



2024 Annual Report





Table of Contents

Report of the Supervisory Council	4
Board of Directors Report	8
Leadership	14
2024 Highlights	18
Independent Auditor’s Report	30
Abbreviated Consolidated 2023 Financial Statements	33
Notes to the Consolidated Financial Statements	36
Corporate Social Responsibility	43
Medical and Patient Care	45
Performance Figures	52
Mission, Vision and Core Values	57
Performance on Strategic Themes	59
Transition to SMGH	65
Quality & Care	68
World Bank Projects	73
St. Maarten General Hospital Construction	75

Report of the Supervisory Council

The Supervisory Council (SC) of the St. Maarten Medical Center (SMMC) approved the Consolidated Financial Statements for 2024, which were audited by BDO St. Maarten B.V.

The Foundation St. Maarten General Hospital, operating as the St. Maarten Medical Center (SMMC) is a private foundation established on St. Maarten and registered with the St. Maarten Chamber of Commerce.

The Foundation is governed by its (2018) statutes, which in article 18 confirms compliance with the St. Maarten Corporate Governance Code; the SC is responsible for oversight of the Board of Directors (BoD) as well as the general functioning and quality of care of the foundation.

The SC has established a fixed schedule for most of its regular meetings as well as for the committee meetings; the regular monthly meetings take place every third Thursday of the month in person and virtually.

The SC met with the Board of Directors 11 times in 2024, including an extraordinary meeting with external auditor BDO. In addition to the regular monthly meetings, there were also numerous committee meetings: Audit Committee (7), Quality and Safety Committee (4), St. Maarten General Hospital (SMGH) Committee (7), Recruitment Committee (1), and meetings with the Medical Staff Board (2). Membership of the SC is in accordance with the SC retirement schedule, with terms lasting a maximum of four (4) years.

Composition Supervisory Council

On December 31, 2024, the Supervisory Council consisted of the following members:

- Ms. Sandy Offringa LL.M., Chairperson
- Mr. Jimmy Challenger, Vice-Chairperson
- Mrs. Silvia Meyers-Olivacce, Secretary
- Dr. Heidi Chumley, Member
- Mr. Sherwin Casper, Member
- Mr. Wayne Johnson, Member
- Mr. Gerard Berkel, Member

Recruitment Committee

The recruitment process to fill the position of Chief Financial Officer (CFO) continued in 2024. The appointment of the Chief Executive Officer (CEO)/Chief Medical Officer (CMO) was confirmed and approved by the Council of Ministers (COM) at the end of December 2023, after which the CEO/CMO was officially appointed in February 2024.

The Supervisory Council welcomed Wayne Johnson, who was appointed and joined as a member of the Council in November 2023. In 2024, the Supervisory Council recruited a new member, with the appointment of Gerard Berkel in February 2024.

The (self-)evaluation of the Board of Directors and Supervisory Council, including an evaluation of individual performance, the Chairperson's performance as well as the performance as a group, took place in November 2024.

Membership: Sandy Offringa, Committee Chair, Dr. Heidi Chumley and Jimmy Challenger, Committee Members.

Quality & Safety Committee

In 2024, our Quality & Safety initiatives demonstrated substantial progress across multiple domains. The successful implementation of Zenya, our new document management system, enhanced operational efficiency while hospital committees matured with more consistent activity and reporting. Clinical guideline development maintained strong momentum, with over 50 guidelines in progress, 18 receiving full approval, and 7 undergoing comprehensive auditing. Our safety culture strengthened significantly, evidenced by a two-fold increase in event reporting, with all incidents reviewed by the Hospital Safety/FONA Committee.

Patient experience metrics showed continued improvement, with doubled survey participation rates and satisfaction scores consistently exceeding our target threshold of 8 on a 10-point scale. Although complaints increased, the Quality and Safety team strategically leveraged this feedback to address systemic challenges. Joint Commission International (JCI) accreditation work progressed steadily, particularly regarding documentation standards, with an accreditation audit (a mock survey) anticipated approximately one year after the planned St. Maarten General Hospital (SMGH) main building transition.

Surveillance processes, including regular infection committee audits and leadership walk rounds, have become operational fixtures as the hospital evolves from addressing acute issues toward implementing systematic improvements for sustained positive impact on patient outcomes.

Membership: Dr. Heidi Chumley, Committee Chair; Jimmy Challenger, Sandy Offringa and Gerard Berkel, Committee Members. Management representation included Dr. Felix Holiday, CEO, and the SMMC Quality and Safety Department.

SMGH Committee

The construction of the new St. Maarten General Hospital continued in 2024. The SMGH Committee continued with regular meetings, gaining insight into updates, including construction site visits. The committee has engaged in assisting in stakeholder management activities by gaining more insight into the timeline and providing the necessary board approvals in support of increased funding to ensure that the project comes to a successful completion.

Membership: Jimmy Challenger, Committee Chair; Sherwin Casper and Silvia Meyers-Olivacce, Wayne Johnson, Committee Members. Management representation included Dr. Felix Holiday, CEO and SMGH Project Manager Henk de Zeeuw.

Audit Committee

The Audit Committee met on a monthly basis and continued to engage in discussions and recommendations with the Audit Department and external auditor BDO, to identify and address enhancement of our IT environment, security of inventory and accounts receivables provision, among other key quality control indicators.

Membership: Sherwin Casper, Committee Chair; Jimmy Challenger, Wayne Johnson, Committee Members. Management representation included Dr. Felix Holiday, Medical Director/CEO and the Finance Department.

Financial Position

The financial results of SMMC for 2024 continued to reflect positive net results despite major equipment challenges, building on the previous year's achievements. We commend our Chief Executive Officer (CEO) and Medical Director, Dr. Felix Holiday and the Management Team, for remaining committed to the task of sound financial management and continued provision of high-quality care to the community of St. Maarten and neighboring islands.

SMMC has made steady progress in strengthening its internal reporting and control systems, addressing long-standing challenges identified by the external auditors. From a series of disclaimers up to 2022, we achieved a qualified opinion in 2023. In 2024, the improvements in controls around revenue continued and were so significant that the extrapolated errors fell way below the materiality threshold, leading the auditors to express a clean opinion over 2024. While international auditing standards require the external auditors to continue to qualify their 2024 report because of possible roll-forward effects of the qualification of 2023, this achievement in 2024 cannot go unnoticed.

It reflects improved billing and documentation integrity, and a culture of accountability across the organization. We aim to make this improvement structural in 2025. If successful, SMMC will be well-positioned to receive a fully unqualified opinion in 2025.

To our major stakeholders, including the Government of St. Maarten, Social Health Insurance [SZV], financiers, private insurers, suppliers and customers of SMMC, we thank you for your continued support. Finally, we would like to extend our gratitude to the management and staff of SMMC for their hard work and dedicated service. The Supervisory Council deeply appreciates all of your efforts.

Supervisory Council,

Sandy Offringa LL.M., Chairperson

Jimmy Challenger, Vice-Chairperson

Sylvia Meyers-Olivacce, Secretary

Dr. Heidi Chumley, Member

Sherwin Casper, Member

Wayne Johnson, Member

Gerard Berkel, Member



Board of Director's Report

General

In 2024, the Foundation St. Maarten General Hospital, operating as the St. Maarten Medical Center (SMGH), remained committed to its core mission: providing accessible, high-quality, patient-centered healthcare to the citizens of St. Maarten and surrounding territories. This mission has guided our actions and decisions in a year marked by significant accomplishments and ongoing challenges. Our approach has remained dual-focused—delivering on our promise of better healthcare today while building a more resilient, future-ready organization.

This duality is best illustrated by our simultaneous progress on the construction of the new hospital—the “house”—and our continued investment in refining internal systems, culture, and operational discipline—the “home.” The alignment of these two efforts is what will position SMGH to meet tomorrow’s healthcare demands.

Throughout the year, we were guided by five strategic themes:

- 1 Fit For The Future
- 2 Quality Care
- 3 Patient-Centered Care
- 4 International Medical Services
- 5 Alliances with Stakeholders

These themes are woven into the fabric of our organization. They drove departmental work plans, quarterly reviews, and management decisions. Importantly, they served as a unifying compass, ensuring consistency of purpose across teams and levels.

Improved and expanded services 2024

SMGH continued to make meaningful investments in services and capabilities that directly impact patient care. Renovations of operating theaters were completed, improving surgical throughput, infection control, and patient safety. The impact of these renovations was immediately visible in reduced delays and improved staff satisfaction.

The Vascular Laboratory, opened in Q3 2023, expanded its operations and more than doubled its revenue to ANG 1.1 million in 2024 [2023: 383K]. This department’s performance showcases the hospital’s ability to leverage past investments to improve care offerings and reduce the need for external referrals.

Likewise, the Internal Medicine and Endocrinology service line saw substantial growth following the addition of a new specialist late last year. This expansion not only supported the continuity of care for patients with complex chronic conditions but also drove a revenue increase of ANG 2.5 million.

Supporting these service improvements was a strong focus on our people. Training and capacity-building efforts spanned clinical, administrative, and technical roles. Our investment in staff development continued to yield benefits through increased employee engagement, improved service delivery, and stronger internal collaboration.

Financial Performance in Context

2024 was a standout year in terms of financial performance. SMGH achieved a consolidated surplus of ANG 12.7 million, a marked improvement over the ANG 3.1 million recorded in 2023. This was the result of strategic revenue growth, particularly from high-impact services, as well as operational efficiencies gained from prior process enhancements.

While this surplus is commendable, we remain mindful that it forms part of a broader financial plan. SMGH must contribute ANG 43.8 million of its own funds toward the new hospital project, which has a revised total estimated cost of ANG 267 million. With the World Bank's contribution now fully disbursed and continued drawdowns from external lenders underway, we are approaching the point where internal reserves must be deployed.

Maintaining adequate liquidity is essential. Accordingly, management is placing heightened emphasis on improving cash collections. This includes stepped-up efforts in receivables management, payer coordination, and revenue cycle optimization. The ultimate goal is to ensure that reserves are not only recorded but also available—liquid and deployable—when needed.

A further highlight of the year was the clean audit opinion on our 2024 performance. Despite the required roll forward of the qualification related to 2023, this represents an achievement that reflects improved billing accuracy, documentation integrity, and a culture of accountability across the organization. Special appreciation is due to our clinical, finance, billing, and the other supporting teams, whose collective efforts underpin this result. We are looking to make this structural in 2025.

Detailed analysis of 2024 performance

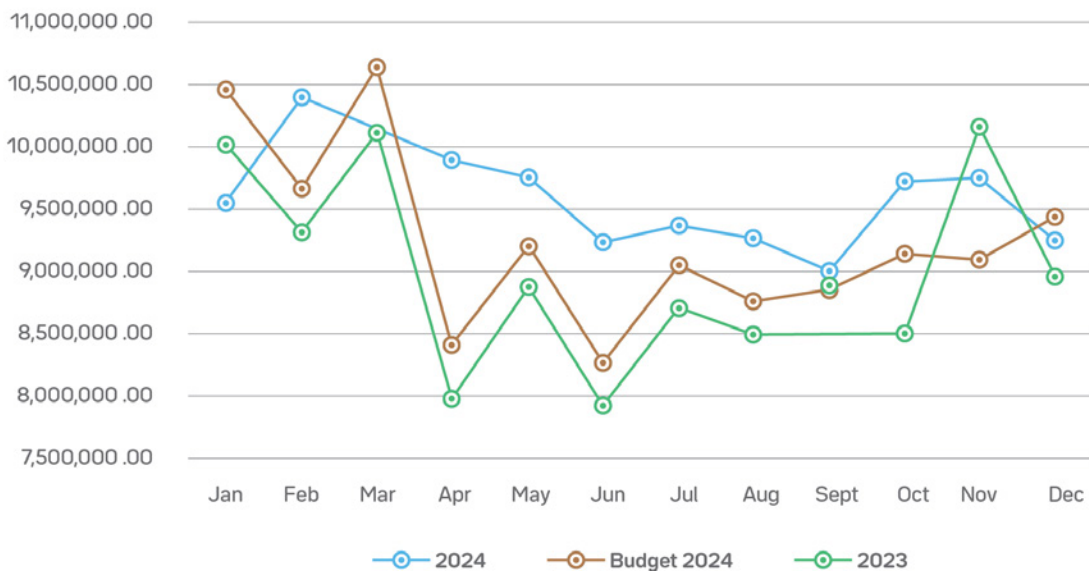
Revenue and Expense Review

Combined revenues for the hospital and pharmacy rose 9.7% year-on-year and came in 2% above budget. This top-line result reflects steady operational performance in an otherwise volatile healthcare environment.

