

2020

YEAR IN REVIEW



**BERMUDA
FIRST**

ABOUT BERMUDAFIRST

In 2009, in light of the impending economic downturn, approximately 90 stakeholders, representing all sectors of Bermuda formed BermudaFirst to better understanding the Island’s economic position, work in collaboration and identify ideas that might ensure the continued prosperity of Bermuda. In 2017, the newly elected PLP Government asked BermudaFirst to revitalise with a specific mandate of developing of a National Socio-Economic Plan for Bermuda. A new leadership team was formed and over the past two years, a diverse group has once together collaborated to produce the Phase I (Current State) and Phase II (Future State Recommendations) components of the overall Plan. The Phase II Future State Recommendation Report was formally submitted to the Government in August 2019 and identified education, health care and immigration reform as the three most critical areas for focus. BermudaFirst is currently working with Government to progress those recommendations and to assist with Bermuda's economic recovery from the impact of Covid-19.

OUR VISION

BermudaFirst's Vision is to create and support the implementation of a National Socio-Economic Plan that shift mindsets and behaviours and offers every Bermudian the opportunity and tools to participate equitably in our sustainable, growing economy.

OUR PURPOSE

1. Ensure the long-term sustainability of local & international business and identify opportunities for economic diversification;
2. Ensure Bermudians (all ages) are life-long learners, have access to a world-class education from Pre-K through College and ongoing professional development opportunities;
3. Bring a holistic approach to addressing health care, hospitality & tourism and infrastructure issues that place our economy and the welfare of our community at risk; and
4. Address the socio-economic issues that impede segments of our community from realising their full potential.

OVERVIEW

2020 began with promising action against two of BermudaFirst’s critical recommendations – the establishment of an independent Education Authority and Health Care Strategy. By the end of the first quarter, Bermuda and the rest of the World was grappling with the onset of the Covid-19 Pandemic and how to protect our people and our economy. In addition to the work already in progress, BermudaFirst was called on to assist with the Bermuda Government’s Pandemic response, specifically relating to technology initiatives and as well as to support Bermuda’s overall economic recovery from the Pandemic. This work continued over the course of 2020 and will continue into the new year and beyond.

It should be noted that in the second quarter of 2020, BermudaFirst undertook a review of its 2019 Phase II Future State Recommendations, with a view to determine if they remained relevant considering the current Covid-situation, if there were any priority shifts and/or if there were any additional recommendations that should be made. Notwithstanding recommendations specific to Bermuda’s economic recovery from the Pandemic, it was determined that, except for the Hospitality & Tourism recommendations, which could not be pursued in the near term in light of the devastating impact of the

Pandemic, all recommendations pertaining to other sectors remained relevant and in fact, the critical recommendations in education, health care and immigration became even more critical to progress as a foundation of support for the Island's long-term economic recovery.

BermudaFirst has not been immune to the Pandemic and have found fund development extremely challenging. The Donor community, rightfully, has been galvanised into supporting the basic needs (i.e., food and shelter) of those most negatively impacted by Covid through job loss and lack of income, as well as to support the Bermuda Government in sourcing Covid related supplies and other resources. However, our work remains a critical piece of supporting Bermuda's long-term economic recovery, growth and the ability for more in our community to be able to participate in that economy. Thus, we must continue to seek the financial support of our corporate and private donor community to continue the significant work we are progressing.

2020 also saw a General Election, during which the PLP Government was returned under the leadership of Premier, the Hon. David Burt JP, MP, with a clear mandate on the way forward. Working with BermudaFirst on the establishment of an Independent Education Authority (IEA) and the development of a new Health Plan for the Island was included within the PLP's Platform. Overall, approximately 15 recommendations (partial or full) contained within our Phase II Future State Recommendation Report were incorporated into the PLP's Manifesto. We hope this will now clear the way for more assertive progress on moving the critical recommendations forward. We also hope that it will serve as a signal to the Corporate Donor community that the Government is, in fact, supportive of the BermudaFirst recommendations and more importantly, is working to implement them.

