

Follow-up on past PAC recommendations 2021 - Report 1





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EXECUTIVE SUMMARY

As part of the audit process, the Office of the Auditor General (OAG) routinely follows up on implementation of the recommendations that we and the Public Accounts Committee (PAC) have made as a result of performance audit reports and the PAC's hearings on these reports.

The OAG published its first *Follow-up on past PAC recommendations* report in July 2017 and a further report was published in October 2018. The latter report covered all PAC reports that had been tabled in the then Legislative Assembly by March 2018 and that the Government had responded to by the end of June 2018 (i.e. by the end of the 2017/18 session).¹ The OAG's intention was to prepare an annual update for PAC on the implementation of its recommendations. However, we did not prepare an update report in 2019 or 2020 as the Government did not formally respond to most of the PAC reports that were tabled between September 2018 and July 2020 until October 2020.

The OAG therefore plans to prepare a series of reports during 2021 that provide the PAC with an update on the Government's, and relevant Statutory Authorities' and Government Companies', implementation of past PAC and OAG recommendations. This is the first in the series of reports.

ABOUT THIS REPORT

The purpose of the report is to provide a summary of all past PAC reports and the status update as at July 2021 of the Government Minute. It also provides an update on progress with two reports that were assessed as having limited or some progress made in the 2018 report; that is *Government Programmes Supporting Those in Need* (May 2015) and *Ensuring Quality Health Care and a Healthy population* (January 2017).²

This report provides:

- A summary of the status of all past PAC reports.
- A high-level assessment of two reports, including a Red-Amber-Green (RAG) rating of progress, and detailed assessments of the progress in implementing each of the recommendations in these two report (Appendices 1 and 2). Each appendix includes a summary of the PAC recommendations (including the original OAG recommendations where relevant); the Government's response and planned implementation date to the original OAG

¹ The Privy Council approved the name change from Legislative Assembly to House of Parliament (Parliament) on 11 November 2020. The change was effective on 3 December 2020.

² *Follow-up on past PAC recommendations*, Office of the Auditor General, October 2018

recommendations; updates obtained by the OAG between January and June 2021 in relation to the recommendations; and the OAG assessment of the status of the recommendations.

- An outline of the OAG's plans for future reports on follow-up of past PAC recommendations.

THE PAC TABLED 15 REPORTS BETWEEN SEPTEMBER 2018 AND DECEMBER 2020 BUT THE GOVERNMENT WAS SLOW TO RESPOND TO MANY OF THESE

The Government is required (by Section 77(7) of the Parliament Standing Orders (2018 Consolidation)) to formally respond within three months of the PAC laying an Auditor General report in the Parliament.

In August 2017, the PAC stated that the Government needed to take more seriously how it responded to the PAC's recommendations and the submission of Government Minutes, as they are an integral part of the accountability process. In its response in June 2018, the Government committed to providing the PAC with timely presentation of the Government Minute and appropriate responses to PAC recommendations. We reported in October 2018 that the Government was getting better at responding to PAC reports, but it has regressed since then.

Between September 2018 and December 2020, the PAC tabled 15 reports, setting out its findings and recommendations after holding hearings arising from OAG reports on ten performance audits, four financial audits, and one General Report. Exhibit 1 summarises the 15 PAC reports that were tabled between September 2018 and December 2020, when the formal government response was due and the date the Government Minute was laid in the Parliament.

Exhibit 1 – Public Accounts Committee reports tabled between September 2018 and December 2020

Report of the Standing Public Accounts Committee on the:	Date tabled	Government Minute due	Government Minute tabled	Government Minute tabled on time or late
Report of the Office of the Auditor General on Major Capital Projects Follow Up (October 2017) (PA)	6 September 2018	6 December 2018	14 October 2020	22 months late
General Report for 30 June 2015 and 2016 (December 2017) (GR)	6 September 2018	6 December 2018	24 July 2019	7 months late
Report on the Segregated Insurance Fund 2015/16 Accounts (FA)	6 September 2018	6 December 2018	Not yet tabled	
Report on the Cayman Islands Monetary Authority 2015/16 Accounts (FA)	6 September 2018	6 December 2018	Not yet tabled	

Report of the Information and Communications Technology Authority 2015/16 Accounts (FA)	22 November 2018	22 February 2019	Not yet tabled	
Report of the Office of the Auditor General on Government's Use of Consultants and Temporary Staff (February 2018) (PA)	22 November 2018	22 February 2019	14 October 2020	20 months late
Report of the Office of the Auditor General on Workforce Planning and Management in the Cayman Islands Government (April 2018) (PA)	10 April 2019	10 July 2019	14 October 2020	15 months late
Ministry of Finance and Economic Development 2016–17 Financial Statements (FA)	10 April 2019	10 July 2019	13 November 2019	16 months late
Report of the Office of the Auditor General on Follow-up on past PAC recommendations (October 2018) (PA)	10 April 2019	10 July 2019	Not yet tabled	
Report of the Office of the Auditor General on Fighting Corruption in the Cayman Islands (November 2018) (PA)	13 November 2019	13 February 2020	27 July 2020	5 months late
Report of the Office of the Auditor General on Customs in the Cayman Islands (May 2019) (PA)	1 July 2020	1 October 2020	14 October 2020	On time
Report of the Office of the Auditor General on Government's use of Outsourced Services (June 2019) (PA)	1 July 2020	1 October 2020	14 October 2020	On time
Report of the Office of the Auditor General on School Education (October 2019) (PA)	1 July 2020	1 October 2020	14 October 2020	On time
Report of the Office of the Auditor General on Efficiency and Effectiveness of Summary Courts (November 2019) (PA)	1 July 2020	1 October 2020	Not yet tabled	

Report of the Office of the Auditor General on Efficiency and Effectiveness of the Utility Regulation and Competition Office (OfReg) (June 2020) (PA)	12 December 2020	12 March 2021	Not yet tabled
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*Note: Report arising from PA - Performance Audit, GR - General Report, FA - Financial Audit
Source: OAG analysis of Parliament website*

Exhibit 1 shows that as at 22 February 2021, when Parliament was dissolved in advance of the April 2021 election:

- The Government had tabled its formal responses (Government Minute) to nine PAC reports on 24 July 2019, 13 November 2019, 27 July 2020 and 14 October 2020. Of these nine responses:
 - Three Government Minutes were submitted within the three-month timescale required by the Standing Orders.
 - Six Government Minutes were tabled after the three-month timescale, ranging between five months and 22 months late; four responses were more than one year late.
- The Government had not responded to five PAC reports, despite some being tabled in 2018.
- The PAC tabled one report in December 2020. The Government Minute for that report was not due by the time Parliament dissolved in February 2021.

THERE CONTINUES TO BE LIMITED PROGRESS IN IMPLEMENTING THE RECOMMENDATIONS MADE BY THE PAC AND OAG FOR TWO REPORTS LAST ASSESSED IN 2018

This report provides an update on progress with the following two reports that were assessed as having limited or some progress made in 2018:

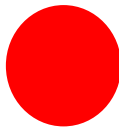
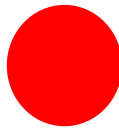
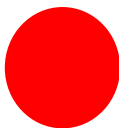
- *Ensuring Quality Health Care and a Healthy Population* (January 2017) – assessed as **Amber** – some progress in 2018.
- *Government Programmes Supporting Those in Need* (May 2015) – assessed as **Red** – limited progress in 2018.

As a result of the 2018 assessments, the PAC held hearings in January 2019 and tabled a further report in April 2019. However, as highlighted in Exhibit 1 above, the Government has yet to formally respond to the PAC recommendations made in April 2019. We therefore obtained updates from the relevant Chief Officers during 2021 on progress with implementing the recommendations made by the PAC in 2019.

This report provides an update on the Government's progress in implementing all of the recommendations made by PAC and OAG relating to the original two OAG reports.

Our high-level assessments of the Government's progress with implementing the recommendations of the two reports covered are outlined in Exhibit 2.