	Medical Income			Net Result		
	2024	2023	2022	2024	2023	2022
	ANG	ANG	ANG	ANG	ANG	ANG
SMMC Operations	115.39	107.30	107.90	11.28	3.42	6.24
CHP Operations	10.92	9.50	7.90	(0.67)	(0.28)	(0.44)
	126.31	116.80	115.80	10.61	3.14	5.80
CHP Extra / Indidental	2.11	-	-	2.11	-	-
Total	128.42	116.80	115.80	12.72	3.14	5.80

Hospital [SMMC] revenue remained relatively consistent throughout the year, with monthly performance generally above ANG 9 million and peaking at over ANG 10 million in February and March. Internal Medicine, General Surgery, Emergency Services, Gynecology, and Urology were once again the top contributors, comprising 60% of total revenue.

SMMC Medical Income



From a payer perspective, Social Health Insurances [SZV] remained the dominant funder, accounting for 73% of SMMC’s revenue. Zorg en Jeugd Caribisch Nederland [ZJCN], the insuring entity for patients from Bonaire, St. Eustatius, and Saba [BES], accounts for 11% of SMMC’s revenue. This reflects the hospital’s growing regional footprint.

SMMC's revenue from uninsured patients increased to ANG 6.7 million [2023: ANG 6.2 million], but collection remains difficult. The introduction of tighter intake protocols, partnerships with debt collection agencies, has stemmed the growth in the segment of revenue to an extent; however, ongoing efforts to engage with the Government of St. Maarten to improve the recovery rate are still unsatisfactory. This issue continues to affect our bottom line.

Overall consolidated bad debt provisioning increased to ANG 9.5 million [2023: ANG 8.7 million]. The growth corresponds with higher income from hard-to-collect groups, including uninsured and underinsured patients, referred to in the previous paragraph. Additionally, some commercial receivables aged beyond the recoverable threshold, necessitating increased provisioning.

Operational expenses grew at a slower pace than revenues, which contributed to the surplus. Personnel costs increased by 4% following negotiated salary adjustments, but as a percentage of revenue, these costs declined to 45% [from 48% in 2023], reflecting productivity gains. Depreciation fell, as for some building-related assets [essential improvements], the accelerated depreciation period was extended, given the updated demolition timeline.

Of note is an incidental windfall driving the exceptional results of CHP. In 2024, CHP completed negotiations on the payment of medical services previously rejected by SZV. This multi-year settlement of ANG 2.1 million refers to receivables that were previously provided for. Had this incidental income not been received, CHP results would show a loss of ANG 0.67 million. The consolidated result for 2024 would then be ANG 10.6 million.

Financial Position and Project Progress

The hospital's financial position at the close of 2024 was stronger than at any point in recent history. Total assets stood at ANG 177.3 million, a 22% increase over 2023. Net assets rose by ANG 12.7 million, underlining the year's strong surplus. Liquidity indicators were robust: the current ratio improved to 3.11, the quick ratio to 2.81, and the cash ratio to 1.54.

The solvency ratio, however, declined to 1.07 from 1.26, driven by increased borrowing to fund the hospital construction. While this shift was expected, it reinforces the importance of maintaining internal cash flow and equity contributions.

Consolidated accounts receivable rose by 39.0%, compared to a 9.9% increase in revenue. This imbalance reflects ongoing challenges in collection cycles and underscores the need for strengthened efforts in receivables management, especially for public payers.

Construction in progress as of year-end totaled ANG 100.8 million. Of this, ANG 93.7 million pertains to the new hospital facility. Contributions to date include ANG 32.5 million from the World Bank Trust Fund, ANG 42.6 million in loan drawdowns, ANG 12.4 million in equity contributions from SMGH, and ANG 6.2 million in capitalized interest.

Work advanced on multiple fronts. As of the date of this report, the perimeter wall and seismic isolator installations were completed, structural foundations were finalized, and internal building systems were initiated. The basement and the ground floor have been completed, with the second floor almost completed. Structural works and internal finishing works on the Technical Building 1 have been completed, whilst the MEP works will start in July 2025. The Wastewater Treatment Plant (WWTP) is operational as of December 15, 2024 and the current hospital has been connected to the WWTP for wastewater and sewage processing. The development of the Interior Design is expected to be fully completed in July 2025.

In preparing these financial statements, we applied the expected completion timelines available at the time: July 2026 for the main building and July 2027 for the entire project. These timelines have led to a lengthening of the depreciation period for incidental upgrades, whose economic life is assumed to end upon the completion of the new hospital.

The progress of the hospital construction is monitored on a continuous basis, and as such, circumstances may change. Further updates may be required as we move closer to completion.

Managing Risk in a Shifting Environment

Risk oversight remained a priority for leadership. Natural disaster risk is mitigated through the Essential Upgrades initiative, which improved the resilience of critical infrastructure. Construction risk is addressed through regular reporting, external consultancy support, and enhanced project governance. Oversight mechanisms ensure issues are identified and acted upon promptly.

Cybersecurity remains a growing concern. Implementation of the Strategic ICT Plan progressed, with key systems upgraded to enhance data protection, ensure patient privacy, and support business continuity.

Pension risk related to the Ennia portfolio is being closely monitored. While contractual limitations prevent immediate action, recent statements from the Central Bank of Curaçao and St. Maarten and both national governments reaffirm their intention to protect pension policyholders. Management continues to monitor the situation and engage with relevant stakeholders.

Looking Forward to 2025 and Beyond

The year ahead will focus on ensuring the success of the progress of the hospital construction, maintaining financial health, and aligning operational readiness with the future needs of the organization. Engagement with SZV and the Government of St. Maarten will intensify through tri-partite discussions to ensure continuity in financing, contract compliance, and long-term

sustainability. Further, SMGH intends to actively participate in the tri-partite taskforce which seeks to reduce overall healthcare costs of country St. Maarten.

The finance department is preparing for the implementation of a modern ERP platform. This upgrade will integrate financial recording and reporting, asset management, procurement, and inventory controls, enhancing operational transparency and responsiveness. The auditor's recommendations regarding internal controls will be implemented in tandem with this system overhaul.

The MOU signed between SMGH, CHP, and SZV will be further operationalized in 2025 to support the sustainable development of pharmaceutical services. Regionally, SMGH will continue strengthening its alliances with ZJCN and the healthcare providers in Saba and St. Eustatius. SMGH will seek to further broaden its alliances with healthcare stakeholders in other island territories within the region.

A central focus will remain on building the liquidity reserves necessary for the hospital's final phase. Management will prioritize improving cash flow, reducing aged receivables, and maintaining operational cost control.

Acknowledgements

We would like to express our sincere thanks to the dedicated professionals who make up the SMGH and CHP teams. Your efforts in 2024 made a difference not only to the financial bottom line but, more importantly, to the lives of the people we serve. Together, we will continue to strengthen our systems, elevate our standards, and uphold our shared mission of "Delivering Patient-Centered Care, Close to Home."

Respectfully,

Dr. Felix Holiday
Board of Directors



Leadership

SMMC is an autonomous, non-governmental, non-profit organization. The foundation consists of two governing bodies, the Board of Directors and the Supervisory Council. The responsibility for the daily management lies upon the Board of Directors, who are supported by the Management Team, while the responsibility of the Supervisory Council spans supervising the organization strategy and general developments of the hospital.

Supervisory Council



Ms. Sandy Offringa LL.M.,
Chairperson



Mr. Jimmy Challenger,
Vice Chairperson



Mrs. Sylvia Meyers-Olivacce,
Secretary



Dr. Heidi Chumley, Member



Mr. Sherwin Casper, Member



Mr. Wayne Johnson, Member



Mr. Gerard Berkel, Member

Board of Directors



Dr. Felix Holiday, Medical Director, Interim Chief Executive Officer



Hyden Gittens
Versant Accountants & Consultants, temporarily executing Financial Management activities until the CFO vacancy has been filled.



Nada Mathew,

Management Team



Antonio Pantophlet,
Manager Inpatient Care &
Education



Christina Jacobs,
Manager Outpatient Care



Erika van der Horst,
Project Manager
St. Maarten General Hospital



Michael Sargeant,
Manager Maintenance &
Facilities



Amanda Gumbs-Weijmer,
Concern Controller



Harlec Doran,
Manager Human Resources



Keith Hanson,
Manager ICT



Bonnie Dekker,
Manager Strategy & Business
Development



Janneke Lok,
Legal Counsel and Secretary
Board of Directors



S/M
M/C

2024 Highlights

Timeline annual report 2024

January



1. Following the Prosci Change Management sessions held for Supervisors and Assistant Supervisors in 2023, several Leadership Development Orientation sessions have been held for the same group. These sessions offer support and share best practices as SMMC continues on its journey to develop and prepare staff as the next generation of leaders within SMMC.

2. Two new instrument washers were installed at the Central Sterilization Department (CSD). Along with other equipment, the installation of the new washers enhances instrument reprocessing and care.



3. Two teams of runners representing SMMC and SMMC On the Move participated in the resolution run. The participants all gave a great effort and had fun representing the organization while exercising and improving their health.



February



4. A meeting with the Committee for Financial Supervision (CFT) was held wherein the new Chairperson, Lidewijde Ongering, of the CFT was introduced. The meeting included a tour of the SMGH construction site and presentations by the Contract Management Bureau (CMB) and the Finance Department. In addition to the new chairperson, Julisa Frans, Elizabeth de Cuba, Hans Hoogervorst, Stefan de Kok and Emily Meringa also attended on behalf of the CFT.

5. The OB/Gyn department started a course on high-acuity obstetrics. The course, facilitated by the Education Department and OB/Gyn and Pediatrics Supervisor Nurse Sherryl Carty-Fleming, was requested by the nurses on the ward and given by SMMC's Gynecologists, specialized OB/Gyn and Neonatal Nurse Practitioner Brooke Wagner from Canada and Nurse Carty-Fleming.



March

6. SMMC participated in the World Bank Country Portfolio Performance Review at the Sonesta Maho Resort. This involved sharing the results of the World Bank projects. During an interactive results fair, attendees were given the opportunity to learn about the hospital and its services by way of a video ([SMMC's Medical Expansions](#)) that was shown during the presentation segment of the event and through interaction with representatives at the SMMC booth. Participation at the CPPR was well-received by the World Bank and the attendees.

7. World Kidney Day was celebrated with a staff lecture on the main patio, organized by the Communications Department and the Social Committee.

8. A group of employees represented SMMC during SXM DOET. The group was split into two with some employees participating in a beautification project at the Mental Health Foundation and others participating in a mural creation at Reading Rainbow Playschool.



9. SMMC presented itself at the National Career Fair in Amsterdam and was able to meet with many students and young professionals who have ties to St. Maarten and the Dutch Caribbean and would like to eventually return home. A number of applications from potential new employees were received following the job fair.

