

## **PORTMORE MEDICAL CITY**

# **PORTMORE HOSPITAL & MEDICAL CENTER**

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**With Knowledge City**

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**Questions and Answers**

**Draft 10**

**Last Updated March 2015**

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## QUESTIONS AND ANSWERS

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### Who is the Sponsor of the Project?

The Sponsor of the project is Cayjam Development Ltd; a Cayman based Limited Liability Company. CayJam will arrange the financing, design, development, and opening of the facility and will organize the ongoing operations management of the Portmore Hospital and Medical Centre (PHMC).

### What is the Project?

The “PROJECT” over the years of predevelopment planning and structure, has been seen as just a private hospital for the people of Portmore. The “Project” in reality is a large medical and knowledge city which includes a private hospital, university campus, commercial and shopping district, renewable energy power plants, accommodations for medical recovery, hotel, living accommodations for medical professionals, and a large indoor multipurpose family sports mall, for the true Work, Live well, and Play concept.

### What is the relationship with the Municipality of Portmore?

The Municipality will be an investor in the hospital aspect of the project and will have a seat on the governing Board of the hospital.

### Will the hospital be given back to the Municipality?

The hospital will be operated as a private facility. However, the municipality will always be a shareholder. The hospital will be funded by private investment and as such, the hospital will not be given back to the Municipality. The reversion of the hospital was an initial idea; however it is not the current plan.

### How big is the hospital?

The sponsors intend to develop a **120-bed hospital in Portmore** that offers a comprehensive range of general, secondary and some tertiary medical services. The hospital will be developed in two phases. **The first phase** (Phase 1) is the development of a **64 (sixty four) bed facility** that will provide a range of key general medical and surgical services. These beds will be composed of inpatient and day surgery beds. The focus of the first phase will be to develop the services in demand, while building the capacity and reputation of the hospital and ensuring financial sustainability. The hospital will subsequently expand the range of services as required, and sufficient land has been acquired to enable the project to expand. The hospital will be designed to expand with minimal disruptions to the existing hospital, as the hospital builds occupancy, reputation and a specialist referral base.

**It is important the note here** that although the hospital has been the focal point of discussion in this document and in the public domain, the project as a whole is significantly larger and more comprehensive than just a hospital. Although the hospital itself represents approximately 10% of the overall development, it is a **Medical and Knowledge City** with a focus on quality healthcare delivery through well trained, well paid medical and other professionals.

### Is this a private hospital or a public hospital?

The Portmore Hospital and Medical Center (PHMC) will be a private, for-profit, healthcare organization, positioned as a secondary and tertiary care hospital facility in the provision of clinical services and dedicated patient care that develops and operates clinical centers of

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excellence. The first center of excellence proposed for development is a cardiology/cardiovascular surgery program that will serve defined catchment areas.

### **What services will the hospital provide?**

The PHMC will provide the following service portfolio (but not limited to) **over the course of its two phase development:**

- Internal Medicine;
- General Surgery, including Plastics;
- Pediatrics;
- Obstetrics & Gynecology;
- Orthopedics;
- ENT;
- Ophthalmology including laser treatment;
- Dental Services on an outpatient basis;
- Imaging Services (General X-ray, Ultrasound, Fluoroscopy, CT);
- Anesthesiology;
- Intensive and Coronary Care;
- Nursery and Special Care Nursery;
- Emergency/Accident Services;
- Family Practice; and
- Dermatology.

### Specialist Focus and Super-Specialties:

- Cardiology /Cardiothoracic Surgery. Services will include invasive catheterization, pacemaker implant; open heart surgery, coronary intensive care as well as non invasive functional diagnosis such as Echocardiography, Stress Test, Holter, Pacemaker follow-up, ECG. Cardiology Services also include cardiac rehabilitation.
- Neurology – Neurosurgery. This service will focus on one of the leading causes of morbidity and mortality. The Portmore Hospital and Medical Centre will become the market leader in neurology services providing full fledged diagnostic facilities such as EEG, EMG, evoked potential studies. Treatment will include the full range of physiotherapy and occupational therapy services.
- Gynecology — Fertilization. As the fertilization program becomes a known service, the hospital will provide IVF services.
- Urology/Nephrology. Urology/Nephrology services will include all major diagnostic services as well as Lithotripsy. The services will be complemented by a dialysis unit which will serve both inpatients and outpatients.
- Nuclear Medicine. To complement the cardiology and neurology focus, the hospital will also provide Nuclear Medicine Services with a Gamma Camera.
- Intensive Care Specialists. To clinically support the services within the ICU/CCU unit.
- Hematology/Oncology. Services will provide outpatient chemo-therapy focused cancer treatment.
- Gastroenterology. Will include all modalities of diagnostic and therapeutic evaluations and treatment. Fully equipped endoscopy lab.
- Pulmonology. To provide diagnostic and therapeutic care for the high incidence of respiratory ailments in Jamaica.
- Endocrinology. Supports all other specialties.

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### **How big is the hospital investment?**

The hospital alone in phase one will be approximately USD Forty million dollar investment excluding the lease or purchase of the medical and other equipment. If the equipment is purchased, the phase 1 project will be a USD sixty to eighty five million dollar investment.

### **How big is the investment in the development?**

The total development will exceed US\$450 million when completed.