Exhibit 2 – High-level assessment of progress in implementing PAC recommendations

Report	OAG comment	Previous OAG assessment (October 2018)	OAG assessment (July 2021)
Assessment of progress with two PAC reports assessed as Amber or Red in October 2018			
Ensuring Quality Health Care and a Healthy Population (January 2017)	In October 2018, we assessed the Government's progress with implementing the recommendations as Amber – Some Progress. This was largely because the Government had committed to implementing most of the recommendations but work had yet to start at that time. We obtained an update from the Ministry of Health in January 2021, which stated that no further progress had been made in implementing the recommendations. We have therefore changed our assessment of progress to Red – Limited Progress.	 Some progress	 Limited Progress
Government Programmes Supporting Those in Need (May 2015)	In October 2018, we reported that the Ministry of Community Affairs (MCA) had started work to develop a social assistance strategy, although timescales were not confirmed. The implementation of most other recommendations is dependent on the strategy being in place. We therefore continued to assess progress against the report as Red – Limited progress (no change from the original assessment in July 2017). We received an update from MCA in June 2021. Based on this update, we have again assessed progress with implementing the recommendations for this report as Red – Limited Progress.	 Limited progress	 Limited progress

Note: Red – limited or no progress has been made; Amber – some progress has been or is being made; Green – significant progress has been made in addressing the recommendations.

It is worth noting that in October 2018 we assessed another three PAC reports as Amber (some progress). We have not provided an update on progress against these reports for the following reasons:

- *Review of the Cayman Islands Health Services Authority Financial Statements for 2015 and 2016.* Subsequent audits of the Health Services Authority's financial statements for 2016–17, 2018,

2019 and 2020 have resulted in unqualified audit opinions and the issues previously highlighted have been resolved.

- *Financial and Performance reporting – Entire Public Sector; Ministries, Portfolios and Offices; and Financial and Performance reporting – Statutory Authorities and Government Companies for the year ending 30 June 2014* (September 2015). The OAG publishes General Reports each year that summarise the findings from the annual financial audits. The OAG published the most recent General Report on the 2019 financial statements in December 2020.³ That General Report stated that the quality of financial statements is improving. In May 2021, the OAG also published the second report in its trilogy of performance audit reports on *Improving Financial Accountability and Transparency* in progress. That report on *Financial Management and Reporting* also concluded that financial management and reporting have improved significantly over the five years from 2014–15 to 2019.⁴ The PAC held a hearing on this report on 20th July 2021.
- *Collecting Government Revenues* (September 2015) was assessed as Amber in 2018. The OAG followed up on most of the recommendations made in its 2015 report in *Customs in the Cayman Islands* that was published in May 2019.⁵ The PAC held hearings on the *Customs* report in October 2019 and published its own report on 1 July 2020. We will provide an update on implementing the recommendations made about *Customs* in our next report in this series of follow-up on past PAC recommendations later in 2021 (see below).

FUTURE REPORTS

The OAG plans to publish a series of four reports (including this report) during 2021 that will provide the PAC with updates on the Government's progress with implementing previous PAC and OAG recommendations that were made in PAC reports tabled in the Parliament by the end of December 2020.

The series of reports will focus on eleven PAC (and OAG) reports that include a total of 237 recommendations to the Government, SAGCs and other bodies; the OAG made 145 recommendations and a further 92 were made by the PAC.

As a result of the number of total recommendations, the OAG decided to prepare a series of reports on the implementation of recommendations for the following two main reasons:

³ *Financial Reporting of the Cayman Islands Government: General Report for 31 December 2019*, Office of the Auditor General, December 2020

⁴ *Improving Financial Accountability and Transparency: Financial Management and Reporting*, Office of the Auditor General, December 2020

⁵ *Customs in the Cayman Islands*, Office of the Auditor General, May 2019

- To enable the PAC to make the best use of the information, we aim to keep the reports to a manageable size and make them as user-friendly as possible.
- Making the best use of OAG resources. Following up on the implementation of recommendations is a resource-intensive process. We often need to get further updates from senior civil servants to allow us to provide a current assessment as time has passed since the Government Minute was prepared. Breaking up this work into a series of reports helps the OAG make the best use of its resources.

In addition to this report (i.e. Report 1), the OAG plans to report on progress with the implementation of past recommendations as follows:

Report 2

<i>OAG report</i>	<i>PAC report tabled</i>	<i>Government Minute tabled</i>	<i>Total Recommendations</i>
<i>Major Capital Projects Follow Up</i> (October 2017)	6 September 2018	14 October 2020	14
<i>Government's use of Consultants and Temporary Staff</i> (February 2018)	22 November 2018	14 October 2020	29
<i>Government's use of Outsourced Services</i> (June 2019)	1 July 2020	14 October 2020	17
<i>Customs in the Cayman Islands</i> (May 2019)	1 July 2020	14 October 2020	20
Total recommendations			80

The second report will provide an update on progress with implementing a total of 80 recommendations covering four reports; 57 recommendations made by the OAG and 23 made by the PAC.

Report 3

<i>OAG report</i>	<i>PAC report tabled</i>	<i>Government Minute tabled</i>	<i>Total Recommendations</i>
<i>Workforce planning and management in Cayman Islands Government</i> (April 2018)	10 April 2019	14 October 2020	16
<i>Fighting Corruption in the Cayman Islands</i> (November 2018)	13 November 2019	27 July 2020	17
<i>School Education</i> (November 2019)	1 July 2020	14 October 2020	21
Total recommendations			54

The third report will provide an update on progress with implementing a total of 54 recommendations covering three reports; 42 recommendations made by the OAG and 12 made by the PAC.

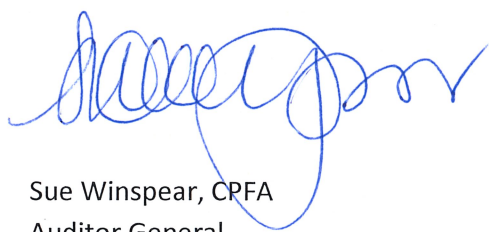
Report 4

<i>OAG report</i>	<i>PAC report tabled</i>	<i>Government Minute tabled</i>	<i>Total Recommendations</i>
<i>Efficiency of Summary Courts</i> (November 2019)	1 July 2020	Not yet tabled	13
<i>Efficiency and Effectiveness of the Utilities Regulation and Competition Office (OfReg)</i> (June 2020)	12 December 2020	Not yet tabled	40
Total recommendations			53

The fourth report will be prepared after the Government Minutes for the PAC reports have been tabled in the Parliament. It will provide an update on progress with implementing the 53 recommendations made in these two reports; 25 recommendations made by the OAG and 28 made by the PAC.

CONCLUSION

1. In October 2018, I reported that the Cayman Islands Government (the Government) was making progress in implementing the Public Accounts Committee's (PAC) and my Office's recommendations, albeit slow. It is disappointing that since then, the Government has fallen significantly behind in its reporting of progress in implementing OAG and PAC recommendations. A number of Government Minutes were tabled in the last quarter of 2020, but many of the formal responses were late; some were tabled more than a year after the three-month timescale required by the Parliament's Standing Orders. As at February 2021, the Government had not formally responded to five PAC reports. This is a major accountability gap.
2. I have provided an update on the Government's progress with implementing the recommendations in two reports that I had previously assessed, in October 2018, as having made only limited or some progress. These reports relate to two significant policy areas, healthcare and social assistance. It is disappointing to note that there continues to be very limited progress in implementing the recommendations made to improve these services that affect the country's most vulnerable people.
3. My Office published its report on social assistance programmes in May 2015 and the PAC has published three reports as a result of hearings on the original report and subsequent follow-up reports. It is unacceptable that such limited progress has been made seven years later. We understand that legislation has now been drafted but it is not clear when this will be brought to the House of Parliament for discussion and debate or if it fits with the new government's aspirations for social development. I also note that there is still no overarching strategy to provide clarity on the vision, objectives and goals for social assistance programmes.
4. I published my report on the healthcare system in January 2017 and the PAC has held hearings on that report twice. Since the report was published, the health strategy has expired and limited progress has been made in implementing any of the recommendations made. Again, it is concerning that such limited progress has been made in implementing recommendations aimed at improving such a significant policy area that provides services to the entire population.



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Auditor General
George Town, Grand Cayman
Cayman Islands

4 August 2021

APPENDIX 1 – ENSURING QUALITY HEALTH CARE AND A HEALTHY POPULATION (JANUARY 2017)

In October 2018, the OAG assessed the Government's progress with implementing the recommendations in this report as Amber (some progress). The PAC took evidence from Ms. Jennifer Ahearn, then Chief Officer, Ministry of Health, Environment, Culture & Housing (MHECH) on 17th January 2019 and produced a separate report as a result of this hearing, which was tabled in the then Legislative Assembly on 10th April 2019. That report included an additional two PAC recommendations for MHECH (which have been added to this Appendix for completeness).

