

TORS for SP21 – Health MSDS for Tertiary Hospitals

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tama
Technical Assistance
Management Agency

Service Provider for
Punjab Devolved Social Services Programme (PDSSP)

TERMS OF REFERENCE

Development of Minimum Service Delivery Standards (MSDS) and Implementation Plan for Tertiary Hospitals in the Punjab

Relates to MDG Goal: – 3, 4, 5 & 6	Reference number: SP21
Impact: Improved health services at tertiary level hospitals in the Punjab	Output: Minimum Service Delivery Standards and action plan to implement these MSDS at tertiary health level in Punjab
International Consultants: none	National Consultants: 2 Health Sector (Standards) Expert Tertiary Hospital Management Expert
Expected starting date: April 2009	Period: 3 months
Total Projected Budget: US\$ 26,612	

Background and Objectives

The Technical Assistance Management Agency (TAMA) is designed to facilitate progress in the Punjab Devolved Social Services Programme (PDSSP) and indeed is an integral part of this programme, providing technical assistance (TA) to support reforms and capacity building that will improve devolved social services in Punjab. The overall goal is to achieve progress on the Millennium Development Goals (MDGs) related to poverty, gender, education, health, and water supply & sanitation (WSS). The Programme's objective is to strengthen devolved social services for a more equitable, efficient, effective, and sustainable delivery of social services in line with the Punjab Local Government Ordinance 2001. The Programme is built around three principal policy outcomes: (i) realigning intergovernmental relations to support devolved social

services; (ii) rationalising and setting minimum standards for social services; and (iii) strengthening the public accountability mechanisms and promoting public-private partnership.

Health is an important sector for the provincial government of the Punjab. In the backdrop of Millennium Development Goals (MDGs), where three out of eight goals relate to health sector, the importance of this sector increases manifold. The sector faces serious impediments in the provision of quality health-care to the population, with an increasing likelihood of failure to meet the MDGs unless there is remedial reform action. The situation warrants adoption of a systematic and planned approach in the tertiary health-care level for achieving these goals. In order to achieve MDG targets, mere access to health services will not be enough, unless the quality of the service is also of acceptable level/standard. This can only be done by reviewing the existing technical and service delivery standards in the health sector and by developing Standard Operating Procedures (SOPs) for tertiary health-care sector, identifying gaps, and developing new standards.

Technical support of consultants will be needed by the Department to develop these standards, and review the institutional framework of Punjab's tertiary health-care sector - the services of a Tertiary Care Development Expert and a Tertiary Hospital Management Specialist are therefore being hired to develop Minimum Service Delivery Standards (MSDS) in the tertiary health-care sector for Punjab and an action plan for implementation of management standards in line with international best practices, applicable in Pakistan (considering financial costs).

Scope of Work

Overall Goal and Purpose

At the outset and within the first few days, the consultants will review the Terms of Reference, together with TAMA/PSU/Client to ensure its relevance and feasibility and arrive at a mutually agreed programme within the broad framework of these TORs.

The Tertiary Care Development Expert will be required to develop service delivery and technical standards for the tertiary health sector, based on an extensive review and assessment of the current technical and service delivery standards. Additionally, the consultant would also develop SOPs for implementation of MSDS at the tertiary sector.

In order to complete this task, he/she will be required to undertake an extensive literature review, and hold three consultative workshops. The workshops are to be held in Lahore, Multan and Rawalpindi; the cost for the same has been included in the total cost for the contract.

The consultant will also be required to examine the impediments in the implementation of the existing technical and service delivery standards for the tertiary health-care sector. Recommendations will be required to overcome these obstacles. Whilst it is anticipated that international best practices will be looked at for development of technical and service delivery standards and SOPs, it is required that the standards proposed by the consultant are implementable in terms of the financial cost involved.

