



*Government of Bermuda*  
Ministry of Health

## MEMORANDUM

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**To:** Senator Tariq J.D. Smith, Opposition Senator  
**From:** The Hon. Kim Wilson, JP, MP  
**Date:** 2 June 2026  
**Subject:** Ministry of Health Parliamentary Question for Written Response

**1. Can the Junior Minister please inform the Senate whether the Ministry of Health or the Bermuda Hospitals Board has established measurable operational targets for reducing Emergency Department boarding, hallway patient care, delayed discharges, and acute care bed days lost, and if so, can the Junior Minister please provide the specific targets and timelines attached to each measure?**

**Answer:** Yes. The Bermuda Hospitals Board's principal operational target is 6 hours for boarding. Boarding is the time from the decision to admit a patient to their transfer into an inpatient bed, consistent with the standard used by the US Centres for Medicare & Medicaid Services. Boarding is the main measure of Emergency Department flow. Because hallway patient care, delayed discharges, and acute care bed days lost are all driven by the same shortage of inpatient beds, they are managed together under this single target rather than through separate published figures. It should be mentioned that unlike our North American counterparts, we are the only emergency department in the country and have no options to transfer patients to other hospital facilities other than overseas.

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The Hon. Kim N. Wilson, JP, MP  
**Minister of Health**