April



10. SMMC On the Move hosted a successful hike to the Natural Pool in Pointe Blanche, where staff enjoyed breathtaking views and the sunrise along the way. Colleagues of Collective Prevention Services [CPS] also participated in the hike and provided breakfast for the group.

11. The Quality & Safety Department submitted the 2023 Quality & Safety Report during a meeting with the VSA Inspectorate. The department, along with the Board of Directors met with the Inspector General Dr. D. Illis and Health Inspector Mr. J. Connor to discuss the report which covers updates on production figures, committee activities, key performance indicators [KPIs] and the JCI trajectory.



12. The Health Inspectorate of Bonaire, St. Eustatius and Saba [BES] Ms. Rosanne de Vries-Knigge and Ms. Houtkooper met with representatives from SMMC. They discussed the cooperation between SMMC and Saba and Statia and the Quality Reporting Tool.



13. The first meeting of the year with the Windward Islands Health Care Union Association [WIHCUA] was held where general topics were discussed among which was the importance of continued communication.

May



14. SMMC celebrated Nurses Day at the main patio with several speakers, where the nurses and their daily impact on patients' lives and the hospital were recognized.

15. An SMMC delegation, headed by CEO Dr. Holiday, visited St. Kitts to meet with health care stakeholders to promote SMMC's international medical services to patients residing in St. Kitts and Nevis.



16. The hospital's kitchen underwent an extensive renovation, whereby the old equipment was replaced with brand new appliances. The end result is a state-of-the-art kitchen which now also has become much more spacious for kitchen staff to work in.

17. A tabletop hurricane exercise took place between stakeholders of the Dutch Kingdom. The participating representatives were Emergency Service Function (ESF) 6, Dutch Caribbean hospitals, representatives from St. Maarten Pharmacies, VWS, ZJCN Bonaire, and Crisis Coordinators from Aruba and Curacao and SZV. The scenario stimulated medical evacuation due to the rapid intensification of a tropical storm whereby dialysis patients and other critical patients from St. Maarten, Saba and Statia were evacuated based on priority.



June

18. The Social Economic Council paid a working visit to SMMC to discuss the introduction of the General Health Insurance [GHI]. The reform of the healthcare sector and the impact thereof on SMMC and SMGH were also discussed.

19. The Remuneration and Benefits Regulation for Emergency Room (ER) Physicians was signed. The regulation is valid from March 2024 through February 2027 and encompasses the compensation of ER physicians. This is the first regulation signed for this group.



20. SMMC and the Ministry of Public Health, Social Development and Labor [VSA] signed a protocol to streamline the submission and assessment of applications for the establishment of medical professionals. The protocol aims to ensure the continuity, quality, and efficiency of the services provided at SMMC and is expected to enhance the efficiency of the establishment process for medical professionals. The establishment and signing of the protocol were facilitated by the Medical Staff Bureau.

21. The annual Employee Appreciation Block Party took place. The party was organized by the Social Committee and had a considerable turnout.



June

22. A hybrid (virtual and physical) World Bank mission was held at SMMC. The mission included updates on results, the St. Maarten General Hospital (SMGH) project, the Quality & Safety Project, the technical audit of clinical guidelines, updates from the Finance and Learning & Development departments and a tour of the SMGH construction site.



July

23. The employees who were voted Department Star of the Year by their colleagues were recognized during a celebration. These employees have personified SMMC's core values of professionalism, respect, cooperation, and helpfulness, and as such, were celebrated during a small ceremony.

24. The final design phase for the construction of SMGH was formally completed. This marked an important milestone in the development of the new hospital and secured the progress of the ongoing construction activities.



August

25. The first concrete pour of the ground floor slab of the SMGH project was completed, marking an important milestone in the construction process.



September

26. Zenya Doc, a new document management system, was launched by the Quality & Safety Department and the Management Team. The web-based system allows staff to be able to find SMMC policies, protocols, procedures and other documents from one central location.

27. SMMC's annual Men's Health Day was a resounding success, as a record number of 220 men were screened for prostate cancer. Dr. Carlos Rojas, Dr. Raj Singh and Dr. Anand Raghosingh carried out the exams and the Outpatient Department and Social Committee supported with volunteering.



October

28. The SMMC Symposium on Breast Cancer in the Caribbean took place at AUC in St. Maarten. International experts were brought together to discuss the latest research, treatments and strategies for addressing breast cancer in the region. The well-attended symposium allowed healthcare workers from the Dutch Caribbean to share knowledge and updates on the disease and featured speakers from SMMC as well as from hospitals and institutions abroad.

The after movie (<https://www.youtube.com/watch?v=DP5XAncD-1w>) was shared via SMMC's social channels and serves as promotional material for future editions.



29. SMMC successfully screened over 200 women for breast cancer and provided 40 on-the-spot mammograms during the annual Women's Health Day. The event's success was a collaborative effort of the Outpatient Department, the Radiology Department, the Social Committee, medical specialists, local doctors and sponsors.

30. SMMC acquired a state-of-the-art new Holmium Quanta 150-watt laser, one of the most powerful Holmium lasers for Urology procedures. This advanced technology enhances SMMC's capabilities in performing minimally invasive urological procedures, offering patients improved outcomes and faster recovery times.



November



31. After weeks of preparation, SMMC's running team placed 35th out of 57 teams at the St. Maarten's Day Around the Island Relay Race. The team put great effort, especially given the weather conditions.

32. SMMC signed a letter of intent (LOI) with the Louis Constant Fleming Hospital on the French Side of the island. The LOI reinforces the intention of both hospitals to improve communication and cooperation in providing care to the people of St. Maarten and Saint Martin. This includes, but is not limited to, medical referrals and the payment process.



33. The Trust Fund Steering Committee visited and was given an update and site tour of the progress of the construction of SMGH as their last visit was in 2022. The meeting was attended by Frans Weekers and Ronald Halmans from the Committee, Toyin Jagha and Carla Pantanali from the World Bank, and Brian Varma and Annecarijn Flens from the office of Dutch Representation.



December

34. The Contract Management Bureau (CMB) hosted the last SMGH site visit for staff of the year. This visit concluded a total number of six for the year and one birds' eye view visit from the roof of SMMC where staff were informed of the current and expected developments of the construction of the new hospital and gave attendees a first-hand look at the construction progress.



35. In December, various new equipment at the Pulmonology Department were successfully installed, allowing SMMC to perform enhanced pulmonary function testing.



36. SMMC hosted its annual Christmas Cheer program, a week-long musical program featuring local musicians, bands, and young students who give back to the hospital by donating their time and talent to spread holiday cheer throughout the hospital to patients, visitors and staff alike.



Independent Auditor's Report

To: Management and Supervisory Council of Foundation Sint Maarten General Hospital

A. Report on the abbreviated 2024 consolidated financial statements

Our Opinion

The summary [hereafter: 'abbreviated'] 2024 consolidated financial statements of Foundation Sint Maarten General Hospital [hereinafter "SMGH" or "the Foundation"], based in St. Maarten, are derived from the audited consolidated financial statements of Foundation St. Maarten General Hospital for the year ended December 31, 2024.

In our opinion, the accompanying abbreviated 2024 consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements of Foundation St. Maarten General Hospital for the year ended December 31, 2024, in accordance with the principles described in the notes.

The summary consolidated financial statements comprise:

1. the summary consolidated balance sheet as at 31 December 2024;
2. the summary consolidated income statement for the year then ended; and
3. the notes comprising a summary of the applicable accounting policies and other explanatory information.

Abbreviated consolidated financial statements

The abbreviated consolidated financial statements do not contain all the disclosures required by Generally Accepted Accounting Principles in the Netherlands. Reading the abbreviated consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of Foundation Sint Maarten General Hospital, including our auditor's report thereon.

The audited consolidated financial statements and our qualified opinion

We have audited the accompanying 2024 consolidated financial statements of the Foundation Sint Maarten General Hospital [hereinafter “SMGH” or “the Foundation”], based in St. Maarten.

In our opinion, except for the possible effects on the matter described in the “Basis for our qualified opinion” section, the enclosed consolidated financial statements give a true and fair view of the financial position of Sint Maarten General Hospital as at December 31, 2024 and of its result for the year then ended in accordance with Book 2 of the Civil Code applicable in St. Maarten and the Dutch Generally Accepted Accounting Principles [insofar in compliance with Book 2 of the Civil Code applicable in Sint Maarten].

Basis for our qualified opinion

Due to deficiencies in the internal control system regarding medical records registration and invoicing of medical treatments, we were unable to obtain sufficient appropriate audit evidence regarding the completeness of medical income over 2023 and related accounts receivable as at December 31, 2023. Since these accounts receivable affect the determination of the results of operations, we were unable to determine whether adjustments were necessary with respect to the results of operations over 2023 and accumulated gains as at December 31, 2023. As a result, we have expressed a qualified opinion on the 2023 financial statements. Although management implemented improvements to internal controls over revenue recognition in 2024, due to the aforementioned circumstances, we were unable to determine whether any corrections were necessary with regard to the result of 2024 and accumulated gains as at December 31, 2024.

Responsibilities of Management and the Supervisory Council for the abbreviated consolidated financial statements

Management is responsible for the preparation of the abbreviated consolidated financial statements in accordance with the principles described in the notes.

The Supervisory Council is responsible for overseeing the Foundation’s financial reporting process.

Our responsibilities

Our responsibility is to provide an opinion if the abbreviated consolidated 2024 financial statements are consistent, in all material respects, with the audited consolidated financial statements of Foundation Sint Maarten General Hospital for the year ended December 31, 2024, based on our audit, in accordance with Dutch Standard on Auditing 810, ‘Engagements to report on summarized consolidated financial statements’.

St. Maarten, June 30, 2025
For and on behalf of BDO St. Maarten B.V.,

Signed by:
P.C. Lungu FCCA

Abbreviated Consolidated 2024 Financial Statements

ABBREVIATED CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2024

		31 December 2024	31 December 2023
		ANG	ANG
ASSETS			
Fixed assets			
Intangible fixed assets	1	330,942	493,157
Tangible fixed assets	2	112,934,154	91,648,954
Current assets			
Inventories	3	4,479,967	5,839,314
Receivables	4	27,520,347	21,994,945
Cash and cash equivalents	5	31,991,212	25,539,786
Total assets		177,256,622	145,516,156

Abbreviated Consolidated 2024 Financial Statements

	31 December 2024	31 December 2023
	ANG	ANG
EQUITY AND LIABILITIES		
Equity	63,004,479	50,287,700
Equalization reserve	34,741,410	34,833,230
Provisions	9,672,749	9,598,392
Long- term liabilities	49,074,723	30,220,631
Short-term liabilities	20,763,261	20,576,203
	<hr/>	<hr/>
Total equity and liabilities	177,256,622	145,516,156
	<hr/> <hr/>	<hr/> <hr/>

Abbreviated Consolidated 2024 Financial Statements

ABBREVIATED CONSOLIDATED INCOME STATEMENT FOR THE YEAR 2024

	2024		2023	
	ANG	ANG	ANG	ANG
Net Turnover	128,421,877		116,805,812	
Direct medical expenses	[32,020,072]		[31,139,240]	
Gross margin	96,401,805		85,666,572	
Other operating income	3,645,604		5,164,565	
Gross margin		100,047,409		90,831,137
Salaries and wages	57,860,616		55,812,878	
Depreciation of intangible fixed assets	7,175,723		10,094,969	
Other operating expenses	21,891,104		21,216,551	
Total operating expenses		86,927,443		87,124,398
Operating result		13,119,966		3,706,739
Financial income and expense		[403,184]		[545,327]
Consolidated result from operational activities before taxation		12,716,782		3,161,412
Profit tax		-		-
Net consolidated result after taxation		12,716,782		3,161,412

Notes to the Consolidated Financial Statements

General notes

The most important activities of the entity

General

Foundation Sint Maarten General Hospital formerly known as St. Maarten Medical Center Foundation (hereinafter 'SMMC' / 'SMGH') was incorporated on March 26, 1990. SMMC operates as a general hospital located at Welgelegen Road #30, Unit #1, Cay Hill, St. Maarten. SMMC is a non profit organization with the goal to manage and operate a financially viable general hospital on St. Maarten in the broadest sense.