The Tertiary Hospital Management Specialist shall be responsible for the review of management practices in the tertiary health sector, and formulation of new management SOPs. The Tertiary Hospital Management Specialist would then provide recommendations for institutional change that would permit the sustainable reform towards implementation of MSDS in the tertiary health sector.

Duties and Responsibilities

The Health Sector (Standards) Expert will have the following duties and responsibilities:

- i) review the TORs, flag any flash-points, and propose any amendments;
- ii) review the existing technical and service delivery standards in the tertiary health sector. Review the reports and presentations on Autonomous Medical Institutions (AMIs), prepared by Prof. John Biggs and Mr. Chris Minnett for the PDSSP in 2008, with a view to incorporate their recommendations regarding MSDS and SOPs for clinical work, medical education, and Hospital Management aspects;
- iii) study international best practices in the tertiary health-care sector, with particular reference to technical and service delivery standards followed;
- iv) hold consultative workshops with all the concerned stakeholders at provincial level to do the following:
 - a. identify impediments in the implementation of existing technical and service delivery standards and means for removing those impediments;
 - b. identify possible gaps in existing technical and service delivery standards that need to be filled by development of additional technical/service delivery standards for health sector; and
 - c. obtain feedback from the stakeholders on the new technical/service delivery standards that may be considered for formulation.

- v) develop new technical/service delivery standards that not only fill the gaps that exist in the sector, ensuring quality service provision to citizens, but keep in mind whether the financial resources of the province permit adoption of these standards;
- vi) based on international best practices and the working practices in Punjab in the sector, develop SOPs through a consultative process;
- vii) maintain close coordination with the provincial Health Department, Health Sector Reform Programme, Chief Minister's Task Force for AMIs, and the Finance Department during this exercise;
- viii) develop an action plan for implementation of revised technical/service delivery standards in the province;
- ix) work closely with the Tertiary Health Management Specialist for the development of all papers and reports.

The **Tertiary Hospital Management Expert** will have the following duties and responsibilities:

- i) review the Autonomous Medical Institute (AMI) reports and presentations that have been commissioned by the PDSSP in 2008, authored by Prof. John Biggs and Mr. Chris Minnett. Review of these reports and presentations shall lead the study in identifying institutional gaps in clinical practices and hospital management practices;
- ii) identify gaps in management practices at the tertiary level. Recommend changes that would create an institutional framework for the implementation of MSDS in the Tertiary Health Sector;
- iii) study international best practices in the tertiary health-care sector, with particular reference to technical and service delivery standards followed;
- iv) prepare a report reviewing the institutional framework of the Punjab Tertiary Health Sector, and provide an action plan for recommendations;
- v) work with the Team Leader in development of SOPs, and minimum standards of service delivery for the tertiary health sector.

Consultant Qualifications

The **Health Sector (Standards) Expert** must have the following qualifications:

- a basic degree from an HEC recognised university (foreign and local) is preferred, (but other degree levels in an appropriate field will be considered and evaluated accordingly); and
- a major post-graduate qualification like FRCS/FCPS/MRCP (in Medicine or Surgery) degree from a recognised local/ international institution;
- seven (7) years' experience of working in a Consultant/Teaching position in tertiary care/ teaching hospitals;
- good working knowledge of Punjab's provincial government system;
- excellent communication skills in English is essential for guideline and report writing;
- proficiency in computer skills will be an added advantage.

The **Tertiary Hospital Management Specialist** must have the following qualifications:

- a basic degree from an HEC recognised university (foreign and local) is preferred, (but other degree levels in an appropriate field will be considered and evaluated accordingly); and
- a Master's/ Post-Graduate degree in Hospital Management/Administration;
- two (2) year's experience of institutional assessment;
- five (5) year's tertiary hospital management experience or equal number of years' in the public health sector in a responsible position; and
- excellent communication skills in English is essential for guideline and report writing.

Duration of Inputs

Total duration of the input of the consultants is 3 months (6 person-months) starting in April 2009. The final outputs have to be submitted by the consultants by May 2009.

