



Health & Wellness Tourism

TEN STRATEGIES FOR SUCCESS WITHIN THE CARIBBEAN SINGLE MARKET & ECONOMY (CSME)

November 2008

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Health and Wellness Tourism: TEN Strategies for Success Within CSME

1. Find Yourself within the Global Marketplace

The health and wellness tourism industry, broadly defined, includes products and services made accessible to people travelling from their place of residence for health reasons. In addition to conventional healthcare (medical), this definition encompasses health & wellness, spa tourism, convalescent addiction treatment, retirement communities, and some alternative health services (World Bank, 2005).

More specifically, medical tourism covers a comprehensive range of therapeutic services including general surgery, orthopedics, urology, gynecology, ophthalmology, dialysis, cardiology and cardiac surgery. Wellness spas are further categorized as destination spas and medical spas – where the health and wellness properties of the location are ideal for access to medical services, fitness programmes and resort amenities. Nursing and elderly care represents an alternative solution to the prohibitive costs associated with private long-term care, at a time when aging populations in many developing countries are underserved by the limited role of the state in care provision. Research and diagnostic services include medical transcription and medical testing services.¹

Market Size

In 2006, international tourist arrivals worldwide eclipsed 846 million. Just over half of all international tourist arrivals were motivated by leisure, recreation and holidays (51%) – a total of 430 million. Business travel accounted for some 16 percent (131 million), and 27 percent represented travel for other purposes, such as visiting friends and relatives (VFR), religious reasons/pilgrimages, health treatment, etc (225 million).²

Health and wellness services are primarily provided through the tourism industry. In fact, World Bank estimates on health and wellness tourism worldwide exceed US\$40 billion a year, an increase of 30 percent per annum, while the tourism industry as a whole is only growing at a rate of 4-5 percent annually. Speaking at the Caribbean Export Development Agency sponsored seminar titled, “Making Health and Wellness Tourism a Reality in the Caribbean”, Barbados’ Minister of Tourism, Richard Sealy, stated that “Health and Wellness tourism is growing at a higher rate than that of global tourism which is the fastest growing industry in the world. So we need to add that niche to our other offerings - conference tourism, sports tourism, heritage tourism and weddings.”

2. Position Yourself within the CSME

The health and wellness tourism market in the Caribbean can be divided into four segments: (1) medical tourism; (2) wellness and spas; (3) nursing and elderly care; and (4) research and diagnostic services.

¹ EME Report, Strategic Marketing Plans for the Promotion of Professional Services, St. Lucia, p. 42.

² Tourism Highlights, 2007 Edition, UNWTO.

Health and wellness services are ideal services to promote in the Caribbean given the role of tourism services exports as a share of GDP in many countries.³ According to the World Travel and Tourism Council (WTTC) statistics, estimates of tourism's overall contribution to GDP averages more than 21.5 percent within the Caribbean Single Market and Economy (CSME).⁴ Alternative and complementary medicine, a sub-sector of medical tourism and/or wellness and spas, is another potential area for the development of services exports.

From 1981-2002, Caribbean services exports, which are not dependent on unilateral trade preferences, grew at 7.6 percent, much faster than the 2.8 percent growth of goods exports, much of which have enjoyed preferences.⁵ With an international trading environment that is highly competitive, services exports represent tangible opportunities within the Caribbean, particularly within health and wellness. Taking advantage of these opportunities, and therefore improving prospects for sustained growth, will be the challenge for the region.⁶

The data on the health and wellness industry in the Caribbean is sparse, although its development as a primary industry is quite evident. Barbados Minister of Health, Dr. David Estwick in his keynote address at the Health and Wellness Seminar in Barbados, stated that "In pursuing a health tourism strategy, government policy will place attention on improving quality across all institutions as well as giving consideration to the types of services to be delivered." The region has hosted many conferences on Health and Wellness in the past 3-4 years, and the momentum seems to be towards greater investment and coordination at the highest level, in order to fully take advantage of the opportunity.

Market Size

From 2000-2005, total exports of services for CSME member states increased from US\$5.3 billion in 2000 to US\$6.6 billion in 2005, an annual average growth rate of 4.9 percent. Between 2000 and 2005, total imports of services increased from US\$3.3 billion to US\$4.0 billion within CSME, an annual average growth rate of 4.2 percent.⁷ While no specific data exists for the contribution of the Health and Wellness sector as a percentage of total services within the CSME, both brain drain and the complicated nature of travelling within the region have adverse affects on the number of practitioners in the field.