Corporate Governance Code

The Corporate Governance Code is applicable to the Foundation. The organization is currently in the process of implementing the requirements of the Corporate Governance Code. Once this has been completed a compliance report will be prepared using the comply or explain principle.

The basis of preparation

According to Book 2, article 58 and article 119 of the St. Maarten Civil Code, SMMC qualifies as a large Foundation. This implies that the Foundation meets the following criteria:

- Exceeding criterion of 20 full time employees;
- Exceeding the value of assets criterion of ANG 5 million;
- Exceeding the Income criterion of ANG 10 million.

According to article 120.3 of the St. Maarten Civil Code SMMC needs to report its Financial Statements in accordance with Internationals Financial Reporting Standards issued by the International Accounting Standards Board. However, this article also gives SMMC the opportunity to compile its financial statements according to other internationally accepted accounting principles in case the board of directors has given reasons to do so. The board of directors has made use of this possibility to report according to Dutch Generally Accepted Accounting Principles (Dutch GAAP), others, because of the following reasons:

For comparisons purposes:

- In previous years SMMC has reported according to Dutch GAAP, therefore makes it more useful to compare with previous reporting periods;
- According to general use, most health care organizations on St. Maarten and in the Caribbean, as well in the Netherlands, report according to Dutch GAAP.

For economic reasons:

- SMMC's bookkeeping systems and sub ledgers have been developed in line with Dutch GAAP;
- Implementing IFRS based reporting will lead to significant additional expenses regarding redefining systems and additional education of finance department.

Consolidation

SMMC owns 100% of the shares of St. Maarten Medical Center Pharmacy N.V. (the Company or CHP) and therefore the balance sheet, the income statement have been consolidated. Intercompany transactions and balances between the Company and SMMC are eliminated upon consolidation.

St. Maarten Medical Center Pharmacy N.V. also known as Cayhill Pharmacy (CHP) was incorporated on September 27, 1991 in St. Maarten. The entity's main objective is to conduct and sell pharmaceutical supplies operating as a public pharmacy on the Dutch side of St. Maarten.

General accounting principles

The accounting standards used to prepare the financial statements

Comparative figures

The comparative figures have been reclassified where necessary in order to easily compare with the statements of this year.

Use of Judgment and Estimates

In preparing the consolidated financial statements, the Supervisory Council and Board of Directors of SMMC, in accordance with accounting principles generally accepted in the Netherlands, have to make certain judgments and estimates that affect the application of the Foundation's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results can deviate from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

Information about assumptions and estimation uncertainties at 31 December 2023 that have a risk of resulting in a material adjustment to the carrying amount of assets and liabilities in next financial year is included in the following notes:

Note 2 – Useful life determination and including accelerated depreciation of tangible assets;

Note 3 – Obsolescence of medical supplies;

Note 4 – Measurement of allowance for trade receivables: key assumptions in determining the of non compliance with the payment terms;

Note 9 – Measurement of post-employment benefits obligation: key actuarial assumptions;

Note 10 - Jubilee provision: key actuarial assumptions;

Note 28 – Recognition of commitments and contingencies: key considerations.

Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset form part of the cost of that asset and, therefore, are capitalized. Other borrowing are recognized as an expense.

Translation of foreign currency

Monetary assets and liabilities denominated in foreign currencies have been converted to Antillean Guilders (ANG) at the rates of exchange prevailing at balance sheet date. Income and expense transactions have been converted at the rates prevailing on the date of the transaction. Any gain or loss on foreign currency translation is credited or charged to the income statement which is referred as Translation Exchange Rate Differences.

The foundation converts all transactions at the currency exchange rate of:

USD 1 ANG 1.80;

EUR 1 ANG 2.20.

Accounting principles

Intangible assets

Intangible fixed assets are stated at cost less accumulated amortization and, if applicable, less impairments in value. Amortization is charged as a fixed percentage of cost, as specified in more detail in the notes of the balance sheet.

Property, plant and equipment

Tangible fixed assets are stated at cost, net of accumulated depreciation. Depreciation is computed based on the estimated useful lives of the assets using the straight line method, except, if applicable, adjusted for changes in the economic life of the assets. When assets are retired or otherwise disposed of, the cost and related accumulated depreciation is removed from the accounts and any resulting gain or loss is reflected in the income for the period. The cost of maintenance and repairs is expensed. Significant improvements are capitalized and depreciated over its economic lifetime. Work in progress will be depreciating when assets are taken into service. Interest costs that are directly attributable to qualifying assets under construction are capitalized.

Inventories

Inventory is stated at FEFO method (first expired, first outtaking into account a provision for obsolete inventory for SMMC).

Trade receivables

Accounts receivables are carried at anticipated realizable value. Accounts receivable are shown after deduction of a provision for bad and doubtful debts where appropriate. An estimate is made for doubtful receivables based on a review of all outstanding amounts at year end. Bad debts are written off during the year in which they are identified.

The accounts receivable have a maturity date due within one year.

Cash and cash equivalents

Cash and bank balances are freely disposable, unless stated otherwise.

Equity

The equity comprise the nominal capital account, additional paid-in capital, accumulated gains and the result of the period accounts.

Equalization reserves

SMMC has formed an equalization reserve for certain designated monetary donations. These monetary donations received will remain reserved until the assets have been purchased and received. The amounts are amortized in line with the straight line depreciation of the related assets. The amortization of the equalization reserve is recognized in other income.

Provisions for pension obligations

The employees of the foundation are entitled to a pension which is insured with an insurance company. The pension plan is a so called defined contribution plan. The foundation's liability is limited to the employers' part of the pension premium.

Provisions for other post employment benefits

The foundation provides for payments in addition to pension payments of retired employees. The provision is calculated by an actuary under the actuarial cost method using the projected unit credit method and specific assumptions.

Current liabilities

The short term liabilities are due within one year.

Accruals and deferred income

The accrual method of accounting is used in recording liabilities with respect to accounts payable. Current year's costs or purchases for which invoices were received in the subsequent year are booked to accrued expenses.

Accounting principles for determining the result

The net result is determined as the difference between the recognized income and the expenses relating to the reporting period. Costs are determined in accordance with the accounting policies applied to the income statement.

Income is realized in the year in which the services rendered are recognized. Losses are taken upon recognition. Other income and expenses are allocated to the periods to which they relate.

Medical Income

Medical income comprises of fees for medical treatments chargeable to patients, USZV, other insurance companies and social security institutions. Income also includes sales of pharmaceutical products to customers.

In 2017, the Foundation entered into a contractual agreement ("USZV Care Contract") with USZV for the period January 1, 2017 - December 31, 2031, of which the budget is based on an anticipated contractually fixed production. SMMC receives monthly, an annual agreed upon 'advance' to the budget which is determined annually and is paid as budget advances monthly based on the production pre-calculated (estimated). The annual settlement method states the following: (i) if an overproduction exceeds 2% of the budget, USZV will pay SMMC the exceeding part based on the tariffs as agreed between SMMC and USZV, and (ii) if an underproduction exceeds 10% of the budget, SMMC will repay the exceeding part to USZV. The 10% is needed to safeguard the minimal required services [24/7/365] including the minimum level of qualified staff and the agreed quality of care.

Other operating income

Other operating income includes: (a) other income recognized in the event of an underproduction based on the annual budget concluded with USZV and in accordance with the annual settlement agreement between USZV and SMMC; and (b) other income recognized in the period.

Profit tax

SMMC is a non profit foundation, therefore no profit tax is due. St. Maarten Medical Center Pharmacy N.V. is subject to profit tax at the standard 34.5% rate.



Corporate Social Sustainability

SMMC recognizes the importance of being a good corporate citizen and is continuing its efforts of positive impact on all stakeholders, including employees, patients, and the local community.

In 2024, the established Breastfeeding Committee continued its efforts to encourage, support and promote breastfeeding with its World Breastfeeding Week program. The program featured short remarks from the Committee, Management, Gynecologists, and a first-time mother who recounted her breastfeeding experience. In August, the island's first-ever Breastfeeding Lounge officially was opened. The lounge is located on the Pediatric Inpatient ward and is available 24/7 for staff, patient and visitor use and has been outfitted to comfortably accommodate two breastfeeding moms at a time with air conditioning, a TV and an electric breast pump.

The annual collaboration with the Positive and Elektraltes Foundations to increase early detection of breast and prostate cancers continued with two open house events in September and October, with free testing for insured and uninsured community members. During the events, 220 men were screened for prostate cancer, over 200 women were screened for breast cancer, and 40 on-the-spot mammograms were provided. SMMC also participated in the annual Pink Parade to help raise awareness for Breast Cancer on St. Maarten.

St. Maarten's 2022 General Population Census found that hypertension was one of the most common health conditions for adults. As such, the Outpatient Department provided free blood pressure and blood sugar monitoring during the breast and prostate cancer outreach events. Attendees with readings outside of the healthy range were provided with



information and advised to make an appointment to see their general practitioner. The St. Maarten AIDS Foundation was also invited to participate at the events and provided free, confidential HIV testing to staff and attendees.

Throughout the year, the Human Resources and Education Departments participated in various career and job fairs, intending to introduce high school students to diverse careers within healthcare. During the National Career Fair in the Netherlands, SMMC met with many students and young professionals who have ties to St. Maarten and the Dutch Caribbean and would like to eventually return home.

SMMC and EPIC's Perpetual Plastics Project Team started collaborating on the collection of plastics for recycling in the hospital. In addition to plastic collection, a team of SMMC volunteers participated in a clean-up during a hike at Back Bay. With their help, a large group of volunteers removed 569 kilograms of trash from the area.

SMMC has also recognized the importance of a healthy work-life balance and the positive effect of exercise on both mental and physical health, in light of which the 'SMMC On the Move' employee fitness program has continued. As an added incentive for employees to participate, the free program is open to guests of employees as well. The program has evolved into an unofficial sports club that participates in and represents the organization at various races such as the Resolution Run and the SXM Day Relay Race.



Medical and Patient Care

This chapter outlines the developments made in Medical and Patient Care in 2024.

Medical specialties

Medical Specialties at SMMC

1	Anesthesiology/Pain Clinic	11	Oncology
2	Cardiology	12	Ophthalmology
3	Dermatology	13	Orthopedic Surgery
4	ENT	14	Pediatrics
5	Gastroenterology	15	Plastic Surgery
6	General and Vascular Surgery	16	Psychiatry
7	Internal Medicine	17	Pulmonology
8	Nephrology	18	Radiology
9	Neurology	19	Urology
10	Obstetrics and Gynecology		

Medical Developments

Ear Nose Throat (ENT)

The ENT clinic received new equipment to enhance the outcome of hearing tests performed in the clinic. The equipment uses ear canal inserts instead of headphones, which is more beneficial for the patients. The use of this equipment reduces the risk of the ear that is not being tested picking up sounds, which leads to more reliable results. Four nurses from the Outpatient department followed a five-day training facilitated by a trainer from the Netherlands. The training included topics such as the anatomy of the ear, route of sounds through the ears and the difference between the use of headphones and inserts, as well as practical training.