PHASE II CRITICAL FUTURE STATE RECOMMENDATIONS

Over the course of 2020, the Co-Chairs of BermudaFirst's Education and Health Care Working Groups have engaged with the respective ministries in support of progressing the critical recommendations included within our August 2019 Phase II Future State Recommendation Report. More specifically:

Education

1. *Independent Education Authority* – Following the submission of our Phase II Future State Recommendation Report in August 2019, Phil Butterfield (Chairman and Education Working Group Co-Chair), Dr. Duranda Greene (Education Working Group Co-Chair) and Dr. Dawnnelle Walker (Working Group Strategist) were engaged by the Minister of Education to join the Ministry of Education's Education Authority Working Group and to work with the Ministry's new consultants, a New Zealand Consultancy, Innovation Unit. The Innovation Unit was engaged to support the transformation of the Education System from the current 3-tier system to a 2-tier system. The Minister of Education has confirmed that the Government is fully on board with setting up the Education Authority and Dr. Walker was tasked with developing the Implementation Plan for the establishment of the Authority, the first draft of which was completed in February. Work continues to progress the Authority and to identify the intersections between the Authority Implementation Plan and the Ministry's Transformation Strategy.
2. *Education Reform Governance Committee* – In the second quarter of 2020, Phil Butterfield was also invited to sit on the Education Reform Governance Committee.

Health Care

1. *Health Strategy 2025 Steering Committee and Strategic Leadership Group* - In November 2019, BermudaFirst was invited by the Minister of Health to join the 7-member Health Strategy 2025 Steering Committee. Executive Director, Kerry Judd joined the Steering Committee and several members of BermudaFirst's Health Care Working Group were invited to join the Leadership Strategy Group, including Michelle Jackson, one of the Co-Chairs of our Health Care Working Group. *"The primary function of the Steering Committee is to participate in the planning and oversight of the Bermuda Healthcare Strategy 2020-2025 ("the Project") and to advise the Project Management Group comprising Ministry of Health officials and external consultants from KPMG. The Steering Committee will monitor and review progress of the Project, as well as make recommendations to the Ministry of Health on the Bermuda Healthcare Strategy 2020-2025."*¹ The Committee began its work in January and progress through March, at which time, work was paused due to the significant impact of the Covid-19 Pandemic on the health sector and the Island overall. We look forward to picking back up this important work as soon as possible.
2. *Longitudinal Study* – With the support of Dr. Marvin Brock, our Chairman has been engaging Dr. Morlock and Dr. Celantano of Johns Hopkins and the Bloomberg School of Health regarding the undertaking of a Longitudinal Study to come to a better understanding as to why Bermuda is subject to the 5 leading chronic health conditions that have the greatest impact on health care costs. Drs. Morlock and Celantano have undertaken this type of work with approximately five other countries around the World with good results. Unfortunately, work on this initiative was paused in the second quarter of 2020 following Dr. Celantano's secondment to the United States' White House Covid-19 Task Force. We feel strongly that the undertaking of such a study in Bermuda will arm our government and the health sector overall with critical data that can inform a focused, long-term strategy for addressing the devastating impact that chronic preventative disease is having on our residents and economy overall and expect to receive their proposal in the 2021.
3. *Integrated Care Model* - In June 2020, the CEO of the Bermuda Hospitals Board (BHB), Michael Richmond, presented a proposal for an integrated care model to BermudaFirst's Executive Committee that had previously been presented to Cabinet. The model and proposal were predicated on the lack of meaningful progress on health care system reform and the immediate ramifications that would impact BHB and ultimately the community if no action was taken. Additional meetings were held between BermudaFirst, the BHB, the Ministry of Health and on 15 October 2020, BermudaFirst submitted a formal response to the Integrated Care Model recommendation. It was ultimately agreed that the Ministry of Health Team, led by the new CSO, Aideen Ratteray Pryse, Dr. Ricky Braithwaite (BHeC) and the KPMG Consulting Team would hold bi-weekly planning meetings to progress the development of an overall health plan for Bermuda. BermudaFirst will be represented by Scott Pearman, Michelle Jackson, Kirsten Beasley and Kerry Judd. We are hopeful that these meetings will signal a reset on previous and siloed health reform initiatives and bring them into a single holistic effort.

