
- ◆ Code of Ethics (for Doctors), used to guide officers within the NWRHA, available for inspection.

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- ◆ Patient Care Risk Reduction Protocol – Directorate of Quality Management, Ministry of Health, available for inspection only.
- ◆ Nurses & Midwives Act 1960, available for purchase at the Government Printery.
- ◆ National Health Services Plan, available for inspection only.
- ◆ NWRHA Annual Review 2002 (Presentation), available for inspection only.
- ◆ NWRHA Disaster Management Plan, available for inspection only.
- ◆ Rules and Trust Deed to the North-West Section of the Regional Health Authorities Pension Fund Plan, available for inspection only.
- ◆ Regional Health Authorities Human Resource Policies and Guidelines (DRAFT), available for inspection only.
- ◆ Annual Services Agreement, available for inspection only.
- ◆ School Health Policy Document, available for inspection only.
- ◆ Child Health Surveillance – Standard Protocols & Procedures, available for inspection.
- ◆ Policy and Procedure Manual – Accident and Emergency Department for Arima and Chaguanas Health Facilities, available for inspection.
- ◆ NWRHA Policy & Procedure Manual for Vehicles available for inspection only.
- ◆ NWRHA Policy for Clinic Management in Primary Health Care Lifestyle Diseases, available for inspection.
- ◆ Information Manual for Client Feedback System (*In collaboration with PAHO*), available for inspection only.
- ◆ Ministry of Health's – Medical Records Policies and Procedure Manual, available for inspection only.
- ◆ Legal opinions and advice from Attorneys-at-Law regarding the transfer of responsibility to the NWRHA for collecting User Fees for health services which is at present collected by the Port of Spain Regional Corporation, available for inspection only.
- ◆ Patients Charter of Rights and Obligations

Section 8(1)(a)(ii)

Manuals, rules of procedure, statements of policy, records of decisions, letters of advice to persons outside the NCRHA, or similar documents containing rules, policies, guidelines, practices or precedents.

This section is not applicable to the NCRHA at present.

Section 8(1)(b)

In enforcing written laws or schemes administered by the NCRHA where a member of the public might be directly affected by that enforcement, being documents containing information on the procedures to be employed or the objectives to be pursued in the enforcement of, the written laws or schemes.

This section is not applicable to the NCRHA at present.

SECTION 9 STATEMENTS

The North Central Regional Health Authority (NCRHA) does not have documents unique to it. The documents listed below, though prepared for the then North West Regional Health Authority (NWRHA), also applies to the NCRHA:

Section 9(1)(a)

A report, or statement containing the advice or recommendations of a body or entity established within the NWRHA.

- Report on Laundry Services at the NWRHA – Eric Williams Medical Sciences Complex – 2001.
- Report on Optimum Energies Technologies Limited regarding the Medical Oxygen Plant at the Eric Williams Medical Sciences Complex – 2001.
- General Findings and Report of Investigation into the outbreak at the Mount Hope Women's Hospital.

Section 9(1)(b)

A report, or a statement containing the advice or recommendations, (1) of a body or entity established outside the public authority by or under a written law, (2) or by a Minister of Government or other public authority for the purpose of submitting a report or reports, providing advice or making recommendations to the public authority or to the responsible Minister of that public authority.

At this time, we have no such reports or statements.

Section 9(1)(c)

A report or a statement containing the advice or recommendations, of an inter-departmental Committee whose membership includes an officer of the public authority.

- Report on Laundry Services at the NWRHA – Eric Williams Medical Sciences Complex – 2001.
- Report on Optimum Energies Technologies Limited regarding the Medical Oxygen Plant at the Eric Williams Medical Sciences Complex – 2001.

Section 9(1)(d)

A report, or a statement containing the advice or recommendations, of a committee established within the public authority to submit a report, provide advice or make recommendations to the responsible Minister of that public authority or to another officer of the public authority who is not a member of the Committee.

At this time, we have no such reports or statements.

Section 9(1)(e)

A report (including a Report concerning the results of studies, surveys or tests) prepared for the NWRHA by a scientific or technical expert, whether

employed within the public authority or not, including a Report expressing the opinion of such an expert on scientific or technical matters.