Gastroenterology

A new Gastroenterology team was added at SMMC. A group of highly skilled and dedicated gastroenterologists from various hospitals in the Netherlands [Almere, Amsterdam and Zeeland] was selected to join the medical staff. The group began in January with Dr. Tanis and performs a range of consultations and diagnostics such as diagnostic and therapeutic endoscopy, colonoscopies, gastrointestinal motility studies, inflammatory bowel disease (IBD) management and others.



Pain consultants

Neurology / Pain Management Clinic

Dr. Karen Schmid established SMMC's pain clinic four years ago and it has grown significantly since. With approval, she initiated the training of four registered nurses to become pain consultants, which are nurses specialized in pain. One year ago, four talented registered nurses started the training provided by the Hogeschool Arnhem Nijmegen (HAN) to become pain consultants and they will graduate in mid-2025. They held four lectures to educate the doctors and nurses on different subjects related to pain assessment and management.

Oncology

The SMMC Symposium on Breast Cancer in the Caribbean took place at AUC in St. Maarten in October. International experts were brought together to discuss the latest research, treatments and strategies for addressing breast cancer in the region. The well-attended symposium allowed healthcare workers from the Dutch Caribbean to share knowledge and updates on the disease and featured speakers from SMMC as well as from hospitals and institutions abroad.

Plastic Surgery

In April, the Plastic Surgery Department performed the first ever deep inferior epigastric perforator (DIEP) flap breast surgery at SMMC. The surgery was performed to restore the breast shape of a patient who previously underwent a mastectomy as breast cancer treatment. The procedure has fewer long-term risks and complications than alternative options for breast reconstruction.



Pulmonology

In December, various new equipment at the Pulmonology Department were successfully installed, allowing SMMC to perform enhanced pulmonary function testing.

- **Fenom Pro Asthma monitor:** used to measure the fraction of exhaled nitric oxide [FeNO], a marker for airway inflammation, in human exhaled breath. It is a non-invasive, simple and safe method to assess, monitor, and determine the best treatment methods for airway inflammation in patients.
- **Body Box:** used to perform lung volume testing that helps to diagnose lung and airway diseases such as Asthma, COPD, pulmonary fibrosis.
- **Enhanced 6-minute walk test:** used to evaluate exercise capacity. Data from the wireless saturation monitor worn by the patient is transmitted to a tablet. The technician is no longer required to record the data manually.

Urology

A new state-of-the-art urological laser machine, the Holmium Quanta Magneto 150 watts, was put into use at SMMC. The machine is currently the most powerful Holmium laser for urology procedures and will enhance SMMC's capabilities in performing minimally invasive procedures, offering patients improved outcomes and faster recovery times. The machine is versatile and can treat kidney and urinary stones as well as the removal of excess prostate tissue.

Medical Staff Board

The medical staff appointed a new board in 2024, consisting of Dr. Diego Ramos as Chair and Dr. Karen Schmid and Dr. Martijn Tilanus as members. The new board took over from Dr. Emiko Bird-Lake [Chair 2021-2024], Dr. Yelena George [Vice-chair/treasurer 2015-2024] and Dr. Albertine Jurgensen [Secretary 2009 - 2024].

DAS Conference

The 15th Dutch Antilles and South America [DAS] Conference took place with more than 100 participants. The conference, a carefully connected Caribbean cooperation between specialized and family medicine, was the first-ever DAS conference held on St. Maarten. The mission of this not-for-profit healthcare event was to exchange knowledge, improve healthcare on St. Maarten and the Caribbean, and increase understanding between the lines of care.



DAS conference

Staff Learning

In 2024, the Medical Staff Bureau organized a minimum of two lectures per month, one evening lecture and one lunch lecture, for medical specialists, house officers, ER physicians, GPs and nursing staff on various topics. These lectures are a means of sharing information and allow for peer-led learning. They provide an opportunity for specialists, pain consultants, visiting lecturers and nurses to share information and knowledge on various topics within specific specialties and disciplines with colleagues from different departments. Lecture topics in 2024 included Glaucoma, Dementia, Improving Patient Safety, Heart Failure Medications, Gunshot Wounds, Adequate Pain Assessment and Tools, Pre-eclampsia, Pancreatitis Uncovered, Patient-Controlled Analgesia Pump, Rheumatoid Arthritis, Unlocking Cognitive Health, Symptom Management in End of Life Care and Interesting Cases and Protocols.



You are cordially invited to join us for a lunch lecture on

Pancreatitis Uncovered: Everything you have ever wanted to know

*Presented by Dr. Liesbeth Kager
Gastroenterologist*

Date: Tuesday, September 3rd 2024

Time: 12:00 pm - 13:00 pm

Location: SMMC Conference Room

RSVP to MedicalStaffBureau@smmc.sx

S | M
M | C St. Maarten Medical Center

Nursing Care

SMMC continued to focus on nursing excellence and that included providing opportunities to nursing staff for continued professional development. Some of these opportunities were ENT audiometry equipment training, and pain management training organized by the HAN University in the Netherlands. Four pain consultants in training and 14 staff [divided over the modules] completed modules 2, 3 and 4 of the Pain Management training course. In addition to the opportunities provided, employees continued their commitment to their professional development with nurses from various departments following a clinical reasoning course, nine nurses beginning the Registered Nurse course, 53 participants completing the Advanced Critical Life Support (ACLS) (re)certification course and three participants starting a course for certified anesthesia assistant, 13 nurses completing the Pediatric Emergency Assessment, Recognition and Stabilization (PEARS) course, OB/Gyn nurses completing a two-day high acuity nursing course, two certified dialysis RNs starting the vascular access course and three nurses starting a didactic course.

In the fourth quarter of 2024, there were 187 nursing/care staff. Efforts to recruit nursing staff to bolster the care offered to patients remain ongoing with the following nursing functions still to be filled or expanded: Vascular Lab Technician, Cardiac Technician, ICU Nurse, ER Nurse, Dialysis Nurse, OR technician, and Oncology Nurse. In 2024, these functions were temporarily filled by rotational staff and recruitment efforts continue in 2025 and onwards.



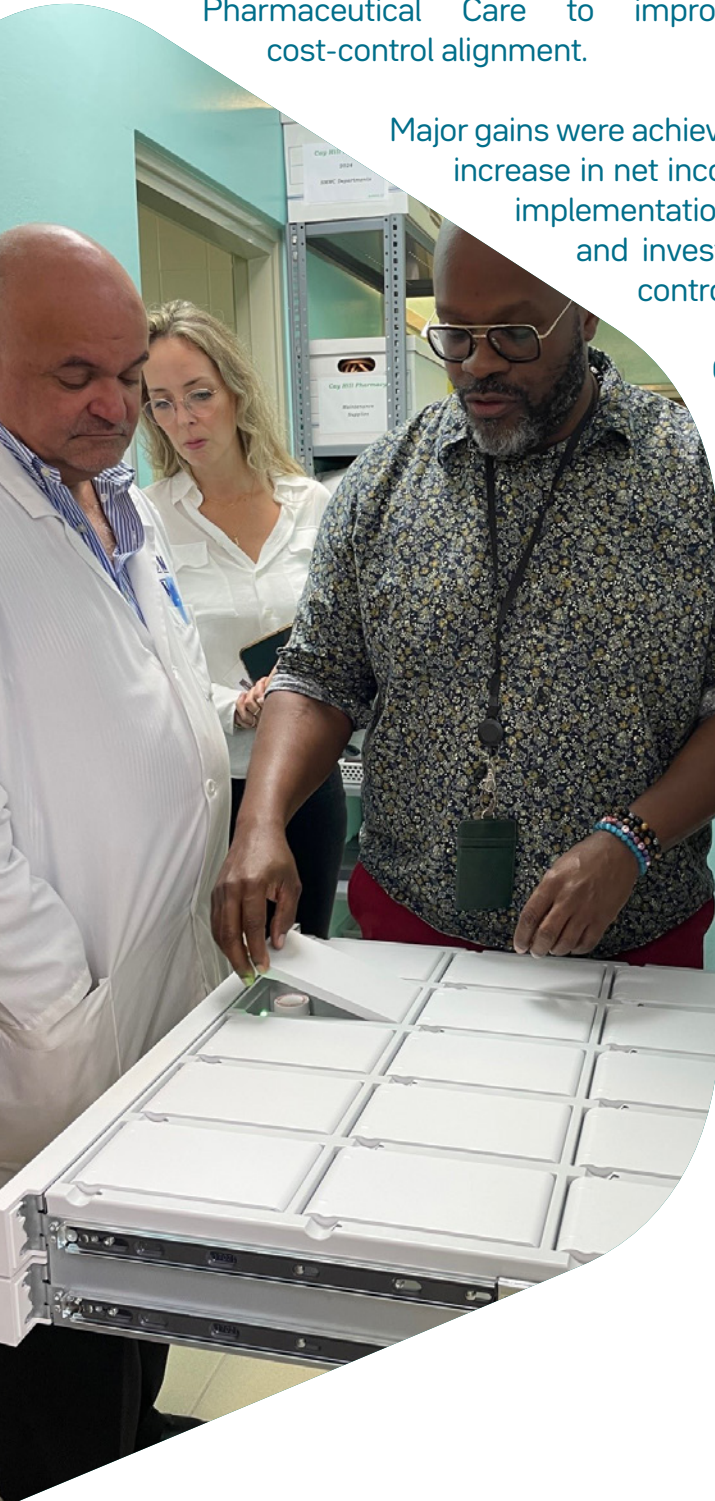
Cay Hill Pharmacy

Cay Hill Pharmacy (CHP) reinforced its role as a central provider of pharmaceutical care within SMMC and the healthcare system on St. Maarten. With a focus on clinical quality and operational efficiency, in 2024, CHP laid the groundwork to restructure its services in 2025 into two units: Public Pharmacy Services and Hospital-Based Pharmaceutical Care to improve budgeting, workflow coordination, and cost-control alignment.

Major gains were achieved in CHP's financial performance, namely a 408% increase in net income, driven by successful claims recovery and the implementation of cost-saving measures. Liquidity improved and investments in automation, facility upgrades, and risk controls [AO/IC] further strengthened operational capacity.

CHP also expanded its academic, regulatory, and stakeholder collaborations, setting the stage for enhanced medication reconciliation, improved compliance, and stronger integration with regional networks. CHP remains focused on innovation, accountability, and readiness to support a modern, technology-enabled healthcare environment in 2025 and beyond.

CHP implemented a new automated medicine dispensing system [Omniceil]. The system automates manual dispensing tasks to reduce medication error and waste, improving pharmaceutical accuracy. The system also heightens medication security by improving medication tracking and regulatory compliance. The new system contributes to the improvement of patient safety and quality of care.