3. Identify Your Product and/or Service Offering

Knowing Your CPC Codes

The Services Sectoral Classification List (WTO Document W/120), which is based largely on the provisional United Nations Central Product Classification (UNCPC), applies to services in the case of the GATS. Under the CSME, services are classified under the Central Product Classification (CPC) codes.

³ A Time to Choose: Caribbean Development in the 21st Century, World Bank p. 24.

⁴ World Travel and Tourism Council. "Caribbean Travel and Tourism Navigating the Path Ahead". 2007. Data not available for Suriname.

⁵ Caribbean Growth and Competitiveness Study, World Bank, 2005.

⁶ Ibid.

⁷ CARICOM's Trade in Services, Volume 2 (2000-2005), December 2007.

Table 1 provides a sampling of CPC Codes related to the Health and Wellness sector, as well as the requirements for most CSME member states⁸.

Table 1: Health and Wellness Tourism CPC Codes

SECTOR/SUB-SECTOR	CPC	REQUIREMENTS
Medical Tourism	931, 932	Medical Registration Acts
Wellness and Spas	9723	Medical Registration Acts
Nursing and Elderly Care	932, 933, 934	Registration, licensing
Research and Diagnostic Services	931	Unbound – subject to existing national laws

Modes of Supply

In determining how to deliver services, Health and Wellness practitioners should evaluate their service potential across the four (4) modes of supply. Table 2 compares the modes of supply across the health and wellness sector.

Table 2: Modes of Supply

Forms of Trade/Limitations	Modes of Trade in Health Services	Examples in Health and Wellness
Cross-border Supply (Mode 1)	Trade across borders through mail and electronic media; shipment of samples; analysis of information	Medical transcription and research and diagnostic services transmitted via telecommunications or mail
Consumption Abroad (Mode 2)	Care for foreign patients	Specialized hospital and surgical care, such as transplantation; general and orthopedic surgery; cosmetic surgery; rehabilitation and convalescent care; alcohol and drug dependency care; traveler’s dialysis; health tourism
	Health profession educational services for foreign students	Medical and nursing education provided to foreign students
Commercial Presence (Mode 3)	Establishment of foreign companies, subsidiaries, or foreign investment for the management or provision of	Domestic subsidiaries of foreign insurance companies, medical firms or hotel and spa chains

⁸ [United Nations Central Product Classification Codes](#)

	health services	
Presence of Natural Persons (Mode 4)	Temporary movement of health personnel to provide services abroad	Migration of physicians, nurses, and allied health professionals
	Short-term health consulting assignments	Professional services provided through international agencies, such as PAHO, UNAIDS, etc.

Take time to understand the best mode for the export of your services. This may change from country to country. For example, physicians interested in practicing in Barbados are required to be registered by the Medical Registration Act.

4. Identify Your Target Market

Imagine practicing archery with your eyes closed, or bowling to a batsman with a blindfold on. In either case, an inability to see the target makes it nearly impossible to hit it. This concept can easily be applied to business, whether you are a medical professional, a diagnostician, or any number of subsectors within health and wellness. Doing business without knowing your target market prevents you from reaching your objectives: increased sales, market share and/or brand awareness.

Demand

The demand for health and wellness services within CSME is largely the consequence of expensive medical services in the more affluent countries. A huge market is rapidly developing in the United States, Canada and Europe of people who are going abroad to seek urgent medical attention, cosmetic surgery and rehabilitation in healthy climates.⁹ Business owners must recognize global demand and position themselves within the CSME for the greatest access to their target market.

Trends

Trends for health and wellness services within CSME are essentially the by-products of global trends. The spa experts at [SPAFINDER](#), the global spa resource, have announced their fifth annual prediction of spa industry trends, providing a forecast of the innovations and ideas that will shape the world of spa in 2008.¹⁰

1. The "Feng Shui'd" Gym
2. A Star (Therapist) Is Born
3. Wellness, Wellness, Wellness
4. Luxury Detox and Luxury Bootcamps
5. Spa Real Estate Mania

⁹ Medical Tourism – The Impact, Sir Ronald Sanders, BCCaribbean.com, 16March2007.