OAG comment on Government response (2021): As reported earlier, the Government has yet to provide a formal response to the PAC's April 2019 report. We therefore met with the Acting Chief Officer of MHECH, Ms. Nellie Pouchie in December 2020 and obtained an update on progress against each of the recommendations in January 2021.

Based on the update provided and further discussions during 2021, the OAG has assessed the Government's overall progress with implementing the OAG and PAC recommendations as **Red** (limited progress) as there has been no progress since October 2018; four years after the original OAG report published in January 2017.

The table below provides information on the original OAG recommendations and management responses as at January 2017, updates based on the Government Minute as at June 2018, OAG's comments and assessments as at October 2018, updated responses from MHECH as at January 2021 and OAG's updated assessment of progress based on these.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
1. The Government should update the National Health Policy and Strategic Plan for the Cayman Islands, including developing the operational plan necessary for its implementation and the monitoring and evaluation plan required to track progress and results. (OAG)	As noted in the OAG report, the Ministry is sometimes faced with having to deliver on changing policy priorities for the Government of the day. However, the Ministry will endeavour to complete this in the second half of 2017. Planned Implementation date: Review – September 2017; Operational Plan – March 2018	The Government accepts the recommendation, and it will endeavour to complete the review of the National Health Policy and Strategic Plan in the second half of the year 2018. The operational plans for the NHPP will be developed shortly after. Planned implementation date: Review: July - December 2018; Operational Plan: TBC	Recommendation to be implemented but not started as at June 2018. The Ministry now plans to review the National Health Policy and Strategic Plan for the Cayman Islands (NHPP) by the end of December 2018. This is one year later than the original implementation date. The NHPP was for the period 2012-2017. It is not clear if the plan has been rolled forward to cover the period until a new NHPP is published. The PAC may wish to follow up on this.	No further update as at January 2021. The Ministry will review this once the new administration commences in June 2021.	No progress. The PAC may wish to ask for an update on plans to develop a new national health policy and strategic plan, and a supporting operational plan. The PAC may also wish to investigate the reasons for delays in updating the health policy and strategy as it was originally planned to be reviewed in September 2017.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
2. The Government should proceed with a law review for the systematic updating of the health system legislative framework. (OAG)	Recommendation is noted. Planned Implementation date: June 2017	The Government accepts the recommendation. The review and update of the <i>Health Practice Law</i>, <i>Pharmacy Law</i> and the <i>Public Health Law</i> are currently included in the workplan for the Ministry for the financial years 2018-2019.	Recommendation being implemented but not clear if started. The recommendation has been accepted and will be implemented during 2018 and 2019. The planned implementation date is now 12-30 months later than originally planned.	No further update to the <i>Pharmacy Law</i> and the <i>Health Practice Law</i>. Ongoing work and amendments to the <i>Public Health Law (2002 Revision)</i> with the Legislative Drafting Department. Ministry will revisit when new administration commences in June 2021.	In progress. The OAG is aware from its ongoing performance audit on HSA's Outpatient Pharmacy Services that the <i>Pharmacy Act</i> has been redrafted and was in the process of being reviewed. The PAC may wish to ask for an update, such as reasons for delays as these were originally planned for 2018–19, and indicative timescales for bringing forward updated legislation to the Parliament.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
3. The Government should strengthen its relationships with private health care providers and the two-way communication required for it to develop an effective health care system. (OAG)	Recommendation is noted. Planned Implementation date: On-going	The Government agrees with this recommendation. This is an ongoing effort between the Ministry and private stakeholders from the relevant Councils through various meetings. The Ministry continues to engage the members of the Cayman Islands Medical and Dental Society and other health professional bodies to review policies and strategies to pursue national goals.	Recommendation implemented as at October 2018. Note that the OAG did not assess the level of engagement between the Ministry and its private stakeholders. Ministry update as at January 2021 - This remains a work in progress. During the early days of the COVID-19 pandemic, significant partnerships between public and private sectors healthcare providers were developed. This collaboration has continued and the Ministry hopes to have more engagement with the private healthcare providers once the review of the legislative framework commences.		
4. The Government should assess whether it has the capacity required to execute the roles and responsibilities it has	Recommendation is noted.	The Government agrees with this recommendation. Included in the Strategic Policy	Recommendation being implemented.	A policy advisor with responsibility for the subject of health was recruited in February 2019. The	In progress. The response states that although staffing has been

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
assumed for the Cayman Islands health system, and take appropriate corrective action. (OAG)	Planned Implementation date: SPS for 2018 FY	Statement for the financial year 2018 are an additional Policy Officer position, two Administrative Secretary positions for the Department of Health Regularity Services, and one Health Insurance Inspector position (also for DHRS). Since the publication of this report, the Public Health Department has employed one additional Surveillance Officer to assist with collection of data on non-communicable diseases.		Ministry also recruited a fulltime Chief Medical Officer in May 2019. This is still not adequate for the Health Policy Team but certainly an improvement in the capacity. The recruitment of the administrative secretaries, now referred to as Compliance Officers 1 and 2, for the DHRS is ongoing. The DHRS has 4 fulltime Compliance Officers 2 and is currently recruiting for 2 Compliance Officers 1. The Compliance Officers 1 will provide due diligence on the applications received from healthcare practitioners seeking	increased, it is still insufficient. The PAC may wish to ask for an update on staffing requirements as a result of the recent changes to the Ministry's portfolio. If the need for additional staff has been identified, the PAC may also wish to ask whether these have been budgeted for as part of the upcoming budget for 2022–23, and plans for recruitment.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
				registration and licensing and, also to provide support to the Registrar. With regards to the recruitment of an additional Health Insurance Inspector the post was advertised in 2019 but no suitable, qualified and experienced applicant was identified. However, in the interim a temporary contract was offered to someone who has come on board. The post of HI Inspector will be re-advertised in early 2021. The Ministry is currently recruiting an additional Deputy Chief Officer who will have primary focus on Health & Admin. The	

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
				Ministry hopes to have this vacancy filled by March/April 2021. A full review of the staffing structure of the Ministry needs to occur in 2021.	
5. The Government should review policies and practices for the registration of practitioners and the inspection of health care facilities. It should take steps to ensure that all qualified practitioners are appropriately registered and regulated and that all facilities at which health care services are provided by qualified practitioners are appropriately	Recommendation is noted. While there is a legislative/regulatory framework in place, it is often difficult to monitor and enforce due to limited resources. Planned Implementation date: Review completed by end of July 2017.	The Government agrees with this recommendation. While there is a legislative framework to register and license practitioners and health care facilities, as well as to regulate compliance, the legislation requires a provision to impose fines for those persons who provide health services but are not registered with any of the Councils. This will be reviewed as part of the review	Recommendation being implemented but not clear if started. The Ministry agrees with the recommendation and states that it will be viewed as part of the Health Practice Law and Regulations. See response and OAG comment at recommendation 1 above.	No further update as at January 2021.	No progress. The PAC may wish to investigate the reasons for delays in updating the <i>Health Practice Act</i> and Regulations, and plans to review policies and procedures for the registration of practitioners and the inspection of healthcare facilities.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
inspected and certified. (OAG)		of the Health Practice Law and Regulations.			
6. The Ministry of Health should receive regular reports on the nature and extent of compliance with the Health Practice Law and Health Insurance Law and Regulations to ensure that it has the information it needs to take appropriate corrective action as necessary. (OAG)	Recommendation is noted. The Ministry does receive monthly HoD reports and updates at the monthly Health Insurance Commission meetings, however will review and discuss possible consolidation of this information for future reports. Planned Implementation date: January 2017	The Government notes this recommendation. This Ministry receives monthly reports from the Director of the Department of Health Regulatory Services and the Chief Officer attends monthly board meetings of the Health Insurance Commission.	Recommendation implemented as at October 2018.		
7. The Government should put in place a performance management and reporting framework for the Cayman Islands health system to	This recommendation is noted and will be incorporated into the discussions for the review of the NHPP to ensure that metrics being tracked and	The Government agrees with this recommendation. Once the review of the National Health Policy and Strategic Plan has been	Recommendation to be implemented but not yet started. The Ministry agrees with the recommendation and	No further update as at January 2021. However, the CMO intends to develop and rollout a National Healthcare Standards	Recommendation to be implemented but not yet started. We understand from discussions with the Ministry