ORAL AIRWAY GUARD
REF: 3880EU
MED IT# 8119

WETERN CATHETER LIPN
REF: 3100
MED IT# 971

TRACHEE OXYGENATOR
REF: 1668
MED IT# 973

WETERN CATHETER LIPN
REF: 3100
MED IT# 971

WETERN CATHETER LIPN
REF: 3100
MED IT# 971

REF: MFC320DG
MEDICAL SCISSOR
MED IT# 3480

REF: 102027
MITTELLAS TRIANGULAR BANDAGES
MED IT# 423

Performance Figures

Key Production figures

3370 SURGERIES	4336 ADMISSIONS	16,949 HOSPITAL DAYS	3.9 AVERAGE LENGTH OF STAY (LOS) IN DAYS
328 BABIES BORN	563 DAYCARE TREATMENTS	65,129 OUTPATIENT CONSULTATIONS	10,455 EMERGENCY ROOM VISITS
34,450 RADIOLOGY PROCEDURES	17,279 DIAGNOSTIC PROCEDURES	13,026 (HEMO)DIALYSIS TREATMENTS	525 CHEMOTHERAPY TREATMENTS


















Outpatient Clinic visits

65,129
TOTAL NUMBER OF OUTPATIENT VISITS (CONSULTATIONS)

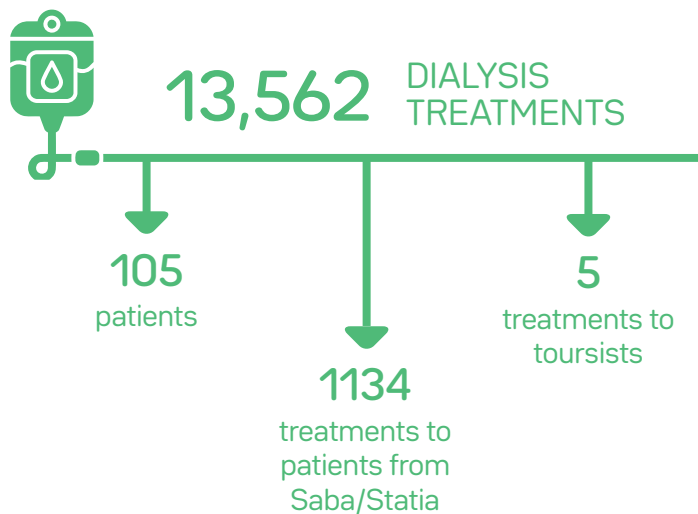
For 2024, the total number of outpatient visits [consultations] was 65,129 compared to 63,487 in 2023, representing a 3% increase. This includes urgent and inter-collegial consultations.

The increase is largely attributable to higher numbers in Orthopedics, Internal Medicine and Nephrology, whereas General Surgery, Ophthalmology, and Pediatrics showed a slight decline compared to 2023.



 Internal Medicine	6,227	 Pulmonology	1018
 Nephrology	801	 Gynecology / Obstetrics	7,442
 Oncology	2,151	 Pediatrics	2,882
 General Surgery	5,483	 Dermatology	2,530
 Plastic Surgery	401	 ENT	2,865
 Urology	5,439	 Ophthalmology	9,202
 Cardiology	4,171	 Anesthesiology	3,537
 Neurology	2,366	 Pain Management	1,465
 Orthopedics	3,721	Other	3,428

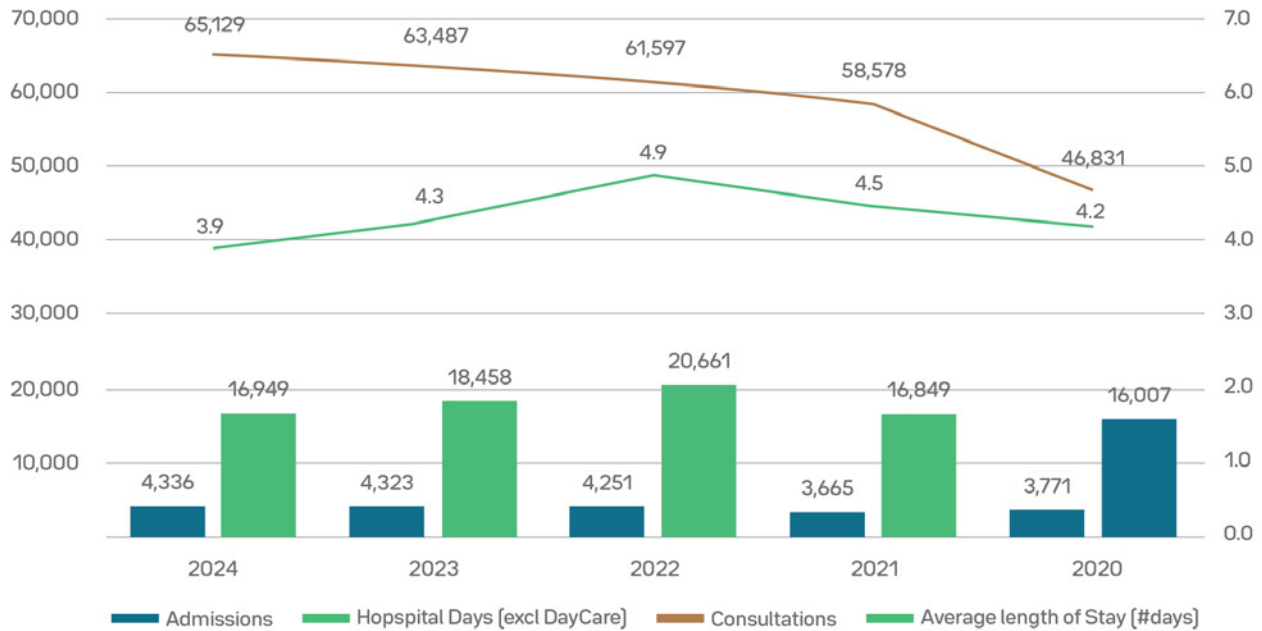
Dialysis Treatments



Radiology

Radiology	Number
Ultrasound	10,872
CT-Scan	7,545
Mammography	2,088
X-ray	11,509
MRI	1,839
Fluoroscopy	597
Total	34,450

Annual Development



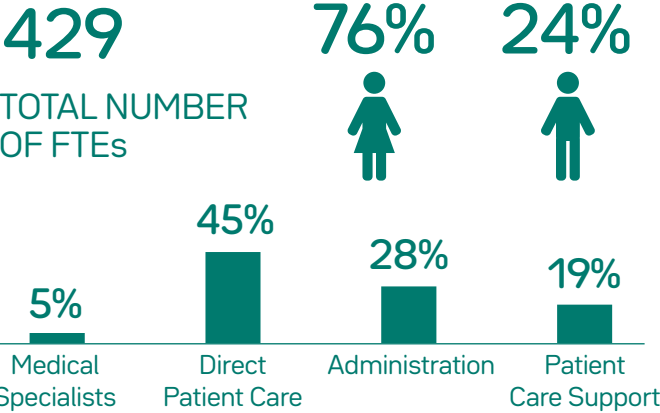
Clinical Admissions

The total number of clinical admissions in 2024 was 4,336. The number of admissions is similar to 2023 [4,323] and has been stable during the year with minor fluctuations. The total number of hospital days for 2024 is 16,949, compared to 18,485 in the previous year. This 8% decrease is due to lower numbers in all specialties. Of the total number of hospital days, the number of hospital days at the ICU was 508 in 2024, which is in line with the number in 2023 [510].

The average length of stay (LOS) is calculated based on the total number of hospital days and the number of discharges. The LOS for the year 2024 is 3.9. Overall, the decrease in number of hospital days in combination with constant admission numbers over the years, indicate that in general, patients were in the hospital shorter in 2024 than in 2023 [4.3 days] and the years before that [4.9 in 2022 and 4.5 in 2021].

Fluctuations of the LOS can be traced back to the different specialties. In 2024, the highest numbers of average length of stay (hospital days compared to the numbers of admissions and discharges) were reported for Neurology [9.0], Pulmonology [6.0] and Internal Medicine [6.0]. Average LOS for Cardiology was 4.3 in 2024 and for Oncology 4.1. Surgical specialties show lower LOS numbers in 2024 as usual: ENT 1.4, Orthopedics 2.2, Gynecology 2.7, Urology 2.9, and General Surgery 4.1. Pediatrics had a year average LOS of 3.0.

Employees



2024 ended with a total of 439 FTEs in service. Medical Specialists made up 5% of the total number of FTEs with employees in direct patient care comprising 45%. Administrative support and patient care support made up 29% and 19%, respectively. This figure excludes rotational staff. SMMC’s employee population is female-dominated as 75% of FTEs are women and 25% are men.

Specialists

The numbers of specialists (FTE) in service as of the end of 2024 are as follows:

Specialist	In Service (FTEs)
Anesthesiologist	3
Cardiologist	2
Dermatologist	1
General Surgeon	3
Gynecologist	3
Internist Endocrinologist	1
Internist Infectiologist	1
Internist Nephrologist	1
Neurologist	1
Pediatrician	1
Radiologist	3
Urologist	2
Total	22

Rotational specialists (FTE) per specialty:

Specialist	In Service (FTEs)
ENT (Ear Nose Throat)	1
Ophthalmology	2
Orthopedic Surgery	1.5
Oncology	1
Plastic Surgery	0.3
Pulmonology	1
Gastroenterology	1
Total	7.1

A Pediatric Cardiologist and an Interventional Radiologist were on rotation for at least 2-3 weeks for the year.

Mission, Vision and Core Values

SMMC has committed itself to the following vision and mission which are driven by the listed core values.



Vision

To be the regional leader in providing high-quality hospital care with compassion, and friendly service.

Mission

SMMC provides high-quality, accessible, affordable, and friendly hospital care in the best interest of the patient, close to home.



Core Values

Professionalism

SMMC is a place that excels through its staff being professional at all times.

Helpfulness

SMMC is a place where we are always willing to help each other and our patients and visitors.

Cooperation

SMMC is a place where we can only achieve our common goals by cooperating and understanding our common purpose as an organization.



Respect

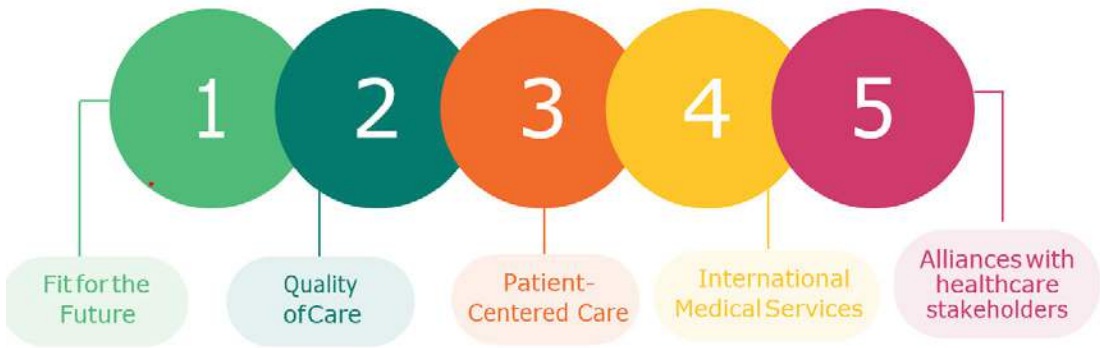
SMMC is a place where respect is continuously given on multiple levels: between colleagues and between staff and patients and visitors.



Performance on Strategic Themes

In 2024, following the previous strategic plan (2023-2025), a new 3-year strategic plan was drafted covering the period of 2025-2027, aligning with the updated timeline of the delivery of the SMGH construction project after the approval of the final design in June 2024. It builds on the foundation laid by the previous strategic plan with an emphasis on executing the Transition Plan to ensure a smooth transition to SMGH while ensuring the delivery of high-quality, patient-centered care, close to home. Guided by the organization’s mission and vision statements and driven by its core values, SMMC’s 3-year strategic plan is based on 5 defined strategic themes, as the hospital transitions from SMMC to SMGH.

The strategic themes are:



The year 2024 was initially marked as the year to “Execute the Transition” in the project overview (see below) of the previous strategic plan but due to the updated construction delivery timeline, the year 2025 has now also been included in this scope in the 2025-2027 strategic plan. Hence, projects started in 2024 are continuing in 2025 under this banner.