¹⁰ SpaFinder Issues 5th Annual Spa Trends Report, "10 Spa Trends to Watch in 2008"

6. Taking Sleep Seriously... Especially if you Want to Lose Weight
7. Fertility Tranquility
8. Hydro and Thermal Super-Experiences
9. Urban Spa Explorer
10. Plug-in or Unplug: It's up to You

While global trends often trickle down to the region, there is also a movement within CSME to complement international clientele visits with characteristically Caribbean products. The development of spa products from local indigenous plants is one such trend. Earth Mother products made in Barbados and the well known Starfish oils production for Spas and tourist gift shops in Jamaica are noteworthy.

Prices

Within the spa industry, price and service vary between luxury and economy. A typical massage treatment at a luxury spa in the Caribbean costs US\$125, down to US\$30 at a small, day spa. The luxury spa segment is experiencing even higher growth than the economy segment, and it seems that consumers are regarding them as less of an indulgence than before. Table 3 references price differentials for select service offerings in the region, compared with those same offerings in the United States.

Table 3: Select Health and Wellness Tourism Price Comparisons

	Low-end (Caribbean)	Mid-range	High-end (US)
Massage Treatment	US\$30		US\$125
Root Canal	US\$1,100		US\$3,000 ¹¹
Hip Replacement	US\$11,000 ¹²		US\$12,000 ¹³
Major Cardiac Surgery	US\$12,000		US\$50,000 ¹⁴
Nursing/Elderly Care	US\$100/day		US\$200/day

5. Prepare to Overcome Potential Barriers

Access to Finance

Caribbean Export Development Agency (Caribbean Export) coordinates regional proposals for projects to be funded under the 9th European Development Fund (EDF) Direct Assistance Grant Scheme. The Scheme provides assistance to companies to address the constraints they encounter as they enhance

¹¹ Estimated cost of root canal in the United States.

¹² Estimated cost of hip replacement surgery, including the new joint.

¹³ Estimated cost of hip replacement surgery in the United States.

¹⁴ Estimated cost of major cardiac surgery in the United States.

their capacity, develop new products or access regional and extra-regional markets. All businesses in the region that have the potential to export their products or increase their exports may benefit from the Scheme. However, priority will be given to companies involved in new sectors such as Creative Industries, Health & Wellness, Information & Communication Technology (ICT) and Professional Services, as well as, those undertaking projects or activities that are innovative (i.e. new, products, Intellectual Property Rights, strategic alliances, etc).

Projects must be aimed at one or more of the following objectives:

- Increase the competitiveness of firms in the Caribbean region
- Take advantage of the CSME or any other bilateral or multilateral arrangements signed by the region such as vertical or horizontal alliances across the region or with ACP or EU partners
- Foster intra regional cooperation to enhance productivity and take advantage of economies of scale
- Promote programmes which will impact on underdeveloped areas or disadvantaged sectors within the region (rural areas, women, etc)

Guidelines for the Direct Assistance Grant Scheme are available on the website: www.carib-export.com.

Fees & Related Charges

The fees charged for work permits and related processes within the CSME seem to be dependent on the need for protecting sensitive sectors and in other cases a source of income. The work permit fee varies from non-existent to levies on the basis of profession or duration. The fees do not seem to be the cost of recovering the administration of the process, but a technical barrier to the ease of entry.

Regulations

Temporary entry is regulated in all CARICOM countries under regimes for immigration and labour rather than the facilitation of services trade. Intra-CARICOM movement is covered mainly through the provisions of the [ENTRY PROCEDURES FOR CARICOM NATIONALS EXERCISING THE RIGHT OF ESTABLISHMENT](#).

Quality Standards

Development of a Regional Quality Infrastructure (RQI) will be a key element of the CSME. The hub of the RQI is already in place in the form of the Caribbean Regional Organisation for Standards and Quality – [CROSQ](#) – established in 2002. According to CROSQ, the driving force behind industry standards is industry stakeholders. Health and wellness practitioners should contact their local Bureau of Standards to identify standards, including botanical cosmetics and organically grown food.