- Report of Radiation Survey at X-Ray Department, Mayaro District Hospital, by Ms. Sue Jaan Mejias, Physicist, National Radiotherapy Centre, St. James – dated 28th September, 2001

Section 9(1)(f)

A report prepared for the NWRHA by a Consultant who was paid for preparing the report

- ◆ Audit of National Programmes and Laboratories in Trinidad and Tobago – National HIV/AIDS/STI Project – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health and Hospital Laboratories – Information Systems Development – Draft Final Report by KPMG Consultancy
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Laundry and Linen Services Programme – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – National Tuberculosis Control Programme/Hansen's Disease Control Programme – Final Report by KPMG Consultancy
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – National Blood Transfusion Unit – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health and Hospitals Laboratories – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Public Health Laboratories – Final Report by KPMG Consultancy, June 30, 2001
- ◆ Audit of National Programmes and Laboratories Trinidad and Tobago – Hospital Laboratories – Final Report by KPMG Consultancy, June 30, 2001.
- ◆ Health Sector Quality Council – Risk Management Council Initial Findings; by Mercy International Health Services – May 2001
- ◆ Management Advisory Services, Ministry of Health; Information Technology Planning – Presentation by Ernst & Young, September 24, 2001
- ◆ Ministry of Health – Regional Health Authorities Organizational Restructuring Workshop Report – Management Advisory Services; by Ernst & Young, April 2001.
- ◆ Risk Management Consultancy; Briefing and Sensitization – Ministry of Health, by Mercy International Services, 2001
- ◆ Trinidad and Tobago Health Sector Accreditation Programme – Draft Final Report by Joint Commission International Consultants, November 9, 2001.
- ◆ Report by PMSL on the investigation into matters arising from the Auditor General's Report into the NWRHA, September 10, 2001
- ◆ Report on Present Security System at the NWRHA, December 2003, Mr. Carlos Neptune.
- ◆ Report on HR Project, February 2004 by Mr. Charles Bobb-Semple.

Section 9(1)(g)

A report prepared within the public authority that contains the results of studies, surveys or tests carried out for the purpose of assessing, or making recommendations on, the feasibility of establishing a new or proposed Government Policy, Programme or Project.

- At this time, we have no such reports.

Section 9(1)(h)

A report on the performance or efficiency of the public authority, or of an office, division or branch of the public authority, whether the report is of a general nature or concerns a particular policy, programme or project administered by the public authority.

- ◆ Report on NWRHA Achievements – 1995 – 2000
- ◆ Health Sector Reform Programme – NWRHA Annual Review 2001
- ◆ Auditor General's Report on the North-West Regional Health Authority – 2001
- ◆ NWRHA Strategic Business Plan – 2000 – 2001
- ◆ Report on 5th Annual Review of the Client Feedback System (Customer Relations/Complaints System) – March 2000 to February 2001; Directorate of Quality Management, July 2001.
- ◆ Status Reports on the Health Sector Reform Programme – Primary Health Care Centres
- ◆ Report on Medical Records Survey of Trinidad and Tobago, by Pan American Health Organization/World Health Organization (PAHO/WHO), submitted by Joanne G. Salazar, August, 2000.
- ◆ Report on NWRHA Achievements – 2002 (Public Meeting)
- ◆ Report on NWRHA Achievements – 2003 public meeting

Section 9(1)(i)

A report containing (1) final plans or proposals for the re-organization of the functions of the public authority, (2) the establishment of a new policy, programme or project to be administered by the public, or (3) the alteration of an existing policy programme or project administered by the public authority, whether or not the plans or proposals are subject to approval by an officer of the public authority, another public authority, the responsible Minister of the public authority or Cabinet.

- ◆ NWRHA Strategic Plan – 2004-2008
- ◆ NWRHA Strategic Plan – 2000-2001
- ◆ Accreditation Standards for the Health Sector of Trinidad and Tobago – Joint Commission International – 2001
- ◆ Dental Outreach Programme – Chaguana Health Facility
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Draft 1 – Ministry of Health May 10, 2001
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Working Document 2 – Ministry of Health, March 21, 2001.
- ◆ Framework for Consideration for the Policy on National Emergency Medical Services – Trinidad and Tobago – Working Document 1 – Ministry of Health, March 8, 2001.
- ◆ Information Manual for Client Feedback Systems (Customer Relations/Complaints System) – Ministry of Health/Regional Health Authorities, in collaboration with the Pan American Health Organization/World Health Organization (PAHO/WHO)
- ◆ Ministry of Health Medical Records Policies and Procedures – Death Information Systems Management – Directorate of Health Policy and Procedures, May 2001.
- ◆ Ministry of Health National Emergency Medical Services Policy – Trinidad and Tobago – Draft 2 – Ministry of Health
- ◆ Patient Care Risk Reduction Protocol – Directorate of Quality Management, Ministry of Health, August 2001
- ◆ Regional Health Authorities Human Resource Policies and Guidelines (Draft) – Ministry of Health, April 11, 2003
- ◆ NWRHA Strategic Plan 2004-2008

Section 9(1)(i)

A statement prepared within the public authority, containing Policy directions for the drafting of legislation

- At this time, we have no such statements.

Section 9(1)(k)

A report of a test carried out within the public authority on a product for the purpose of purchasing equipment.

- At this time, we have no such statements.

Section 9(1)(l)

An environmental impact statement prepared within the public authority.

- At this time, we have no such statements.

Section 9(1)(m)

A valuation report prepared for the public authority by a valuator, whether or not the valuator is an officer of the public authority.

- Fixed Asset Verification Exercise – former Central Regional Health Authority.