Strategic Theme	Topic or Project	2023	2024	2025
		Design & Develop Foundation for Transition	Execute Transition Plan	Realization Transition
Fit For The Future	Financial Clean Bill of Health	Billing Reconciliation Project. Effectuate work process changes	Clean audit opinion	Clean audit opinion, Finance Department functions as a Service Center
	Leadership & Accountability starts with me	Leadership Training for senior staff	Expand training to all staff focusing on taking ownership	Evaluate performance on accountability and ownership throughout hospital
	Demarcation of responsibilities SMMC/FINSO	Establish clear demarcation of responsibilities SMMC/FINSO and assume responsibilities based on this	Plan and set out actions according to demarcation. Monitor FINSO accordingly. Prepare move-in plan	Prepare for move in SMGH
	HR Standardization & Optimization	Develop HR Policies and Processes Manual. Specific Focus on Recruitment and Education	Effectuate HR Policies and Processes Manual and work accordingly	Continue to work according to HR Policies and Processes Manual
	L&D plan	Establish Future Function Book, organize Job Fair and execute Training Plan	Continue execution of Training Plan in line with L&D project plan	Transfer Training Plan to business as usual
	Road to SMGH	Develop and implement a clear and widely supported transition plan that outlines the steps to be taken towards the physical (House) and organizational (Home) move to the new general hospital	Execute Transition Plan	Prepare for move in SMGH
Quality Care	JCI Trajectory	Implement Clinical Guidelines. Expand standards, protocols and procedures based on JCI chapters. Continue and expand compliance checks, perform tracers	Structurally implement compliance checks, tracers and audits for all chapters	Successfully pass a mock JCI survey
	Telemedicine	Launch Telemedicine pilot for Plastic Surgery. Invest in hardware and network capabilities for telemedicine. Establish telemedicine plan for Saba/St. Eustatius patient population. Include telemedicine in SMGH plans	Expand Telemedicine initiatives to other medical specialties based on results in 2023 and incorporate in regular services	Ensure continuity and development of telemedicine based on best practices
Patient Centered Care	Optimized Patient Journey	Enhance the patient experience ranging from the first moment of contact with SMMC to the discharge and/or after care stage by optimizing the care and communication processes. Installation of the Mammo Clinic. Launch online appointment system	Further synchronization between care and support departments. Launch Patient Portal	Continuous synchronization between care and support departments. Launch check-in kiosks
	Kind, Respectful, Prompt Service	Continuous Customer Service Training of all staff using internal trainers/champions	Periodic refreshers Customer Service Training and continuous monitoring of service-mindedness by using mystery shoppers	Periodic refreshers Customer Service Training and continuous monitoring of service-mindedness by using mystery shoppers
International Medical Services	Expand International Medical Services focusing on patients of surrounding islands	Establish care contracts with Health Authority Anguilla and insurance companies, based on transparent price list. Establish processes and procedures for IPS Center (International Patient Services Center)	Expand international medical services to other countries in the region	Continue expansion of international medical services to other countries in the region
Alliances with Stakeholders	Strengthening Strategic Partnerships	Continue cooperation and project execution within DCHA (Dutch Caribbean Hospital Alliance). Initiate and participate in meetings and follow up with external stakeholders where cooperation is relevant, beneficial or needed. Specific focus on staff education. Implement BES Breast Cancer Screening Program with RIVM	Continue cooperation and project execution within DCHA (Dutch Caribbean Hospital Alliance). Continue to initiate and participate in meetings and follow up with external stakeholders where cooperation is relevant, beneficial or needed.	Continue cooperation and project execution within DCHA (Dutch Caribbean Hospital Alliance). Continue to initiate and participate in meetings and follow up with external stakeholders where cooperation is relevant, beneficial or needed.

Towards seamless, integrated and coordinated patient centered care

Fit for the Future (FFTF)

In 2024, the Financial Clean Bill of Health project continued with billing reconciliation efforts. These efforts supported the achievement of a clean, unqualified audit opinion on the 2024 financial statements. Under the Demarcation project, the drafting of the Move-In Plan commenced. Under the Leadership & Accountability Starts with Me project, a number of L&D initiatives were executed, which included a number of Leadership Development Orientation sessions held for Supervisors and Assistant Supervisors.

Quality Care

The JCI trajectory project continued with several deliverables, as outlined in the Quality & Safety chapter on page 71. The Telemedicine project saw an expansion with structural tele-consults being done for Plastic Surgery patients.

Patient Centered Care

In 2024, the Patient Connect project (which includes the eventual launch of an online appointment system) saw progress in terms of integrating SZV's patient identification number (Healthcare Industry Number - HIN) with SMMC's patients' profile database, which will streamline the information flow between the various healthcare stakeholders. A new Outpatient Department (OPD) patient registration workflow was approved by the Management Team, which will form the basis for standardizing all OPD clinics' patient registration workflows, a project that is slated for completion in 2025. The 5-Star Customer Service Training continued in 2024 under the Kind, Respectful, Prompt Service project.

International Medical Services

Continuing on the mission to strengthen the hospital's position as a regional leader in providing high quality healthcare, close to home, a first time visit to St. Kitts and a follow up visit to Anguilla were executed. Both were beneficial in establishing closer cooperation between SMMC and the various healthcare stakeholders, including Government, insurance companies and private doctors, which led to a significant uptick in revenues derived from patients from Anguilla using SMMC's services.

Alliances with Stakeholders

DCHA

A physical board meeting and general assembly meeting (ALV) took on Bonaire in 2024. Governance related topics were discussed as well as progress on the several sub projects as outlined in the Framework Projectplan ('Kaderstellend Projectplan'). A set of business cases were prepared by the team lead in coordination with SMMC for the project: 'Efficient Organization of Hospital Care'. Based on these, an analysis was presented of (sub)specialties that could be established in the region, for which patients are currently flown out to other countries.

In addition, DCHA met with the chairperson of the 'Platform Samenwerkende Zorgverzekeraars' (PSZ) to align priorities pertaining to the decrease of medical referrals outside the Dutch Caribbean.



SMMC also had a seminar on St. Eustatius with the St. Eustatius Healthcare Foundation and Saba Cares, facilitated by ZJCN aimed at structurally improving healthcare on the Windward Islands. All parties recognized the significant progress made since 2022 and emphasized the importance of continued trust and open communication.

Council of Ministers meetings

SMMC participated in tripartite meetings with the Council of Ministers and SZV in 2024. The organization's Management Team and Board of Directors also formally met the newly appointed Ministers of VSA and Justice. During the meetings, an overview of current affairs was provided, and the open action items for the tripartite were reviewed.



Transition to SMGH

In 2024, the Project Management Unit (PMU) continued its efforts to spearhead the transition planning with decisions made by the Management Team through weekly Transition MT meetings. The Transition Plan was further executed with particular focus on progressing the various Readiness Categories as per the Activation and Transition Planning (ATP) framework. The ATP for SMGH process involves careful planning, coordination and execution across multiple dimensions, including organizational readiness, people readiness, operational readiness, technology readiness, facility readiness, and opening readiness.



Figure 1: Overview of the readiness categories within the Activation and Transition Planning model

As a component in the organizational readiness category, an update to SMMC's organizational chart was approved after several sessions held with the Management Team. For facility readiness, a soft opening phasing plan (part of the Move-In Plan) was delivered outlining the phases, key activities, and timelines necessary to ensure a successful transition into the new SMGH hospital building after receiving the building from the contractor. The order of moving departments has been carefully planned, taking into consideration factors such as patient safety, operational efficiency and logistical feasibility.

As of December 2024, the training programs, contributing to the people readiness, have benefited 410 participants, reflecting an increase of 109 participants since 2023.

In total, 20 trainings were procured and completed, and an additional 18 trainings were approved and will be scheduled. SMMC continues to migrate all online and in-person training programs to its Employee Portal within the Talent Learning Management System, enabling better tracking and disaggregation of training participants.

A start was made with an inventory of future workflows to ensure operational readiness, and a strategic IT Transition Plan was drafted to ensure technology readiness.





Quality and Safety

SMMC is committed to ensuring high-quality care for its patients. As such, the organization is striving to embed the Joint Commission International (JCI) into all processes. To monitor, measure and improve the services provided to patients, SMMC's Quality & Safety Program has been designed with four key quality pillars: document management, incident management, audit management and risk management. Additionally, the program is comprised of seven key activities which are linked to the quality pillars. The seven activities include:

1) **Policy management** for accreditation and regulatory preparedness;

2) **Quality indicators** to monitor infection control, environment of care, medical errors and adverse events;

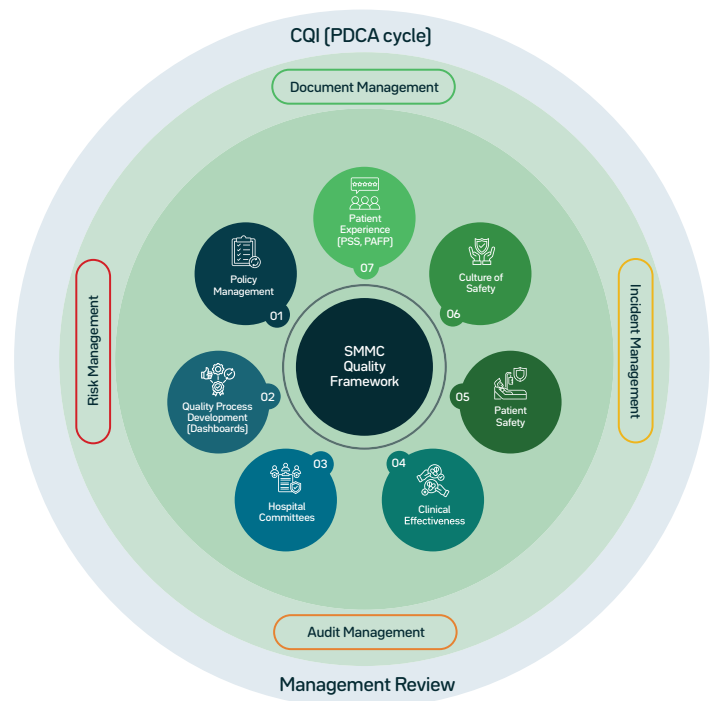
3) Safeguarding quality of care and overseeing alignment with best practices and industry standards by way of the establishment of **Hospital Committees**;

4) **Clinical effectiveness**, ensuring evidence-based practices are provided to patients and clinical Guidelines are being implemented and audited for continuous monitoring;

5) Implementing and sustaining the **patient safety goals** (IPSGs) to reduce medical mistakes and improve patient safety;

6) Upholding a **safety culture** to support staff and patients, families, and/or caregivers to feel safe to acknowledge when an incident has occurred and to learn from it;

7) Gathering **patient feedback** using the Patient Satisfaction Survey (PSS) and Patient Family Panel (PAFP).



Throughout 2024, the Quality & Safety Department continued to monitor and prioritize the activities of this program and progress has been made in various areas. A significant accomplishment is the implementation of Zenya, a [web-based] document management system, which supports policy management and allows SMMC to be one step closer to being audit-ready. In preparation for the audit, SMMC has to align with 280 JCI standards. Of the 280, the hospital is required to have 160 written documents [either in the form of a policy, procedure, or program] in preparation for the audit. Thus far, 81 documents have been developed and published, 43 documents are either in development or need to be updated to fully align with the standards, and 26 documents have yet to be developed. Ten documents are at this moment not applicable to the services being provided at SMMC.

Several policies and procedures for improving the safety of high-alert medications were developed at the end of 2024. For quality assurance, each international patient safety goal [IPSG], such as hand hygiene and patient identification must be monitored. Tracers will be planned at a later stage. However, in preparation, the Quality & Safety department has started to develop tracer tools that can be used to monitor IPSG compliance.

Capturing feedback from patients about their experience during their hospital visit is an important aspect of quality improvement. Patient feedback for both the Inpatient and Outpatient settings is being collected. Notably, the Outpatient patient responses captured in 2024 rose by 48% in comparison to 2023. The surveys are available via the Service Desk Hosts, QR-code cards, hospital kiosks, telephone, and by e-mail. For the Outpatient department, a total of 1464 responses were captured in 2024. The hospital maintained a patient satisfaction rating of ≥ 8.0 throughout 2024, with an overall rating of 8.42. The data indicate that patients generally positive about their overall experience at the hospital. Patients were most dissatisfied in the category of 'Waiting Time & Access'. Improvements could be made in the areas of privacy and the cleanliness of the facility.