6. Know What Your Competitors Are Doing

The English-speaking Caribbean faces direct competition in the global medical tourism market from many developing world destinations in Asia, and even with other Caribbean countries such as Cuba and the Dominican Republic. This competition is based on factors such as low cost, staff expertise, medical

technological capability, investment in healthcare facilities and can even depend on the natural resources of sun, sea and sand.

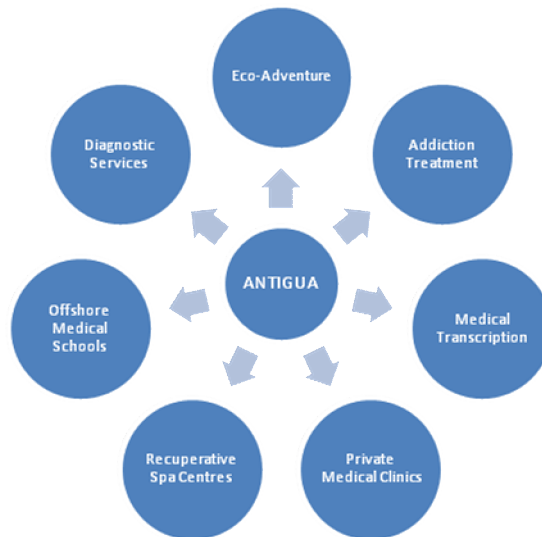
MEDICAL TOURISM IN CUBA The booming private and tourism health sectors offer health tourists top level care at prices that are often far below those in North America. The network of specialist medical and health centers ensures that foreign clients receive the best care through the most advanced medical treatments, technical equipment and tranquil recuperation resorts.

MEDICAL TOURISM IN DOMINICAN REPUBLIC As the concept of medical tourism catches on around the world, the Dominican Republic has carved out its niche in the medical tourism industry by offering cut-rate prices on cosmetic surgery.

Regional Perspective

A well thought out competitive comparison allows the business owner to compare health and wellness categories with each other or in the context of the total market for a sector. It identifies the leading companies, the leading brands and offers strategic analysis of key factors influencing the market – including new product developments, legislative context or lifestyle influences.

There are currently many examples of health and wellness tourism in the Caribbean. These include health and wellness services (such as Le Sport in St. Lucia); wellness spas (such as Rainforest Paradise in Dominica); rehabilitation services (such as the Crossroads Center in Antigua); and fertility services (such as the Barbados Fertility Centre).¹⁵ Certain countries have made themselves more competitive by packaging their health and wellness service offerings. Take the example of Antigua, which promotes the following health and wellness capabilities:



¹⁵ A Time to Choose: Caribbean Development in the 21st Century, World Bank p. 24.

Due to the lack of available data in the Caribbean, a detailed competitive comparison is not realistic. However, business owners should ally themselves with regional associations to ensure that their health and wellness products and/or services offering are on par relative to other companies throughout the region. See ANNEX for Health and Wellness reference guide.

Global Perspective

The source of comparative advantage for the Caribbean in the Health and Wellness industry rests most assuredly in the fact that the region already has an established tourism infrastructure. The development of the Health and Wellness industry is a natural extension of that current infrastructure. Furthermore, the region boasts a relatively strong intellectual capital, an established hospitality industry, and an ambient environment. However, any apparent comparative advantage, when embroiled in a global competition for customers, demands that the region's position vis-à-vis the rest of the world be reevaluated.

The main barriers to the development of trade in health services includes the uncertainty of outcomes in medical practice, lack of financing of care and insurance coverage, the absence of accreditation and standards, the need for immigration and foreign exchange requirements, and the disregard for competition within the region.¹⁶

7. Differentiate Yourself from the Competition

The establishment of the CSME provides, as one of its main objectives, the free movement of goods, services and people and will inevitably foster economic growth. Yet, each business owner must take a strategic approach to differentiating themselves from their competition.

Accreditation

[JOINT COMMISSION INTERNATIONAL](#) In response to growing interest in accreditation and quality improvement worldwide, the Joint Commission launched its international accreditation program in 1999. Joint Commission International accreditation standards are based on international consensus standards and set uniform, achievable expectations for structures, processes and outcomes for hospitals. The accreditation process is designed to accommodate specific legal, religious and cultural factors within a country.