Reporting and Deliverables:

Health Sector (Standards) Expert

In line with the duties and responsibilities laid out for the Health Sector (Standards) Expert, he / she will be required to produce the following deliverables:

- a. an assessment of existing technical and health service delivery standards at tertiary level at provincial, national and international levels;
- b. a comprehensive report of the consultative workshops¹ with all the concerned stakeholders at the provincial level covering, but not restricted to, the following:
 - i. impediments in the implementation of existing technical and service delivery standards, and means for removing those impediments;
 - ii. gaps in the existing technical and service delivery standards that need to be filled by development of additional technical/ service delivery standards for health sector; and
 - iii. based on feedback from the stakeholders, identification of what new technical / service delivery standards are required.
- c. design and development of new technical/ service delivery standards that not only fill the gaps that exist in the sector and detail the quality of services to be provided but which are feasible in terms of resources available in the province;
- d. design and develop SOPs for tertiary care;
- e. produce a detailed action plan for implementation of revised technical/ service delivery standards and SOPs in the province.

Tertiary Hospital Management Expert

In line with the duties and responsibilities laid out for the Tertiary Hospital Management Specialist, he / she will be required to produce the following deliverables:

- a. A paper outlining the review of existing institutional frameworks and SOPs in the tertiary health sector in Punjab and institutional, clinical service practices, and management standards followed internationally in the tertiary level.
- b. Assist the formulation of a comprehensive report on the consultative workshops with all the concerned stakeholders at the provincial level covering, but not restricted to, the following:
 - i. impediments in the implementation of existing technical and service delivery standards, and means of addressing these impediments;

¹ It is envisaged that three workshops of 30 participants each will be held for this assignment. It is proposed that one workshop may be held with the provincial stakeholders, and other two with the stakeholders from the Teaching Hospitals, giving due representation to north/south and rural/urban districts of Punjab.

- ii. gaps in the existing technical and service delivery standards that need to be filled by development of additional technical/service delivery standards for health sector; and
 - iii. based on feedback from the stakeholders identification of what new technical/ service delivery standards may be considered for formulation.
- ii) assist the team leader in the design and development of new technical/ service delivery standards and SOPs for tertiary healthcare;
 - iii) design and develop new institutional frameworks, management practices required for implementing newly revised SOPs for the tertiary health sector in Punjab;
 - i) assist the team leader to design and develop an action plan for implementation of the revised institutional standards and recommendations presented.

Date 1st draft:	26 December 2008	TAMA Lead:	Lynne Elliott
Date 2nd draft:	4 January 2009	TAMA Project officer:	Javaid Iqbal
Date 3rd draft:	12 January 2009		
Date 4th draft:	4 February 2009		
Date 5th draft:	17 February 2009		
Date 6th draft:	25 February 2009		
Date Final Draft V7:	5 March 2009		
Drafted By:	Uzma Hussain and Javaid Iqbal	Final/ draft:	Final
Decision Date:			

Estimated Timelines

ACTIVITY SCHEDULE													
SP21 Health-MSDS for Tertiary Hospital Management													
No.	Activities	MONTHS/WEEKS											
		1				2				3			
		1	2	3	4	1	2	3	4	1	2	3	4
1	Review and finalisation of TORs and the detailed plan by the consultants	█											
2	Briefing meetings with PSU, Health Dept and TAMA	█											
3	Desk Review of documents	█	█	█									
4	Workshops			█									
5	Field visits and data collection				█	█	█	█					
6	Report drafting						█	█	█	█			
7	Presentation of reports to the strategic partners & subsequent revision (if required)											█	
8	Finalisation and submission of report												█
<u>Factors which may alter the work plan</u>													
Delay in the release of resources.													
Delay in the approval of steps, stages and tools required for carrying on the assignment													
Delay in supplying documents, data, statistics and other information related to the assign													
Unavoidable political, security, law and order situation.													
Any unforeseen situation.													