Welcome to world-class, destination healthcare.

Health City Cayman Islands is a world-class medical and surgical facility providing tertiary care in cardiac surgery, cardiology, orthopaedics, pulmonary, and paediatric endocrinology, and is the vision of world-renowned philanthropist and heart surgeon, Dr Devi Shetty, who served as Mother Teresa’s physician. Our experienced team of surgeons, healthcare professionals, care givers and support staff are equipped to provide the highest level of patient care and ensure your health is in the very best of hands. Our state-of-the-art hospital, located in Grand Cayman, cares for local, regional and international patients.
Overview of **NARAYANA HEALTHCARE**

Born from a burning desire to bring affordable, high quality healthcare to the mass population, Narayana Health is a multi-discipline chain of hospitals that extends from its base in India to the Cayman Islands and beyond, and has revolutionised the way healthcare is received for the people of India. It’s set to do the same for patients in the Western hemisphere with the advent of Narayana Health, Cayman Islands, known as Health City Cayman Islands.

The Narayana Health model, pioneered by globally renowned heart surgeon, successful business man and social entrepreneur, Dr Devi Shetty, offers an affordable, globally-benchmarked quality-driven healthcare services model so desperately needed in today’s current climate of escalating health costs and rapidly increasing numbers of chronic conditions that the world faces.

In many countries, however, healthcare is prohibitively expensive. For example, heart surgery is only affordable for less than 8 per cent of the world’s population.

“For 92 per cent of people living on this planet, heart surgery is a distant dream,” Dr Shetty says.

In 2001 Dr Devi Shetty embarked on a plan to transform healthcare in India, a country where very few were able to pay for its cost. His 5,000-bed Narayana Health City in Bangalore kick-started the process, offering patients not just from India, but all over the world, affordable quality healthcare, beginning with a cardiac care hospital and then expanding to include a cancer care hospital (the largest in India), a women’s and children’s hospital, along with nephrology, orthopaedic and research and training centres. It sees between 10,000 and 12,000 outpatients a day. The heart hospital has the infrastructure to perform 60 heart surgeries per day.

Further Health Cities were developed across India, including Narayana Health in Kolkata, Jamshedpur, Dharwad and Kolar; all in all 26 hospitals in 14 cities were built over a 13 year period. Dr Shetty’s vision is to develop a further 30,000 beds in the next seven years in newly built hospitals across India as well as Malaysia and the Cayman Islands.

This high volume approach is the secret to the success of Narayana Health.

At Narayana Health, they believe that ‘quality’ and ‘lowest cost’ are not mutually exclusive when it comes to healthcare delivery, focussing on the basic business premise of economies of scale. In particular, the high volume of outpatients seen at Narayana Health hospitals helps to fund the unprecedented number of surgeries that are offered at a fraction of the cost of those offered in the Western hemisphere. High volume has meant a vast reduction in the cost of healthcare in India.

“If the solution isn’t affordable, it’s not a solution,” Dr Shetty says.

In addition, the implementation of the latest technologies, such as using iPads instead of patient charts, simulation technology to help train critical care nurses and telemedicine for those in remote parts of India, has helped to deliver a far higher quality of healthcare that’s helping to keep patients safer.

Physicians at Narayana Health are kept abreast of the financial aspect of their work on a daily basis, using this as a diagnostic tool to help keep costs down.

“Looking at the P&L at the end of each month is like conducting a post mortem,” Dr Shetty says.

In this way, it is Dr Shetty’s dream to make India the first country in the world to dissociate healthcare with affluence.
Overview of ASCENSION

Ascension is the largest faith-based not-for-profit health system in the U.S. Here at Health City Cayman Islands, they have partnered with Narayana Health to bring the concept of excellent clinical care for all to fruition. Ascension is dedicated to the transformation of healthcare through innovation, so it is befitting that they should partner with Narayana Health, with whom they share compatible values.

Narayana Health has a commitment to care for people regardless of their ability to pay, and Ascension is dedicated to furthering its mission of serving all people, with special regard to those that are poor and vulnerable.