CARICOM Skills Certificate

University graduates, artistes, musicians, sportspersons and media workers must obtain a [CARICOM SKILLS CERTIFICATE](#) from their home country's Ministry responsible for issuing Skills Certificates if they wish to work in any CARICOM member state participating in the CSME. In Grenada, for example, the Ministry of Foreign Affairs is responsible for issuing Skills Certificates, which costs EC\$250.

¹⁶ Gonzales, Anthony, et.al. Health Tourism and Related Services: Caribbean Development and International Trade, Caribbean Regional Negotiating Machinery (CRNM), August 2001.

Exemplify Service Excellence

Making service excellence the principle business strategy is a sensible approach to running your business considering the fact that it costs 13 times more to find a new customer than to retain an existing client. The problem most business owners have is in defining service excellence. Strong's Supreme Service, a management consulting firm based in Barbados promotes the following definition:

“Each encounter must be so satisfying that the customer looks forward to repeating the experience and is inspired to recommend it to others.”

Utilise service excellence to differentiate your company from the competition.

International Best Practices

In the quest to enhance the competitiveness and sustainability of the vital tourism industry, Caribbean Tourism Organisation (CTO) member countries must improve their tourism management practices, whether at the public or private sector levels, in all possible spheres of operation. [BEST PRACTICES](#) are simply the most effective & efficient methods or systems for solving problems while minimizing risks and costs.

8. Align Your Company's Goals with Strategic Opportunities

Economic Partnership Agreement (EPA)

The EPA, as a trade agreement with development components, is designed to open up and enhance trade between Europe and CARIFORUM by removing the barriers to trade between them and by improving CARIFORUM's capacity to trade competitively. Industries in which SMEs have a strong potential include agro-industry, tourism and hotel services, furniture, food services, printing and packaging, and a wide range of services including accounting, engineering consultancy, information services and information technology.¹⁷ Human resource development in the Caribbean is another focus of the provisions in tourism which provides for assistance and training to service suppliers and support for training institutions. In the services agreement, there are also provisions for cooperation and mutual recognition of qualifications. Business owners in health and wellness must be sure to position themselves for success within the context of a signed EPA.

Caribbean Single Market and Economy (CSME)

The CSME is comprised of 13 member states¹⁸. Health and wellness practitioners can reap immediate benefits from the progression towards a single market and economy. Two elements in particular, national treatment and market access enable business owners to construct realistic strategies for regional expansion.

¹⁷ Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 44.

¹⁸ [CSME Member States](#)

National Treatment

The right to full national treatment means that you are to be treated equal or better than a national of the receiving member state, in terms of administrative requirements, e.g. fees and licensing procedures.

Market Access

The right to full market access means that you are allowed to operate in all sectors of the business activity in the receiving member state.

Industry Incentives

There is a suggestion that financial incentives matter and are needed in health services. An examination of incentive legislation in the six countries (Bahamas, Jamaica, Dominica, St Lucia, Barbados and Trinidad and Tobago) studied indicated that none of them offered special financial incentives for the health services industry, but Governments in the region have the inherent right to take “off-the-book” decisions to offer special financial incentives.¹⁹ The CARICOM Investment Code (CIC) harmonises national incentives to investment in the industrial, agricultural and services sectors, with priority given to sustainable export industrial and service activities.²⁰

Foreign Direct Investment

Intra-regional foreign direct investment (FDI) and formation of trans-Caribbean firms (TCCs) are now important features of the CARICOM landscape. In recent years intra-regional investment FDI has averaged 10 percent of total FDI inflows to Member States. Intra-regional investment has been led by firms in the financial sector (banking and insurance), followed by firms in tourism, distribution and manufacturing; including several conglomerates.²¹ The recently formed Caribbean Association of Investment Promotion Agencies (CAIPA) is an umbrella organisation established to facilitate the collaboration of regional investment promotion agencies (IPAs) in order to attract greater foreign direct investment to the region.

9. Pursue Opportunities to Partner

Joint Ventures

The creation of a Regional Joint Bidding Mechanism (RJBm) is a proposal suggested by concerned CARICOM Contractors, Suppliers and Consultants as solutions to the disadvantage, which they suffer in their attempts to compete against non-Regional firms. The primary contributor to the region’s inability to compete with non-regional firms is the relatively small size of CARICOM firms.

The challenges facing regional firms, however, have been further exacerbated by recent international developments, such as the impending global integration of markets for goods and services and the

¹⁹ Gonzales, Anthony, et.al.