Clinical guidelines

Clinical Guidelines [CGs] are established recommendations for diagnosing and treating medical conditions. The establishment of these guidelines allows for consistent and streamlined patient care and is a requirement for Joint Commission International [JCI] accreditation. In 2024, a total of 18 Clinical Guidelines [CGs] were implemented at SMMC. The selection, development, review, distribution, and implementation phase for each CG was done through joint efforts of the Medical Staff, the Medical Staff Bureau and the Quality & Safety Department.

To monitor clinical effectiveness, technical audits are carried out twice annually. The objective of the technical audit is to support the development and auditing of clinical guidelines and improve adherence to them.

Hospital Committees

SMMC maintained its eight Hospital Committees, aligned with local legislation and JCI Standards. These include the Complaints, Hospital Safety/Faults or Near Accidents (HS/FONA) Committee, Infection Control Committee, Policy, Protocol and Procedure (PPP) Committee, Retrospectus Committee, Medical Ethics Committee, Cardiopulmonary Resuscitation (CPR) Committee, and the Medication Committee. The committees were established to ensure that all actions taken within the hospital are aligned with industry standards and best practices.

The PPP committee supported the Quality & Safety department in the activities leading up to the launch of the Document Management System [Zenya]. The committee also continued to monitor the development of Clinical Guidelines and Nursing protocols.

Autonomy, beneficence, justice, non-maleficence, patient confidentiality, respect for human rights, cultural awareness and veracity make up the principles of the Medical Ethics Committee. As such, the committee advised and supported the development of documents that allow patients' wishes and desires to be considered with every treatment plan.

The Medication Committee reported on several new policies and procedures implemented that align with JCI medication management and use standards. Equipment and processes were introduced at the hospital pharmacy to minimize medication waste, improve medication storage, and reduce the risk of medication errors. Steps have been taken to develop an antibiotic stewardship program that will support electronic medical record (EMR)-based prescribing. Furthermore, significant progress was made in developing the [online] formulary, which will provide the clinical staff with real-time information on drugs stocked at the pharmacy, including insurance coverage information.

Resuscitation services were continually monitored and reported on by the CPR committee. Crash carts and medications for BLS and ACLS have been standardized and are available in designated locations throughout the hospital. The focus on crash cart audits and education of staff continued throughout the year.

The Infection Control Committee reported and advised leadership on environmental cleanliness and process improvements for the central sterilization department. Infection control recommendations were also provided to clinical wards following quarterly hygiene audits.

Throughout 2024, the HS/FONA Committee continued to promote incident reporting. Incident reporting increased by 48% from 2023 to 2024, which is an indication of an increase in the safety culture at SMMC.

Complications and (possible) calamities were monitored and reviewed by the Retrospectus committee. In 2024, 3 possible calamities were investigated by the committee and reported to the Inspectorate of Public Health. 20 Hospital-Acquired Complications (HACs) were reported and investigated by the committee, of which 5 were miscategorized as HACs. Based on the investigation of the possible calamities and HACs, feedback and recommendations were given to the relevant departments and leadership. The committee continued to remind the clinical staff that reporting HACs is a vital part of learning, improving patient safety and preventing errors from recurring.

Complaints

A substantial part of providing high-quality, patient-centered care is having a grievance mechanism in place to allow for the methodical handling of issues and patient dissatisfaction. In 2024, a total of 90 complaints were submitted to SMMC's Complaint Officer, of which 7 included a medical liability claim. The number of complaints is higher compared to 2023 when 64 complaints were submitted. The most prevalent categories of complaints were waiting times [29 complaints] and communication/customer service [26 complaints].

In 2024, we saw a notable increase in the complaints related to the waiting times in the Ophthalmology department (in total 26 complaints). This situation resulted from understaffing on the one hand and an increase in patients with complex complaints on the other. To address the issue, the department recruited additional staff and added additional clinic days (on Saturdays) in their efforts to reduce the waiting times for patients. The Emergency Room (ER) department accounts for the second highest number of complaints, with 11 complaints in total. Complaints mainly related to waiting times and customer service/communication. The 5-Star Customer Service training aims to empower staff with positive customer interaction techniques, thereby reducing the likelihood of future complaints on this topic.

In 2024, a total of 7 violent incidents were reported and investigated in line with SMMC's policy on managing aggression and violence.

SMMC continues to encourage patients and visitors to make use of the official complaint channels so their complaints may be noted and addressed on a structural level as well as on a case-by-case basis.



World Bank Projects

In 2024, SMMC disbursed USD 2.1 million from the St. Maarten Trust Fund, financed by the Government of the Netherlands and managed by the World Bank, towards the Hospital Resiliency and Preparedness Project (HRPP), bringing the total disbursement amount to USD 28.37 million. The HRPP is managed by SMMC's Project Management Unit (PMU) and contributes to increased access to high-quality healthcare by enhancing and improving the preparedness and capacity of hospital services on St. Maarten.

Project implementation has remained on track towards achieving all three Project Development Objective (PDO) indicators, sustaining the likelihood of achieving the PDO satisfactorily. Implementation progress remains moderately satisfactory, with 11 intermediate outcome indicators reporting substantial results.

The first PDO relates to reducing overseas medical referrals, which have been reduced by 87% over the past five years, surpassing the project's end target of 45%. This is due to the expansion of medical specialties and services such as Ophthalmology, Orthopedics, Urology, Neurology, Pulmonology, Pain Management, MRI services, and other sub-specialties, such as the newly added Vascular Lab, since 2018.

The second PDO indicator focuses on implementing the Emergency Disaster Preparedness Plan (EDP) and Evacuation Plan according to procedures and has increased slightly since 2023 - [from 91.8 to 92.3 percent]. In 2024, 50 SMMC staff members participated in a tabletop fire safety training and continued fire drills are expected in 2025.

Regarding the third PDO indicator [implementation of technical audits], SMMC finalized the Technical Audit tool to assess the implementation of its clinical guidelines (CGs) and quality control mechanisms in 2022. In 2024, SMMC refined the CG lifecycle document and bringing the total to 18 CGs. Of these, an additional 7 CGs were audited during a pilot review in May 2024 and, following refinements to the audit methodology, will undergo a full audit review in the first quarter of 2025. This will bring the total number of audited CGs to 12, surpassing the targeted 10. SMMC is committed to continuing to work with the external auditor to produce a quality report with actionable recommendations for the 2025 audit.

The HRPP continued to make a substantial impact on learning and development. As of December 2024, HRPP supported training programs that benefited 410 participants, reflecting an increase of 109 participants since 2023. SMMC continues to migrate all online and in-person training programs to its employee portal in the Talent Learning Management System (TalentLMS) to better disaggregate training participants.

Simultaneously, unforeseen delays in the construction and completion of SMGH have affected the timeline for critical training programs. As a result, SMMC has officially requested an extension of the project timeline to July 31, 2027. This extension will allow for the full utilization of available funds, ensure the achievement of project goals, and align with SMGH's transition.

SMMC also continues to make progress in planning for its transition to the new hospital building. In 2024, SMMC developed a detailed SMGH Transition Plan, organized around six readiness categories: organizational, operational, technology, people, facility, and regulatory readiness. The plan aims to ensure a seamless transition to the new hospital building, spans documentation of workflows, IT upgrades, facility assessments, staff training, patient transfer logistics, and mock drills. A design company was hired to support SMMC's wayfinding project, ensuring patient and visitor navigation in the new facility.



St. Maarten General Hospital Construction

The year 2024 marked a period of significant advancement for the project, highlighted by the completion of the Final Design and increased construction activity across key areas.

In early 2024, construction progressed with the continued installation of seismic isolators, and work commenced on the Waste Water Treatment Plant (WWTP) and Technical Building 1. By February, 89 out of 108 seismic isolators had been installed, and the Contractor began installing the drop columns.

Simultaneously, the development of the Final Design advanced. On April 17, 2024, the Contractor submitted the comprehensive Final Design. To streamline the review process, the Contractor and the Contract Management Bureau (CMB) held a series of joint review sessions from May 6 to May 10. These sessions proved highly effective, resulting in mutually-agreed solutions and revisions. Following this, the Contractor resubmitted all design packages in June. On July 20, the CMB issued its "Consent with comments" on the Final Design, allowing the project to transition into the Technical Design Phase.



Following Final Design approval, the Contractor increased the onsite workforce and accelerated construction activities. By year-end, the structural work on Technical Building 1 was completed, with interior finishing works underway. The WWTP was also completed and successfully commissioned on December 13, 2024. The current hospital facility is now connected to the new WWTP, enabling the demolition of the old plant and the initiation of preparatory works for the Emergency Room platform.

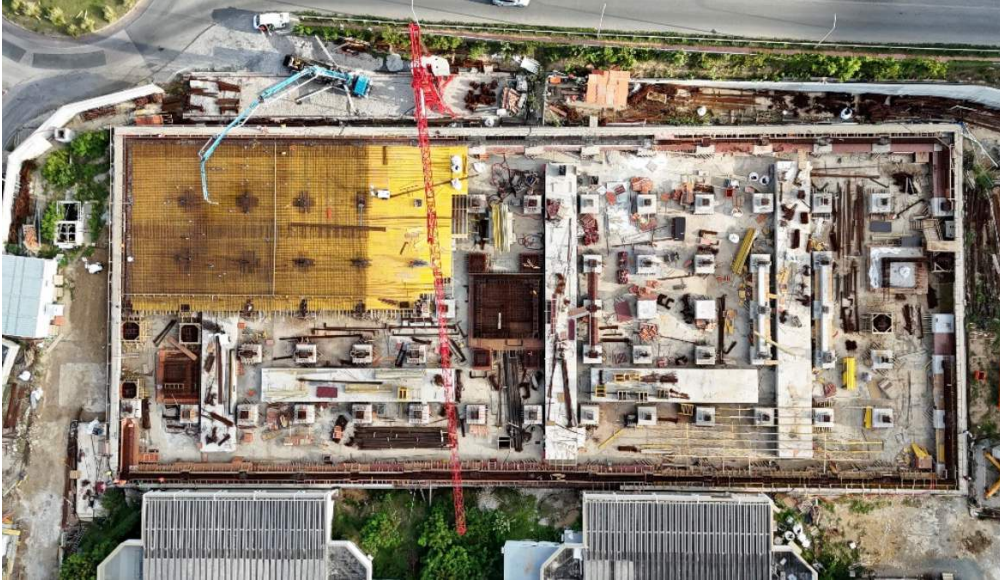
Construction on the main hospital building progressed with the pouring of the ground floor slab, columns, and vertical walls. By the end of the year, approximately 95% of the ground floor slab had been poured, along with most of the columns and vertical walls. Rebar and formwork installation for the first-floor slab began during the holiday season. With the first façade sections in place, the outlines of windows and doors now offer a tangible impression of the future St. Maarten General Hospital (SMGH).

In parallel with construction, significant progress was made in the procurement of Medical Equipment (ME). Throughout the second half of 2024, several workshops were held involving various end-users. By year-end, supplier commitments were secured for both imaging and kitchen equipment. It is expected that all ME suppliers under FINSO's scope will be selected by early 2025. Procurement activities related to SMMC's scope are also scheduled to commence in early 2025.



Staff were also able to see the progress of construction of the new hospital first-hand with the opportunity to participate in monthly guided tours of the construction site. Led by members of SMGH's CMB and FINSO, staff were guided through the construction site and were able to pose any questions they had on the project.

In summary, 2024 was a pivotal year for the project. The approval of the Final Design facilitated substantial progress in construction and set the stage for the procurement of essential medical equipment.



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