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
inform decision making and provide accountability to the Legislative Assembly and the public. (OAG)	reported are linked to the agreed strategic directions in the revised NHPP 2017. Planned Implementation date: To be incorporated into the review of the NHPP in the second half of 2017.	completed, a Monitoring and Evaluation plan will be developed, which will incorporate the performance management and reporting framework for the Cayman Islands health system.	commits to implementing this after the NHPP has been reviewed (by the end of 2018). However, it does not provide a timescale for developing the performance management and reporting framework. The PAC may wish to request that a timescale is provided for completing this recommendation.	programme using the UK's NICE guidelines and to be adopted by all health care facilities. So far, the meetings held include a multi-stakeholder group of public and private persons. In addition, the CMO intends to provide an annual report on the health system to be tabled in Parliament by the Minister of Health.	that work had started on the development of national standards to inform an annual report but this was put on hold during the COVID-19 pandemic. The Ministry expects work to restart in Q3 of 2021.
8. The Government should evaluate the design and performance of the CayHealth programme and, as appropriate, extend it to cover a wider population. (OAG)	Recommendation is noted and agreed. Planned Implementation date: Evaluation by end of March 2017.	The Government agrees with this recommendation. In 2010, the CayHealth programme was established and designed as a pilot programme for medical indigents to	Recommendation being implemented.	No further update as at January 2021. The planned roll out to civil servants has not been implemented.	No progress. The PAC may wish to investigate reasons why the CayHealth programme has not been rolled out to

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
		ensure continuity of care by assigning a preferred primary care physician to each indigent. The Health Services Authority in collaboration with the Ministry has agreed to expand the CayHealth programme to members of the Cayman Islands Civil Service Association (CICSA) and the H.S.A. staff. The discussions between the H.S.A. and CICSA are currently ongoing.			civil servants as previously planned.
9. The Government should ensure that health statistics used for purposes of planning, management and accountability distinguish between	This recommendation is noted. It should be borne in mind that individuals who are currently “non-Caymanian” may	The Government notes the recommendation, and would add that expectation is that the health care system	No progress. We understand from discussion with the Ministry that they are still considering	No further update as the Ministry agrees that health care provided should be for	Recommendation not accepted.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
Caymanian and non-Caymanian populations. (OAG)	become Caymanian, permanent residents, or spouses of Caymanians. Also need to remember that the expectation is that the health care system needs to address the needs of all residents, regardless of immigration status. Planned Implementation date: None specified.	would address the needs of all residents, Caymanian or non-Caymanian; the immigration status of the individual does not matter.	whether and how it might implement this recommendation.	all and not specific populations.	
10. The PAC recommends that the Ministry re-assess the report: and as well as carefully consider the nine recommendations and produce a plan to implement the suggested recommendations. (PAC)	N/A	Comprehensive responses to the nine recommendations have now been provided above.	Recommendation implemented. OAG comments included at recommendation 1 to 9 above.		Limited progress See OAG comments included at recommendation 1 to 9 above.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
11. The PAC strongly recommends, given the magnitude of the expenditures and the impact of these findings on the Health of the Country, that the Government address these concerns with some urgency:					
(a) The Ministry of Health, with the advice of the HSA Medical Director, and in consultation with the Medical and Dental Council, should issue a policy on how to develop Caymanian Doctors, to Board certification level and provide a grant to the HSA to fund these staff developments through proper training.	N/A	The Ministry of Education confirms that for the financial years 2018-2019, the amount of \$500,000 (per annum) has been allocated to TP 83 – Scholarships Medical [to] fund scholarships to assist Caymanian doctors to pursue post-graduate studies to board level certification.	Recommendation partly implemented. Funds have been made available but it is not clear if a policy has been developed on how to develop Caymanian doctors	The Ministry will check with the Medical Director and the Ministry of Education to enquire whether there is a written policy on the development of Caymanian doctors who are desirous of pursuing post-graduate qualification. Whilst this is encouraged there are factors preventing	No progress. The PAC may wish to inquire whether a written policy for the development of Caymanian doctors exists.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
				persons from pursuing further education.	
(b) The Ministry of Health in consultation with the Health Insurance Commission should review relevant legislation to enable private sector coverage into retirement.	N/A	The Ministry of Health in consultation with the Health Insurance Commission has engaged a Canadian company, Mornaue Sheppel to conduct a feasibility study and determine the premium for a standard Health Insurance Contract for persons age 65 and over. This study commenced in March 2018 and is expected to be completed in late 2018.	Recommendation being implemented. The timescale for completion is late 2018. The PAC may wish to ask for an update on progress at the end of 2018.	The study was completed and a draft report prepared in mid-2019. No further update as at January 2021.	No progress. The PAC may wish to ask for an update on the outcome of the consultant's review which was received in mid-2019. The PAC may also wish to inquire if there are any plans to change the requirements for private sector healthcare insurance to extend cover beyond retirement.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
(c) The Medical Officer of Health should collect relevant health data from the private sector as well as the HSA in future and should publically report on both sets of data on a regular basis to help inform policy and decision making. (PAC)		A robust national Health Information Management System will help to detect health problems, define priorities, plan, and identify where to allocate resources to improve outcomes. Once this is developed, other relevant data from public and private sectors will be collected to help inform policy and decision making.	Recommendation to be implemented but not yet started. See response to recommendation 7 above.	No further update as at January 2021. The CMO proposes to submit an annual report on the health status of the Cayman Islands population as soon as is feasible.	Recommendation to be implemented but not yet started. We understand from further discussion with the Ministry that work had started on the development of national standards to inform an annual report but this was put on hold during the COVID-19 pandemic. The Ministry expects work to restart in Q3 of 2021.
12. MHECH should consider Canada as an option for Caymanian doctors to obtain specialty board certification. (PAC 2019)	N/A	N/A	N/A	No updated received.	No update provided. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (January 2017)	Government response (June 2018)	OAG comment (October 2018)	Government response (January 2021)	OAG comment (July 2021)
13. MHECH should consider ways to reduced costs of healthcare such as duty removal from drugs and medical supplies as well as educing HSA's 100% mark-up on the cost of drugs.	N/A	N/A	N/A	No update received.	No update provided. The PAC may wish to ask for an update.

APPENDIX 2 – GOVERNMENT PROGRAMMES SUPPORTING THOSE IN NEED (MAY 2015)

The OAG published its report *Government Programmes Supporting Those in Need* in May 2015. The PAC held six meetings to consider the report between 23 June 2015 and 22 June 2016. In its report, the PAC agreed with the Auditor General's 12 recommendations and made a further two recommendations.

In July 2017, the OAG assessed the Government's progress with implementing the recommendations in the PAC's 2016 report as Red (limited progress). As a result, the PAC took evidence from Ms. Dorine Whittaker, Chief Officer, Ministry of Community Affairs on 16th August 2017. It then held a further hearing on 6th September 2017 at which it took evidence from Ms. Whittaker; Ms. Felicia Robinson, (then) Director of Department of Children and Family Services; and Ms. Tamara Hurlston, Director of Needs Assessment Unit. The PAC produced a separate report as a result of those hearings - *Social Assistance Programmes: Follow-Up on past PAC recommendations (July 2017)* – and tabled this report in the then Legislative Assembly on 16th March 2018. The PAC's second report re-endorsed the OAG's original 12 recommendations and made an additional three recommendations.

In October 2018, the OAG assessed the Government's progress with implementing the recommendations:

- In the PAC's 2016 report as Red (limited progress). The overall conclusion stated that the Ministry of Community Affairs had started work to develop a social assistance strategy, although timescales were not yet confirmed. The implementation of most other recommendations is dependent on the strategy being in place. This means that overall limited progress has been made at this stage – no change since July 2017.
- In the PAC's 2018 report as Amber (some progress). The overall conclusion stated that most of the recommendations were being addressed although the timescale for one was unclear. The assessment of progress of the OAG's original twelve recommendations had affected the overall assessment for this report.

The PAC took further evidence on these reports from five witnesses from the Ministry of Community Affairs on 17th January 2019. The witnesses included: Ms. Teresa Echenique, Chief Officer; Mr. Andre Ebanks, Deputy Chief Officer; Ms. Sophie Banner, Senior Policy Officer; Ms. Tamara Hurlston, Director, Needs Assessment Unit; and Mr. Matthew Hylton, Deputy Director, Needs Assessment Unit. The PAC produced a separate

report as a result of that hearing, which was tabled in the then Legislative Assembly on 10th April 2019. That report included an additional four PAC recommendations for the Ministry.