Health City Cayman Islands gives these two organizations the opportunity to positively impact the care that is being administered in the Caribbean region. In addition to providing high-quality healthcare to Cayman Island residents, Health City also serves those who are poor and vulnerable from a global perspective.

Ascension’s mission-focused Health Ministries employs more than 155,000 associates in more than 1,900 facilities of care and in 23 states across the U.S. and the District of Columbia through its largest subsidiary, Ascension Health. Other Ascension subsidiaries provide services that include medical equipment management, financial management, resource and supply management, venture capital investing, and physician practice management.

Ascension’s strategic direction incorporates a promise to deliver Healthcare that Works, Healthcare that is Safe, and Healthcare that Leaves No One Behind by the year 2020.

In fiscal year 2013, Ascension provided $1.5 billion in care, through their community benefit programs, to persons living in poverty, while earning $400 million in income from operations.

Ascension has an existing international presence in providing support services to hospitals and health facilities outside of the United States, developing joint ventures and potential partnerships to improve healthcare access, and affording clarity on the challenges facing healthcare in the U.S.

Ascension is dedicated to spiritually-centered holistic care, and is an advocate for a compassionate and just society.
Health City Cayman Islands, a 104-bed tertiary care hospital in Grand Cayman, accepted its first patient in April 2014 and is set to become a centre of excellence in cardiac surgery, cardiology, orthopaedics, pulmonary, and paediatric endocrinology.

Led by a medical team of 20 doctors from Narayana Health City Bangalore, Health City Cayman Islands will also benefit from consultant specialists and nurses located in Narayana Health City Bangalore, who will be available around the clock to patients in Cayman for additional monitoring, through remote technology.

Health City Cayman Islands will provide the following tertiary-care services:

- Cardiology – Adult and Paediatric
- Cardiovascular and Thoracic Surgery
- Specialty Orthopaedics
- Pulmonology
- Paediatric Endocrinology

Over the next decade, the hospital will expand to a 2,000-bed facility, and expects to be a JCI (Joint Commission International, USA) Accredited facility providing care in the above-mentioned major specialities. The next phase in the multi-phased project will be to build a 300-bed unit dedicated to neurology and oncology, scheduled to begin in late 2015. Work is also expected to begin later this year on a hotel.

A university and an assisted living centre are also planned.

At the opening of Health City Cayman Islands, Dr Shetty said: “Our desire is to build a 2,000-bed health city and a medical university that will become a beacon of medical education for the world.”
Growing up in the southern Indian city of Mangalore, Dr Shetty knew he wanted to be a heart surgeon from fifth grade.

After graduating from medical college in India, Dr Shetty trained in cardiac surgery at Guy’s Hospital in London, one of Europe’s top medical facilities. After six years there he moved back to India in 1989 where he became a director of a new heart hospital in Calcutta. But heart surgery for most Indians was prohibitively expensive, a particular worry for Dr Shetty as India has one of the highest rates of heart conditions in the world per capita, with 300 babies born every day with heart problems.

At the time of his return to his home country, Mother Teresa had a heart attack and her surgery was overseen by Dr Shetty. From then on, he served as her personal physician. It was through this relationship that Dr Shetty’s passionate journey of bringing high quality, low cost healthcare to the mass population was to begin.

His vision began with instigating a revolutionary new health insurance programme for poor farmers in partnership with the state of Karnataka, which includes the city of Bangalore, costing $3 a year per person. Two million people are now part of this health insurance scheme, greatly improving their lives as a result.

“Poor people in isolation are very weak but together they are very, very strong,” Dr Shetty says.

Dr Shetty believed that when such a mass transformation in the provision of healthcare had taken place, the way healthcare was offered needed to be changed. In 2001 his idea to create a Health City in Bangalore came to fruition, followed by a series of Health Cities throughout India and beyond, including the Cayman Islands.