²⁰ Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 31.

²¹ Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 30.

reduction of trade preferences. The end of preferential trading arrangements within the ACP Group of Countries, the implementation of commitments made to the WTO, the formation of the CSME, and pending EPA legislation have opened the door to increased competition within CARICOM. Regional firms must actively seek opportunities such as joint ventures with non-regional firms in an effort to prepare themselves for the onslaught of non-regional competition.²²

Clusters

Consumers have a strong interest in medical tourism, based on the results of the new 2008 Survey of Health Care Consumers, issued by the [DELOITTE CENTER FOR HEALTH SOLUTIONS](#). The survey taken of more than 3,000 consumers in the United States found that nearly 40 percent would consider having an elective procedure performed in a foreign country if they could save 50 percent or more, and be assured that the quality was equal to or better than what they have in the U.S.²³

To meet such a demand requires both an aggressive marketing campaign and a formal clustering programme, such as the Jamaica Cluster Competitiveness Programme (JCCP), which has established a health and wellness cluster. A well-developed concentration of related business spurs three important activities: (1) increased productivity – through specialized inputs, access to information, synergies, and access to public goods; (2) more rapid innovation – through cooperative research and competitive striving; and (3) new business formation – filling in niches and expanding the boundaries of the cluster map.²⁴ The clustering concept, popularized by Harvard University professor, Dr. Michael Porter, has been quite effectively utilised as a component of the Private Sector Development Programme (PSDP) in Jamaica. The Honourable Karl Samuda, Minister of Industry, Investment and Commerce stated that “Working together in clusters provides an opportunity for Jamaican companies in the Micro, Small & Medium-sized Enterprise (MSME) sector to build on complementary objectives that will promote competitiveness, productivity and efficiency of the wider group.” He was speaking at an event to announce the ten industry clusters that qualified for grant assistance under the PSDP, a joint initiative of the Government of Jamaica and the European Union.²⁵

Right of Establishment

The CSME, in the wider context of globalisation, will create new opportunities for SMEs to grow through the building of regional production networks based on productivity and cultural adaptation, niche marketing and electronic commerce.²⁶ Under the [SINGLE MARKET](#) component of the CSME, CARICOM Nationals have the right to establish companies or other legal entities such as partnerships.²⁷

²² Taylor, Garth, “Proposals For A Regional Joint Bidding Mechanism And Joint Bonding Facility”, CRNM, 2003.

²³ Caribbean & Canada to Advance Medical Tourism Opportunities for North American Patients, Travel Daily News, 07April2008.

²⁴ [Benefits of Clustering](#)

²⁵ [Private Sector Development Programme - Jamaica](#)

²⁶ Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 44.

²⁷ Girvan, Norman, “Towards A Single Development Vision and the Role of the Single Economy”, University of the West Indies, 2007, p. 45.

10. Employ a Promotion Strategy

Discussions are ongoing within the CSME to implement a Regional Marketing Strategy. The details are not yet available, but should be considered by business owners as a means of promoting their products and/or services from a regional, rather than national or individual position. Additionally, there are nationally-based business support organisations that operate under the mandate of promoting business development. See Table 4.

Table 4: Agencies That Promote the Health and Wellness Tourism Sector

Regional	Caribbean Export	Antigua & Barbuda	A&B Invest Authority
Barbados	Invest Barbados	Belize	BELTRAIDE
Dominica	Invest Dominica	Grenada	GIDC
Guyana	GO INVEST	Jamaica	Jamaica Trade & Invest
Montserrat	Ministry of Health	St. Kitts & Nevis	SKIPA & NIPA
St. Lucia	NDC	St. Vincent	NIPI
Suriname	Min. Trade & Industry	Trinidad & Tobago	Evolving TecKnologies

Publications

Caribbean Herbal Business, the Caribbean Herbal Business Association's first issue of its regional business magazine is available through the CHBA Secretariat. The Magazine provides advertisers with an opportunity to reach the rapidly growing herbal market.

Tradewatch is an online service provided by Caribbean Export. The monthly newsletter is designed to meet the needs of a wide cross-section of recipients ranging from government officials to small business persons, while topic-specific mailing lists cater to individual interests.

Keep Sake, a quarterly publication, brings dedicated news of the Caribbean Tourism Organisation's sustainable tourism activities to members and other stakeholders in the tourism industry.