As highlighted earlier in this report, the Government had not provided a formal response (Government Minute) to the PAC's 2019 report as at February 2021. As a result, the OAG requested an update from the then Chief Officer of the Ministry of Community Affairs (Ms. Teresa Echenique) in early 2021. The Chief Officer provided the response in June 2021.

Note that since the re-organisation of the Cayman Islands Government after the April 2021 election, responsibility for this area now sits within the Ministry of Investment, Innovation and Social Development. The Chief Officer responsible is now Mr. Eric Bush.

OAG comment on Government's latest response (June 2021): The Ministry of Community Affairs had made no further progress in implementing the recommendations since we provided our previous update in 2018. On this basis we have assessed the Government's overall progress with implementing the recommendations in the reports as **Red** (limited progress).

This appendix provides an update on progress on all recommendations made by the OAG and PAC in relation to the original OAG report and subsequent PAC reports i.e. 25 recommendations in total. To aid understanding, we have identified who made the recommendation and when. The table provides, for each of the original recommendations, the management responses provided in 2017 (to OAG), management responses provided in Government Minutes in October 2016 and updates provided by management to OAG in August 2018 and June 2021. The table also includes OAG comments and assessments in July 2017, October 2018 and July 2021.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
1. The Government should develop a coordinated social assistance strategy, including clear priorities and the	The Ministries involved accept the recommendation that a coordinated social assistance	The Government accepts the recommendation. In order to implement the	Modernisation of Social Assistance Programmes has been included in Phase Four of the Project Future	The OAG met with MCA management on 2 August 2018 to get an update on progress.	Recommendation being implemented. This approach seems reasonable.	See summary report, specifically 1-4.	No progress. The summary report does not mention the development of a

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
specification of desired results, to provide overall direction for planning and delivering social assistance and monitoring the results achieved. (OAG)	strategy is needed for the Cayman Islands. As the Government has committed to improving the lives of the most vulnerable persons in our society, this would require formal approval by Cabinet to begin this process. Planned implementation date: Subject to date set by the Government.	recommendation a formal approval from Cabinet is required. As of August 2016, this recommendation is in the scope of the OBC.	programme. The Ministry awarded a contract in January 2017 to prepare an Outline Business Case (OBC) for the project. We understand that the OBC was due to be prepared by the end of March 2017. We have not seen the OBC to assess its content or whether it addresses the recommendation . We are not aware of the overall timescale for the project. The PAC may wish to ask for an update.	The Ministry is in the process of reviewing data, statistics, research, including the Outline Business Case prepared in 2017, to inform the development of a strategy for social assistance (for programmes that fall within the remit of MCA). The Ministry also plans to consult with stakeholders to inform the development of the strategy. It has developed an internal working group to take forward this	The PAC may wish to ask for an update on progress with developing the strategy, including timescales, after the Ministry has concluded its work in 2018.	We have reproduced the summary report provided by the Chief Officer of MCA at pages 61-62).	social assistance strategy. Despite Ministry officials giving evidence to the PAC in 2018 that a strategy was being developed. The PAC may wish to ask for an update on this and clarify if a strategy is being developed in line with the original recommendation and, if so, what the timing is for this.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
				work during the remainder of 2018. The Ministry is of the view that the strategy needs to be developed first and this will support the implementation of all of the other OAG recommendations			
2. The Government should assess the manner in which roles, responsibilities and budgets are assigned, with a view to facilitating a coordinated social assistance programme. (OAG)	The Ministries agree with the recommendation and this will form part of the coordinated social assistance strategy once approved by Cabinet. <i>Planned implementation</i>	The Government agrees with this recommendation and this will form part of the coordinated social assistance programme once approved by Cabinet.	No update is provided to the original management response.	See response to recommendation 1	No progress. See OAG's comment on Government Responses and recommendation 1.	No update provided.	No progress. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	<i>date:</i> Subject to date set by the Government.						
3. The Government should develop the means to measure and monitor performance, and to provide the Legislative Assembly with regular feedback on the results achieved by the social assistance programmes. (OAG)	The Ministries agree with the recommendation. This should form part of the strategy as outlined previously at responses 1 and 2 above. <i>Planned implementation date:</i> TBD	The Government agrees with this recommendation. This should form part of the strategy as outlined previously at responses 1 and 2 above. All the agencies involved in these processes are expected to develop mechanisms for monitoring, evaluation and reporting. Subject to additional resources being provided, the	The update states that additional resources are needed to implement this recommendation . It does not specify the extent of additional resources needed or whether they have been received in 2016-17.	See response to recommendation 1	No progress. See OAG's comment on Government Responses and recommendation 1.	No update provided.	No progress. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
		Government expects that this strategy would be implemented in the 2016-17 budget year.					
4. The Government should develop the means to obtain up-to-date information on potential needs for social assistance as well as information on trends in such needs to assist in the development and maintenance of a coordinated strategy. (OAG)	The Ministries accept that it is important to have this recommendation actioned. However, it would be imperative that the responsible agency be adequately resourced in order to efficiently carry out this function. It should also be noted that presently the NAU is understaffed and thereby unable to perform the necessary	The Government accepts the importance of this recommendation. However, it is imperative that the responsible agency be adequately resourced in order to efficiently carry out this recommendation. It should be noted that at present the NAU is understaffed and thereby unable to perform the necessary	There is no update to the original management response. The original response stated that additional resources were required to implement the recommendation . There is no indication of the extent of additional resources needed.	See response to recommendation 1 The Ministry is currently collecting and analysing data; and plans to consult with stakeholders, including users to help inform the need for social assistance.	Recommendation in progress. See OAG's comment on Government Responses and recommendation 1.	No update provided.	No progress. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	research required to determine trends and appropriate strategies. However, should the NAU be adequately staffed, the Unit would be able to coordinate this information with other Departments within the Government such as the Department of Economics and Statistics. Planned implementation date: TBD	research required to determine trends and appropriate strategies. Should the NAU be adequately staffed, the Unit would be able to coordinate this information with other Departments within the Government such as the ESO.					
5. The Government should set clear, realistic and measurable	Agree. The Ministry of Community Affairs	The Government agrees with this recommendation.	Recommendation in progress.	See response to recommendation 1	No progress.	Staffing was supported and provided to	No progress.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
objectives for each social assistance programme to provide a basis for assessing its performance.	currently has policies in place for: Temporary Poor Relief, Permanent Poor Relief and Seaman Ex-gratia Payments. The NAU is currently using a Ministry approved Eligibility criteria for all forms of poor relief assistance' policy since September 2014. The Ministry is also operating under a 2002 Cabinet approved policy in order to determine applicants eligibility. However, the Ministry has proposed the revisions to the	The Government currently has policies in place for the following types of relief: Temporary Poor Relief, Permanent Poor Relief and Seaman Ex-gratia Payments. Since September 2014, the NAU is using a Ministry approved revised 'Eligibility criteria for all forms of poor relief assistance' policy. Unfortunately due to the NAU being severely understaffed implementing this recommendation would not be	The update states that Cabinet approved new Seamen criteria in November 2015 and that further proposed changes to the criteria were with the Minister for consideration. The update states that Cabinet needs to make a policy decision to address the concerns regarding health insurance for Seamen and Veterans. It does not specify		See OAG's comment on Government Responses and recommendation 1	NAU to accommodate the transition of Seaman/Veteran Services as a part of NAU services. However, the Ministry continued to assist with Seaman/Veteran services to ensure timely review of applications and provision of payment. As with other services for persons 60 and older, the intent was to have these services managed by staff at the	It is not clear how the updated response addresses the original recommendation made. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	criteria based on the recommendations of the 2013 internal audit. These proposed changes are being prepared for Cabinet consideration and approval. It should be noted that while the Ministry agrees with this recommendation, it is imperative that additional human resources are obtained in order to effectively measure the impact of the financial assistance.	possible without additional resources. The Government is also operating under a 2002 Cabinet approved policy to determine eligibility and in November 2015 Cabinet approved the new Seamen Criteria. The Government has proposed revisions to the criteria based on recommendations from the 2013 Internal Audit. These proposed changes are currently with the Minister responsible for Community	whether Cabinet has been requested to make such a policy decision. The original and updated responses state that additional resources were required to implement the recommendation . No indication is given of the extent of additional resources needed. The PAC may wish to ask for an update.			Senior Centre. It is uncertain what direction the new Ministry with oversight for this matter wishes to take.	