To date Dr Shetty, who is chairman of Narayana Health, has performed over 15,000 heart surgeries, sees between 60 and 80 patients a day, many of them children, working 12 to 14 hours a day, six days a week.

The heavy workload does not deter Dr Shetty, his vision spurring him on ever more energetically.

“I want to die a surgeon,” he says.

“The best thing about being a surgeon is that you literally get to touch a person’s heart.”
PURPOSE
At Health City Cayman Islands we believe that high quality healthcare and affordability do not need to be mutually exclusive. Our healthcare facility is unique because it helps to solve one of the greatest problems currently facing the world today: the unsustainable, spiralling cost of healthcare.

QUALITY
At the heart of our focus, Health City Cayman Islands believes in patient-centric medicine. The patient is at the centre of Health City's value chain to ensure patient outcomes and customer service is continually placed as a top priority.

Because Health City Cayman Islands employs some of the world’s most experienced physicians in their particular area of speciality, we anticipate we will deliver some of the world’s highest outcomes when it comes to the tertiary services we offer.

For example, the infection rate, at one per cent for a coronary artery bypass graft procedure, is as good as that of American hospitals and, in many cases, better. Incidences of bedsores after a cardiac surgery are anywhere between eight and 40 per cent globally. At Narayana Health, Health City Cayman Islands’ parent company, it has been almost zero over the last four years.

We improve the quality of clinical outcomes by having multiple specialists collaborate on a single patient. Our physicians have on average thousands more procedures in experience than most physicians have in a career.

INNOVATION
Henry Ford taught us a simple principle over 100 years ago when he showed us how automobiles could transform from craft to mass production. In the same innovative vein, Dr Shetty has transformed open heart surgery through specialization, reducing the cost while increasing quality, as repeated medical surgeries greatly improves a doctor’s skill and reduces chance of errors.

Technology plays a key role in the success of Dr Shetty’s healthcare model. In particular, at Health City Cayman Islands we employ a system called iKare. The system uses algorithms-based smart technology which assesses and recommends clinical protocols via assessment of real time clinical data points to assist doctors and nurses in their treatment plans, diagnosing patients, coupled with information about a patient’s symptoms and test results. It’s a system that’s proven to deliver better results for patients time and time again.

AFFORDABILITY
Through volume, efficiencies, lean management, division of labour principles and innovation, Health City Cayman Islands will be able to offer cost-effective pricing that will deliver heightened value at reduced prices.
Outlining Dr Shetty’s vision, the WSJ calls Dr Shetty ‘The Henry Ford of Heart Surgery’ because of his reinvention of processes within the healthcare industry that offer high quality service and a reduction in costs through high volume activity.

“His model offers insights for countries worldwide that are struggling with soaring medical costs, including the U.S. as it debates major health-care overhaul.”

“Japanese companies reinvented the process of making cars. That’s what we’re doing in health care,” Dr Shetty says. “What health care needs is process innovation, not product innovation.”

Safety is highlighted: “Dr Shetty’s success rates appear to be as good as those of many hospitals abroad. Narayana Hrudayalaya reports a 1.4% mortality rate within 30 days of coronary artery bypass graft surgery, one of the most common procedures, compared with an average of 1.9% in the U.S. in 2008, according to data gathered by the Chicago-based Society of Thoracic Surgeons.”

Cost cutting comes from a variety of angles: “Four years ago, Dr Shetty scrutinized his annual bill for sutures – then $100,000 and rising by about 5% each year. He made the switch to cheaper sutures by Centennial, cutting his expenditures in half to $50,000.”

“In health care you can’t do one big thing and reduce the price,” Dr Shetty says. “We have to do 1,000 small things.”

“His surgeons perform two or three procedures a day, six days a week. They typically work 60 to 70 hours a week, they say. Residents work the same number of hours.”

“In comparison, surgeons in the U.S. typically perform one or two surgeries a day, five days a week, operating fewer than 60 hours.”

Dr Shetty says doctor fatigue isn’t an issue at his hospital, and in general, his surgeons take breaks after three or four hours in surgery.