Community and Stakeholder Engagement

We believe that effective and authentic community and stakeholder engagement will be the linchpin of success in progressing and implementation the critical Future State recommendations, and in particular the shift in mindsets and behaviours that will be necessary across all sectors. To that end, our Chairman –

¹ Bermuda Healthcare Strategy 2020-2025 Steering Committee Charter

Phil Butterfield, Executive Director – Kerry Judd and Consulting Strategist – Pam Barit Nolan spent the week of March 30th working with Kathy Jourdain and Jerry Nagel of the Meadowlark Institute, creating the framework for the community/stakeholder engagement plan. The purpose of the engagement plan is to build island-wide ownership and commitment to implementing the prioritised BermudaFirst recommendations. We will be using a combination of Art of Hosting and Worldview Intelligence™ methodologies. Both approaches are comprised of necessary frameworks, methods and tools to create the shift in mindsets and behaviours that is required for the successful implementation of BermudaFirst’s prioritised Future State recommendations. Further planning, training and communications is on hold pending the receipt of additional funding.

TOPIC-SPECIFIC WORKING GROUPS

Over the course of the year, we have either undertaken ourselves, or responded to specific ministerial invitations to provide feedback on proposed legislative and policy initiatives. For each initiative, members of BermudaFirst’s Board and broader stakeholder group were invited to participate and where necessary, industry experts were invited in to provide relevant data to inform the work of the working groups.

IMMIGRATION:

Work Permit Pilot Working Group (convened August 2020)

At the request of the Minister of Labour, the Hon. Jason Hayward, JP, MP, (“the Minister”), the BermudaFirst Work Permit Pilot Working Group was convened and tasked with completing the development of a pilot programme, with initial focus on International Business (“IB”). The initial undertaking was to further develop and test the proposed approach to workforce development and the corresponding work permit scheme as recommended within BermudaFirst’s November 2018 Work Permit Reform Framework document and points 4 and 5 of the Immigration recommendations in the Phase II Future State Recommendation Report (page 21)². The proposed approach should outline how the Department of Immigration could offer an expedited work permit process that, if accepted by the Minister, would be initially piloted within the IB community and upon a successful pilot, be expanded to other sectors. This Working Group is being facilitated by BermudaFirst’s Executive Director, Kerry Judd, and includes: Donna Harvey-Maybury – Director, Talent & Culture, Fairmont Southampton; Doug Soares – CEO, Expertise Group Limited; John Hele – President & CEO, Resolution Life Group Holdings Limited; Kellianne Smith – SVP, People, Americas, Argus Group; Lesley Cox – Human Capital Leader, PWC; Lisa Harvey-Simmons – SVP & Director of Human Resources, Chubb; Mandy White – Head of HR, AXA XL; , Michael Hanson – Managing Partner, Carey Olsen Bermuda; Michael Neff – Managing Director of Bermuda and International Wealth, Butterfield Group; Nyon Steede – Head of Human Resources, Digicel Group; Richard Winchell – Executive Director, ABIC; Suzanne Williams-Charles – Director of Policy and Regulation and Corporate Secretary, ABIR and Zehena Davis – Director of HR and Operations, Bermuda Hospitals Board. The work of this group remains ongoing and we are working to submit our recommendation to the Minister in early 2021.