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	Clear, realistic and measurable objectives for medical insurance for Seamen and Veterans are set out in section 5(4) of the Health Insurance Law (2013 Revision). Further, the Ministry has developed a Policy Document for the enrolment of Seamen and Veterans for Medical Insurance which include a basis for assessing the Programme. Planned implementation date: The NAU is severely understaffed and	Affairs, Youth and Sport for consideration and approval to be presented to Cabinet. Whilst Government agrees with the recommendation, it is imperative that additional human resources are obtained in order to effectively measure the impact of the financial assistance. Clear and measurable objectives for medical insurance for Seamen are set out in Section					

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	pending additional resources this recommendation would not be possible.	5 (4) of the Health Insurance Law (2013 Revision). Further the Ministry has developed a Policy document for the enrolment of Seamen and Veterans for medical insurance which includes a basis for assessing the Programme. To address the concerns regarding health insurance for Seamen and Veterans would require Cabinet making a policy decision.					
6. The Government should develop legislation that provides	The Ministry of Community Affairs agrees with the	The Government agrees with this recommendation	No update is provided to the original	See response to recommendation 1	No progress.	In 2020 a staff member was seconded from	In progress but significant delays.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
appropriate authority for programmes to pay benefits to Seamen and ex-service men, and arrange for the subsequent development of policies, criteria and operational procedures consistent with legislation. (OAG)	recommendation and has revised the current approved criteria for the benefits. The proposed recommendations are currently before Cabinet for its consideration and approval. Additionally, the Ministry of Community Affairs further advises that this should form part of the elderly legislation and the social assistance strategy. The medical insurance benefits for Seamen and Veterans are set out in section 5(4) of the Health	and has revised the current Cabinet approved criteria for the benefits. The proposed recommendations are currently before Cabinet for its consideration and approval. Additionally, the Ministry of Community Affairs further advises that this should form part of the elderly legislation and the social assistance strategy. The medical insurance benefits for Seamen and Veterans are set out in section 5(4)	management response. The Older Persons Law 2017 passed by the Legislative Assembly in March 2017 does not include any provisions for programmes to pay benefits to seamen and ex-service men. The Older Persons Policy 2016 refers to benefits and subsidies but it is not clear if this policy is being implemented. The PAC may wish to ask for an update.		See OAG's comment on Government Responses and recommendation 1	the Cabinet Office to assist with the review of the Older Persons Action Plan and establishment of a Senior Centre to ensure all services for persons 60 and older are considered and administered by one entity. Despite the opening of a Senior Centre in April 2021, the review and further development was still ongoing.	The response does not address the original recommendation made. However, Item 4 in the Summary Report (pages 61-62) and the response to recommendation 7 below state that revised legislation has been drafted and handed over to the new Ministry.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	Insurance Law (2013 Revision). Further the Ministry of Finance & Economic Development has developed a Policy Document for the Enrolment of Seamen and Veterans for Medical Insurance that sets out policies, criteria and operational procedures which are consistent with the Law. Planned implementation date: TBD	of the Health Insurance Law (2013 Revision). Further the Ministry of Finance & Economic Development has developed a Policy Document for the Enrolment of Seamen and Veterans for Medical Insurance that sets out policies, criteria and operational procedures which are consistent with the Law.					
7. The Government should follow through on the 2013-14 Strategic Policy Statement	The Ministry of Community Affairs has drafted regulations for the	The Government agrees with this recommendation. However, in order	The update states that draft Regulations were being	See the Ministry's response to PAC recommendation	Recommendation partly being implemented.	Despite delays in 2020, a drafted bill and regulations	In progress but significant delays.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
to amend the Poor Persons (Relief) Law and to develop accompanying regulations so as to provide sound legislative authority for poor relief programmes including the basis for the development of criteria needed to effectively manage the programmes. (OAG)	Poor Persons Relief Law and these should be presented to Cabinet for their consideration and approval prior to June 30, 2015. Furthermore, the Poor Persons Relief Law needs to be amended to reflect the over-arching philosophy of the social assistance strategy and best practice. Planned implementation date: TBD	to action the recommendation a policy decision is required to be made by Cabinet. The Ministry of Community Affairs has drafted regulations for the Poor Persons Relief Law and these should be presented to Cabinet for their consideration and approval prior to June 30, 2015. Furthermore, the Poor Persons Relief Law needs to be amended to reflect the over-arching philosophy of the social assistance	reviewed by Legal Drafting. It did not provide an indicative timescale for completion. The PAC may wish to ask for an update.	4 on PAC report social assistance programmes FU on past PAC recommendations (Appendix 4).	The Ministry is currently reviewing the Poor Persons (Relief) Law. The review is due to be completed by the end of 2018. After which, revised legislation will be drafted. However, based on the Ministry's response to recommendation 1 above the drafting of revised legislation is linked to the development of a social assistance strategy.	were provided to the new Ministry with oversight for NAU to finalize.	The PAC may wish to ask why the drafting of the legislation has taken so long, when it was expected to be completed by the end of 2018. The PAC may also wish to ask for an indicative timescale for revised legislation to be brought to the Parliament.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
		strategy and best practice. The Government is happy to report that after some unforeseen delays, draft Regulations are being reviewed by Legal Drafting.					
8. The Department of Children and Family Services (DCFS) together with the Ministry of Health should develop and document policies, eligibility criteria and procedures to guide the assessment of people as indigents for purposes of health insurance and	In accordance with Section 2 of the Health Insurance Law (2013 Revision), indigent persons are defined as a person, who in the opinion of the Minister for the time being responsible for Social Services on the advice of the Director of Children and	In accordance with Section 2 of the Health Insurance Law (2013 revision), indigent persons are defined as a person, who in the opinion of the Minister for the time being responsible for Social Services on the advice of the Director of Children and	Recommendation in progress. The response states that medical indigent coverage has now been completed and implemented. The original OAG recommendation referred to DCFS working with the Ministry of Health. The	See response to recommendation 1 The working group plans to revisit a proposal developed in 2016 by MCA and Ministry of Health to address this recommendation .	No further progress. See OAG's comment on Government Responses and recommendation 1	The intent by the Ministry of Health to review and update relevant sections of the <i>Health Insurance Law</i> related to Indigent Medical would minimize or remove responsibilities from NAU and DCFS. However,	No progress. The PAC may wish to ask the Ministry of Health about the delays in updating the <i>Health Insurance Act</i>.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
medical services. (OAG)	Family Service, is unable by reason of inadequate resources, to pay for health insurance or medical services. The Department of Children and Family Services has revised their policy for advising the Minister responsible for Social Services in regards to indigent medical and this currently being reviewed. Planned implementation date: 30 June 2015	Family Service, is unable by reason of inadequate resources, to pay for health insurance or medical services. The DCFS has revised their policy for advising the Minister responsible for Social Services in regards to indigent medical and this currently being reviewed. Medical indigent coverage has been completed and implemented based on the requirements of the Health Insurance Law (2013 Revision).	Government response refers to working with the NAU (which is in the same Ministry as DCFS). It is not clear from the response if DCFS and the Ministry of Health are working together as recommended.			as an interim measure, ongoing support and services continue to be extended by DCFS and NAU based on existing criteria and guidelines.	