Medical Tourism Magazine is the first industry magazine addressing the issues of quality of care, medical tourism destinations and other important Medical Tourism/Global Health information.

ANNEX

Health and Wellness Reference Guide

[DAY SPA ASSOCIATION](#) will guide you to day spa facilities that take their business seriously, and are committed to bring you the best services and products that the spa industry has to offer.

[THE INTERNATIONAL MEDICAL SPA ASSOCIATION](#) is dedicated to the promotion of

excellence, innovation and cooperation within the medical spa industry.

[TOURISM PRODUCT DEVELOPMENT COMPANY, LTD.](#) is the central agency mandated by the Government of Jamaica to facilitate the maintenance, development and enhancement of the tourism product.

[THE CARIBBEAN HERBAL BUSINESS ASSOCIATION](#) (CHBA) was created to co-ordinate, administer and manage the capacity building and developmental activities for the Caribbean herbal industry.

[CARIBBEAN TOURISM ORGANIZATION](#) exists to increase significantly the inclusion of the Caribbean region in the set of destinations being considered by travelers.

[PRIVATE SECTOR DEVELOPMENT PROGRAMME](#) The PSDP was designed within the context of continuous developments in the global environment that are expected to impact the competitiveness of the Jamaican private sector. To date, ten (10) clusters and their coordinating Support Organisations have been selected for grant assistance, including the Jamaica Wellness Cluster.

[MEDICAL TOURISM ASSOCIATION](#) is an international, non-profit association made up of the top international hospitals, insurance companies, healthcare companies, medical tourism companies, and other affiliated companies and industries with a common goal of promoting the highest level of quality of care to patients on an international basis.

The [REGIONAL NURSING BODY \(RNB\)](#) is a non-statutory, autonomous, collaborative and advisory organization attached to the CARICOM Secretariat and is answerable to the Caucus of Ministers of Health and the Council of Health and Social Development (COHSOD).

CARIBBEAN ASSOCIATION OF
COMPLEMENTARY AND ALTERNATIVE

MEDICINE (CACAM) supports alternative and complementary medicine practice in the areas of acupuncture/acupressure, aromatherapy, Chinese medicine, chiropractic medicine, homeopathy, massage therapy, nutrition, polarity therapy, Reiki, and yoga, among others.

CARIBBEAN SPA AND WELLNESS ASSOCIATION is the first and only professional independent and non-lucrative association dedicated solely to the Caribbean Spa and Wellness Industry.

[CARIBBEAN RESORT & SPA ASSOCIATION](#) agreed to lead the standardization and accreditation initiative in Jamaica and has partnered with the Tourism Product Development Company to undertake this revolutionary work.

[ROSS UNIVERSITY SCHOOL OF MEDICINE](#) is focused on imparting the knowledge, skills and values required for you to establish a successful and satisfying career as a physician.

The Caribbean Association of Medical Councils (CAMC) is attempting to promote freer movement of physicians throughout the Region by developing a regional examination, promoting registration, licensing, and standards.

Business Support Organisations

[CARIBBEAN EXPORT DEVELOPMENT AGENCY](#) is a regional trade and investment development and promotion organisation of the fifteen (15) CARIFORUM Member States

[CARIBBEAN BUSINESS SUPPORT NETWORK](#) (CARIBISNET) the mechanism for ongoing collaboration and information sharing among business support organisations.

[THE BUSINESS DEVELOPMENT COMPANY LIMITED](#) is recognised in the Caribbean as the leader in promoting business development.

[CARIBBEAN BUSINESS SERVICES LIMITED](#) (CBSL) arranges managerial and technical assistance for small and medium sized businesses.

[BARBADOS COALITION OF SERVICE INDUSTRIES](#)
The BCSI was established as a public-private partnership where there was a strategic marriage between government oversight and private sector efficiency, all directed at strengthening and diversifying the services industry of Barbados in the face of the global challenge.

[TRINIDAD COALITION OF SERVICE INDUSTRIES](#)
TTCSI is a national umbrella body that brings together all services sector organizations and associations. Basically it is an alliance of professional services associations and organizations. It will function as a focal point to lobby, channel and address trade in services issues and services development issues, which are critical for the sector to thrive in the competitive global environment.