² Documents can be found on www.bermudafirst.bm

TECHNOLOGY:

Contact Tracing Technology Working Group (April – June 2020)

On 16 April 2020, the Hon. Premier, David Burt JP MP (the Premier), recognising the Government’s IT resource capacity challenges, asked BermudaFirst’s Executive Committee to consider providing support with the Bermuda Government’s Covid-19 Pandemic response specifically relating to technology and its role in both managing the spread of the Covid-19 virus and supporting the reopening of Bermuda’s economy and borders, and subsequent economic recovery. Specifically, BermudaFirst was asked to convene a technology working group that would work with Government Consultant, Mr. Denis Pitcher, to identify a technology solution that could be used to augment (not replace) existing manual contact tracing efforts by the Ministry of Health. A 7-member working group, Chaired by Coral Wells - BermudaFirst Board Member and Founder/ Managing Director of ConnectTech and W&W Solutions, was immediately formed to focus on contact tracing technology. Members included: Malcolm Furbert - Chief Strategy Officer, Nova Limited; Kerry Judd - Executive Director, BermudaFirst; Stuart Lacey - Founder & Director, Trunomi; Dave Mallon - President & CEO, Mallon Associates and Founder & CEO, Semlr Limited; Lynden Rowe - Consultant, Tasi Consulting; and Mark Wade - President, Bermuda Football Association. The Group submitted its recommendation in June 2020, concluding that *“Technology support of manual contact tracing efforts is a key component of being able to progress the reopening of Bermuda’s economy including both the reopening of on-island businesses, as well as the country’s borders. Its ability to provide the highest level of support, however, will also be predicated on the ability to motivate a minimum level of adoption by the smart phone user population. Identifying the right solution for Bermuda, ensuring the most efficient, cost effective and accurate execution of the solution and supporting the highest adoption has been this Working Group’s priority. Based on the initial problem statement, the increasingly urgent need to get Bermudians back to work and our borders open, and the need to ensure a financially prudent option, the Working Group believes Alberta Trace Together is the right solution for Bermuda.”*³

BMA Digital ID Framework Review Working Group (August – September 2020)

On 4 August 2020, Chris Brown, Deputy Director AML for the Bermuda Monetary Authority (the “BMA”), requested the support of BermudaFirst’s Technology Working Group in a pre-consultation of the proposed regulatory framework for Digital Identity Service Providers, which is to be the subject of a consultation paper to be issued by the BMA. Specifically, BermudaFirst was asked to convene a technology working group that would review and provide feedback on the existing draft consultation paper titled *“Regulation of Digital Identity Service Provider Business”*. An 8-member working group, Chaired by Coral Wells - BermudaFirst Board Member and Founder/Managing Director of ConnectTech and W&W Solutions, was immediately formed to focus on the review. Members included: Michael Branco - CEO, Fireminds and Group VP IT Infrastructure & Operations, ATNI; Malcolm Furbert - Corporate & Regulatory Lawyer; Chris Garrod - Director, Insurance and Technology, Conyers; Kerry Judd - Executive Director, BermudaFirst; Stuart Lacey - Founder & Director, Trunomi; Chris Maiato - Principal and Leader of EY’s Bermuda, Bahamas, BVI and Cayman Consulting practice; Lynden Rowe - Consultant, Tasi Consulting and Mark Wade - President, Bermuda Football Association. The Working Group submitted its recommendations on 7 September 2020, providing ‘in principle’ support of the establishment of the DISP regulatory framework as proposed, but with several recommendations relating to the draft consultation paper. We are looking forward to continued engagement with the BMA moving forward.

³ Contact Tracing Technology Working Group Recommendation for Technology Solution – 5 June 2020

MOVING FORWARD

After such a tumultuous year and much effort to gain and maintain traction with our collaborative support of the Government, 2021 will require a renewed effort on securing the financial support necessary to progress our work in an even more meaningful way. Community and Stakeholder engagement are critical and BermudaFirst is well-placed to support the Government in this regard. We will continue our work in the critical areas of Education, Health Care and Immigration, as well as continue our behind the scenes support of the Ministry of Finance as it continues its efforts in driving Bermuda's economic recovery. Our passion for ensuring all Bermudians can equitably participate in their own economy grows ever stronger and we are committed to doing what we can to bring the vision of the National Socio-Economic Plan to life.

For more information or to become more involved, please contact Kerry Judd at execdir@bermudafirst.bm or 441.705.3615.