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
9. The Government should ensure that regular re-assessments of eligibility are carried out in all programmes that determine eligibility on the basis of a person's financial circumstances. (OAG)	Recommendation 9 was implemented as at July 2017 .						
10. The ministries responsible should take steps to ensure that eligibility for benefits is determined by robust and transparent application of eligibility criteria, and clearly supported by evidence in	Since September 2014, the NAU is operating on a Ministry approved policy for temporary poor relief. The policy outlines the eligibility criteria which require the applicant to provide supporting documentation	Since September 2014, the NAU is operating on a Ministry approved policy for temporary poor relief. The policy outlines the eligibility criteria which require the applicant to provide supporting documentation	Recommendation in progress. Update states that the revised criteria used since September 2014 are included within the scope of the OBC. The PAC may want further	See response to recommendation 1	No progress. See OAG's comment on Government Responses and recommendation 1	Ongoing review of the criteria was being guided by the DCO. However, changes were subject to the progress of the legislation.	Limited progress. The PAC may wish to ask for an update See response to Recommendation 7 above regarding delays in revising the legislation.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
programme files. (OAG)	and specific requirements in order to receive financial assistance. The eligibility criteria for medical insurance for Seamen and Veterans are set out in section 5(4) of the Health Insurance Law (2013 Revision). Since the Ministry of Finance & Economic Development assumed responsibility for the management and processing of health insurance benefits for Seamen and Veterans in November 2013,	and specific requirements in order to receive financial assistance. The eligibility criteria for medical insurance for Seamen and Veterans are set out in section 5(4) of the Health Insurance Law (2013 Revision). Since the Ministry of Finance & Economic Development assumed responsibility for the management and processing of health insurance benefits for Seamen and Veterans in November 2013,	information on the scope and timescale of the OBC.				

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	the Ministry liaise with the Cayman Islands Seafarers Association and the Veterans' and Seamen's Society of Cayman Brac and Little Cayman on a regular basis to review Members' eligibility. In addition, the Death Registry is reviewed on a monthly basis to ensure that Members are removed from the Programme in a timely manner. Planned implementation date: Implemented September 2014.	the Ministry liaise with the Cayman Islands Seafarers Association and the Veterans' and Seamen's Society of Cayman Brac and Little Cayman on a regular basis to review Members' eligibility. In addition, the Death Registry is reviewed on a monthly basis to ensure that Members are removed from the Programme in a timely manner. The revised criteria were implemented in September 2014 and are in the scope of the OBC.					

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
11. The Government should develop appropriate appeals processes and ensure that all applicants for benefits are provided with information about how to appeal decisions regarding their eligibility, including who will adjudicate the appeal and when they can expect to be informed of outcomes. (OAG)	This process is developed by the NAU in conjunction with the Ministry of Community Affairs and will be included in the draft Poor Persons Relief Regulations. Planned implementation date: July 2015 The Ministry of Finance & Economic Development will update the Appeals Process section of the Policy Document for the Enrolment of Seamen & Veterans for Medical Insurance to include the	The Government agrees with this recommendation. This process is developed by the NAU in conjunction with the Ministry of Community Affairs and will be included in the draft Poor Persons Relief Regulations. The Ministry of Finance & Economic Development will update the Appeals Process section of the Policy Document for the Enrolment of Seamen & Veterans for Medical Insurance to include the	Recommendation in progress. The update states that the Ministry is obtaining legal advice on whether this can be incorporated in to the draft Poor Persons (Relief) Regulations. It does not provide an indication of timescale despite the planned implementation dates being May and July 2015. The PAC may wish to ask for an update.	See response to recommendation 7. The appeals process will be developed as part of the Poor Persons (Relief) Law.	Recommendation partly being implemented. See OAG's comment on Government Responses and recommendation 1	An appeal process was incorporated in the drafted legislation/regulations. However as an interim measure matters for reconsideration or appeal of decision were addressed at a Ministry level.	Limited progress. The PAC may wish to ask what measures have been put in place at the Ministry level.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
	type of appeals that will be accepted (i.e. written, verbal etc.) and when applicants can expect to receive a response to an appeal. Planned implementation date: 31 May 2015	type of appeals that will be accepted (i.e. written, verbal etc.) and when applicants can expect to receive a response to an appeal. The Ministry of Community Affairs is obtaining advice from Legal Drafting on including an appeals process in the draft Poor Persons (Relief) Regulations.					
12. The Government should ensure that social assistance programme terms and conditions are consistent with the resources	The Ministry agrees with this recommendation; however, it will be necessary to ensure that the NAU is adequately	The Ministry agrees with this recommendation; however, it will be necessary to ensure that the NAU is adequately	The update states that a proposal to ensure consistent terms and conditions will be provided	See response to recommendation 1	No progress. See OAG's comment on Government Responses and	Any further expansion to services and resources was subject to the passing and implementation	Limited progress. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
available to the government for these purposes – including the resources required to administer the programs and provide quality services. (OAG)	resourced in order to meet the demands of the public. Planned implementation date: The implementation of this recommendation is dependent on NAU obtaining sufficient human resources to carry out the roles and responsibilities.	resourced in order to meet the demands of the public. The implementation of this recommendation is dependent on NAU obtaining sufficient human resources to carry out the roles and responsibilities. The Director of NAU will provide the Ministry of Community Affairs with a proposal to ensure that terms and conditions (service standards) are consistent.	to the Ministry. It does not specify a timescale for doing this. Nor does it comment on these being consistent with resources available. The PAC may wish to ask for an update.		recommendation 1	of the revised legislation and supporting statistical justification for the increase in head count. With efforts to redirect some services, such as school lunches, and indigent medical to other entities, existing staff may be used to redirect focus to remaining works. This implementation process was to be finalized for the 2022/23 budget. However, with consideration to the	

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
						extraordinary circumstances and demands that came with COVID-19, staff was increased on a temporary basis and with the implementation of a Senior Centre in 2021, additional staff was supported for that purpose.	
13. The PAC would like to suggest that a major overhaul of the procedures and policies, to devolve authority and reduce the bureaucratic duplication that	N/A		There is no specific response to this recommendation The PAC may wish to ask for an update.	See response to recommendation 1	No progress. See OAG's comment on Government Responses and recommendation 1	No response provided.	No progress. The PAC may wish to ask for an update.

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
was clearly demonstrated in the public hearings may be a better use of Government resources. (PAC 2016)							
14. The PAC expects that the Government minute will show how the resources to complete the implementation of these recommendations , by the Auditor General, is being provided in the 2016-17 budget. (PAC 2016)	N/A		There is no response to this recommendation The original response and update state in numerous places that additional resources are required to implement recommendation s but there is no indication of how much additional resource or whether it is		Recommendation implemented in 2018.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
			needed on a recurring basis.				
15. The PAC re-endorses the twelve recommendations previously made by the Auditor General and the additional two recommendations made by the PAC in 2015 as summarized in Appendix 2 of the report. The Committee urges the Government to implement the recommendations as a matter of priority. (PAC 2018)	N/A			By way of an update, the Public Accounts Committee (the Committee) is advised that the Ministry came under new managements. As of March 2018, there is a new Chief Officer and Deputy Chief Officer. Said new management has reviewed Appendix 2 of the Auditor General's (AG) July 2017 report entitled "Follow-up on past PAC Recommendations" and are in	Limited progress. OAG met with the Chief Officer on 2 August 2018 to discuss progress against the original OAG recommendations The Ministry is in the process of reviewing data, statistics, research, including the Outline Business Case prepared in 2017, to inform the development of a strategy for social assistance. The Ministry also plans to consult with stakeholders	See summary report (pages 61-62).	Limited progress See OAG's assessment of original recommendations above.

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				agreement with the recommendation s therein. Accordingly, the Ministry is in the process of formulating the plans of which some of the key details are summarized below.	to inform the development of the strategy. It has developed an internal working group to take forward this work during the remainder of 2018. The Ministry is of the view that the strategy needs to be developed first and this will support the implementation of all of the other OAG recommendations This approach seems reasonable. The PAC may wish to ask for an update on progress with developing the		

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					strategy after the Ministry has concluded its work in 2018. See above for an update on each of the 12 original recommendations		
16. The Committee was concerned that KPMG was commissioned to prepare an Outline Business Case that appeared to only consider two options for welfare payments to those in need (1) keeping the current system in place, or (2) moving to an integrated	N/A			The Ministry acknowledges the Committee's comment and advises that the KPMG Team used the HM Treasury Green Book Guidance (U.K.) which indicates that the OBC stage is a delivery strategy. Given this, the KPMG Team ensured that the OBC met	No specific recommendation made by PAC. The OAG report was not intended to be a strategic assessment – it was an audit report, which recommended that a social assistance strategy be developed. However, the terms of reference for the KPMG assignment were not to develop a strategy for social assistance and so would not have addressed the OAG's first recommendation. The OAG expressed this concern when it met with KPMG and the then Chief Officer at the time. No further action by OAG.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
operation where social service recipients can go to a one-stop-shop for all public assistance programs. (PAC 2018)				this requirement and employed the underlying principles of the Five Case Model. In addition, as aforementioned, it was approved by Cabinet for the OAG's 2015 Report to provide the strategic context for the consultancy engagement. The OAG's 2015 Audit Report, however, did not highlight specific options for consideration as you would typically find in a strategic Assessment (a precursor to an OBC in accordance with			