### **When will the project start?**

It is expected that the financing and design work will be completed by the end of 2012 to mid 2013 and that the hospital will commence sometime in 2015. The hospital construction is expected to be about 18 months. Site preparation works have already started. The total development is expected to take 4 years, but the hospital will be completed and commissioned in the first two years.

### **Who is going to operate the hospital?**

Agreements have been signed with Cardiovascular Hospitals of America (CHA) as the potential operator of the hospital. CHA manages investor led hospitals in the USA and internationally. Its international project includes the investment and management of hospitals it owns and manages in the USA. CHA is headquartered in Wichita, Kansas.

### **Is the Hospital going to be affordable?**

The hospital will be providing the best quality of care in the country and as such, the pricing will need to reflect the standard and quality of care provided. The hospital will work with insurance companies to offer plans for the residents of the community so that the care can become affordable for the community.

### **What is the name of the hospital going to be?**

The Sponsors are currently in discussions with the Municipality and internal shareholders to develop a name that reflects the association with Jamaica, the Caribbean region and the international standard of the hospital.

### **Who are the investors in the hospital and can the public invest?**

The investors in the hospital are private international companies, and physicians and medical professionals primarily in Jamaica. The business model of the hospital requires physicians to be provided equity as investors in the hospital. CHA and CayJam have been in discussions with potential medical specialist investors in Jamaica who would practice in the hospital through admission privileges, and who may also be investors. Physician admission privileges will be based on investment level. Banks in the regions or international banks will provide the required debt financing. Currently, there is no plan to seek investors from the general public since it is important that the equity be provided by few key funds so the project can be financed properly and effectively.

### **Will Nurses and Allied be allowed to invest?**

Nurses and Allied workers are allowed to invest in the hospital under as similar share purchase structure as the Physicians. In fact, all employees of the hospital will be given an opportunity to invest in their hospital.

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## What are the objectives of the hospital?

The objectives of the Portmore Hospital and Medical Centre are:

- To be a financially viable business that is sustainable in the long term and which provides, in time, access to affordable and quality healthcare in a private facility;
- To provide quality medical services for the population;
- To establish a reputation as a Center of Excellence, and be a market leader in specialized medical services;
- To strengthen teaching opportunities through co-operation with the University of the West Indies Medical School, foreign universities and medical teaching institutions;
- To attract local and international specialists by offering them state-of-the-art facilities with highly qualified hospital staff and an efficient and effective management team; and
- To apply the latest standards in specialized diagnostic and therapeutic services supported by information technology and telemedicine.

## What is the basic design of the hospital going to be?



**PORTMORE MEDICAL CENTER**  
PORTMORE, JAMAICA - CAYJAM DEVELOPMENT LTD. MAY 18, 2006

**MCCULLAGH VAN SICKLE & PERRY**  
ARCHITECTS

The basic design of the hospital will be a single storey building that facilitates access and provides quality ambiance. These designs have been successfully developed and implemented by the potential operator of the hospital, CHA.

## What is the Project Location?

The project is located in Portmore, a bedroom community next to Kingston, Jamaica.



**Figure 1: Project Site**



The proposed site of 104 acres has been purchased from the government as a primary option such that a gated residential community with a lake and other success elements including commercial and entertainment shopping mall, renewable energy power centers, university campus, and other accommodations can be developed. The residences will be sold or rented to hospital staff or as accommodations for patients and or their visiting relatives.

In addition, an MOU has been signed with the University College of the Caribbean (UCC), where CayJam Development would construct a medical campus for which UCC would lease with an option to purchase. Construction drawings for both the campus and the residencies are complete and these will form part of the first phase of the hospital development.



ILLUSTRATIVE SITE PLAN  
CAYJAM HOSPITAL DEVELOPMENT  
OCTOBER 2013 PORTMORE, JAMAICA

### What is the benefit to the community?

The PHMC offers access to an international standard hospital in the city of Portmore. It will attract a lot of investment and growth of jobs which will be technical, professional and managerial in nature.

The project has substantial social benefits and impacts and will be a major contributor to building capacity in the country. The involvement of key specialists in the project will be a significant contributor to ensuring the long term viability of the project.

While the hospital will have a significant social program, the social impacts of the overall development are even better. The policy, philosophy and long term plan of the developer is to ensure that the areas and environment around the development is transformed and maintained such as to provide job growth and career development, training, community development and re-development programs, and the maintenance of the infrastructure to complement and support the success of the project.

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In addition, the involvement of a North American operator with international experience will be a significant lever to attract clients to the hospital and to ensure development of joint programs with the universities in Jamaica.

The hospital, being developed with a long term view, has excellent potential to become a referral hospital for other islands in the Caribbean.

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### **Residencies and Accommodations for Medical Staff and Patients**

The Portmore Medical City will have two gated residencies. One is for medical professionals and other persons working in the development. This will consist of some 500 two and three bedroom luxury townhouses, complete with swimming pools, club houses, and lush landscaping with several water features.

The other consists of large spacious three bedroom condominiums for medical recovery and families visiting patients in the hospital or in the recovery units.

The townhouses are for sale or rent, the condos are for rent only.

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Condominium Pool View

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Townhouse Aerial View

View of the Proposed Portmore Hospital