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
				Government's Project Future methodology). Since the overall focus of the OAG's 2015 Audit Report was on the need for a coordinated, strategic social assistance programme and maximize value for money, only two options were appropriate. These being a) the Status Quo Option or b) the Integrated Service Delivery Model.			
17. The Committee recommends that the Government consider the creation of a	N/A			The Ministry and the Needs Assessment Unit (NAU) supports	Recommendation is being implemented although the	Drafted legislation and regulations have been	Limited progress. Dependent on revised

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
standard rate payment for welfare recipients, whether they are classed as indigents, seamen, veterans or those receiving temporary assistance. (PAC 2018)				this recommendation and is currently working to modernize enabling legislation in order to improve the efficiency and effectiveness of financial assistance services. A review, therefore, is being undertaken of the Poor Persons (Relief) Law in order to prepare updated financial assistance legislation. As part of this process, the Ministry and NAU is looking to standardize	timescale is unclear. The PAC may wish to ask for an update on the review that is due to be concluded by the end of 2018 and what the likely timescales are for changes to the legislation and the subsequent introduction of standard payments.	transferred to the Ministry with oversight for Community Development to pursue and finalize this process. Approval was made in the 2020-21 Budget to accommodate an increase by \$100 per year for indigents, seaman and veterans in an effort to address the cost of living. Due to the substantial implication on the budget, consideration may be given each budget	legislation (see Rec 7 above).

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
				payments and services in order to provide the necessary clarity required. It is anticipated that the review will be concluded by the end of 2018.		cycle for necessary/gradual increase to these services.	
18. The Committee is concerned that the government is integrating systems that are not currently working and there doesn't seem to be a plan to correct the issues that are not working in those units before integration and recommend that systems are not integrated. (PAC 2018)	N/A			In an effort to provide effective and efficient services, the Ministry and its agencies are focused on improving collaboration and communication internally and externally. Furthermore, any integration will be in respect to an integration of financial assistance	No specific PAC recommendation made. No further action by OAG.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
				services much like the creation of a standard rate for all recipients as recommended above.			
19. The Committee is also concerned that the Chief Officer in the Ministry had redirected the unit's budget for staff to recruit staff to deal with housing repairs, which exacerbated staff shortages. The Committee recommends that staff shortages are rectified as soon as possible. (PAC 2018)				In the 2018/19 financial year, 33 posts were funded in the NAU budget. The Ministry is, therefore, very pleased to inform the Committee that the NAU is operating with 32 of the 33 posts. Efforts are underway for the final post to be filled. In addition, with the responsibility for the Housing	Recommendation implemented as at October 2018.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
				Repairs Assistance Programme now being directly under the Ministry, funds for the Coordinator and Project Manager are in the Ministry's budget. This arrangement is advantageous to both the NAU and the Housing Repairs Assistance Programme.			
20. The Committee agrees that the Department of Children and Family Services and the Needs Assessment Unit were failed at the ministry level by				The Ministry acknowledges this comment. As aforementioned, in order to have clear strategic guidance as it	No specific PAC recommendation made. No further action by OAG.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
the lack of strategic policy dealing with social welfare. (PAC 2018)				relates to social welfare, the NAU, in partnership with the Ministry, will review the Poor Persons (Relief) Law and enhance internal policies by the end of 2018.			
21. The PAC recommends that the Needs Assessment Unit and Department of Children and Family Services remain separate entities whose functions must be coordinated through policy reform from the ministry including the provision of adequate				The Ministry supports this recommendation . In doing so, the Ministry has complied with it while ensuring that collaborative efforts are enhanced in order to strengthen services.	Recommendation implemented as at October 2018.		

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
resources. (PAC 2018)							
22. The Ministry of Health, Environment, Housing and Culture (MHECH) should develop a housing strategy for the country that includes housing for low income families. (PAC 2019)	N/A					No response provided.	No update received. The PAC may wish to ask for an update.
23. MHECH should review the method for approving medical indigents and establish a post at the HSA to provide easier access. (PAC 2019)	N/A					No response provided.	No update received. The PAC may wish to ask for an update.
24. The legislation to replace the Poor Relief Law should be brought to the Legislature as	N/A					No response provided.	Limited progress No specific response has

Recommendation	Original management response to OAG recommendation (May 2015)	Government response (October 2016)	OAG comment (July 2017)	Government update (August 2018)	OAG comment (October 2018)	Government Update (June 2021)	OAG comment (July 2021)
soon as possible. (PAC 2019)							been provided but the Summary Report (page 61-62) and the response to recommendation 7 above state that revised legislation has been drafted.
25. The Ministry of Community Affairs should do a review of the staffing levels of the Needs Assessment Unit to determine that adequate resources are provided to deal with the workload. (PAC 2019)	N/A					No response provided.	Implemented. No specific response has been provided but the Summary Report (page 61-62) and the response to recommendation 14 above state that NAU staffing has been increased.



Ministry of Community Affairs

Summary Report Relevant to PAC Feedback 2019 – 2021

Appreciating that work and focus was redirected in 2020 due to COVID-19 and due to the uncertainty of what direction would result from the Election process, most of the attention was made in 2019 with regards to the ongoing development to the Needs Assessment Unit.

The following focus points were ongoing in the Ministry of Community Affairs prior to pandemic and the transition of Entities to the Ministry responsible for Community Development:

1. **Indigent Medical /CINICO Services** – Although the Department of Children & Family Services and the Needs Assessment Unit play a key role in Indigent Medical for our most vulnerable, the funding and legislation that governs these services are under the Ministry of Health.

It was recognized that a number of unnecessary delays to clients seeking Indigent Medical could be addressed with the revision of the Health Insurance Law. Therefore, it was the intent of the Ministry of Health to have this legislation reviewed and updated to better accommodate persons in need of Indigent Medical.

As an interim measure the decision to extend coverage beyond the 3-year timeframe was supported by the Ministry of Community Affairs to better accommodate persons 60 and older or persons permanently disabled.

2. **Collaboration of Entity Services and Enhancement of Services to Seniors**

- a. In an effort to (1) take a collaborative approach between DCFS and NAU and (2) better meet the needs of our aging population, approval was provided by Cabinet in 2020 for the establishment of a multi-agency/purpose center that would focus only on seniors and accommodate their needs at one location. This center was opened in April 2021 with a mixture of DCFS and NAU staff on site along with visiting partners for other services/programmes.

- b. Social Workers were also designated to work in collaboration with NAU to address chronic/repeat clients, who were displaying needs that were extended beyond financial concerns. This approach was intended to provide more in-depth intervention in an effort to break the recurrent cycle of dependence on the welfare system.

3. Resources to enhance the operations of NAU

- a. Data Base – At the request of the Director of NAU the Ministry supported the upgrade of the existing Data Base/Case Management System for NAU which spanned over 2018, 2019 and part of 2020. Despite the provision of funding and upgrades made, this proved to still not meet the needs of the organization or offer the statistic information necessary to guide the Ministry with planning. Costing for a new database system, were to be considered in the 2022/23 Budget.
- b. Staffing – budgeted staffing for NAU was supported and recruited based on funding approved in the 2020/21 Budget. In addition, temporary staffing was provided in 2020 to assist with the increase in demands and approval was provided to accommodate additional staff for the opening of the Senior Centre. No reasonable justification or statistics could be offered to the Ministry to support any additional head count and therefore any further staffing would be considered with the preparation of each budget subject to adequate justification.

- 4. **New Legislation specific to NAU** – Ongoing efforts were made to address the outdated legislation that guided NAU. This process took longer than anticipated as the Ministry could not support recommendations that were not addressing timeliness or enhancement of services. Despite numerous revisions and changes, a drafted Act and Regulations was handed over to the new Ministry responsible for Community Development for consideration and consultation. Further progress to this was impacted by the 2020 pandemic.

Ongoing strategic meetings were conducted in 2019 but were impacted in 2020 when works were refocused. Despite attention and efforts on many levels, progress and restructuring was slower than anticipated as the Ministry continuously faced urgent operational issues. This was only escalated by the pandemic of COVID-19 and with the uncertain of the election process aspects of work was temporarily put on hold and has now been transferred to the new Ministry responsible for Community Development.

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