

UNIVERSAL HEALTH CARE

Government of Saint Lucia

Request For Proposal

RISK MANAGEMENT AND QUALITY ASSURANCE ASSESSMENT

Terms of Reference

Overview and Objectives of Consultancy

The Government of Saint Lucia is in the process of implementing major health financing and service reform initiatives. The instrument developed by and agreed to by the Government is the *Universal Health Care (UHC)* financing mechanism, a financing strategy that has built in quality system drivers. Healthcare institutions in Saint Lucia, with the exception of the Saint Jude Hospital, have never undergone a formal risk management and quality assurance assessment. The UHC holds the view that every health institution or health provider who desires to be enrolled in the UHC programme for reimbursement/financing must undergo a formal risk assessment analysis. The intention is that at the end of the exercise health institutions in Saint Lucia would be in a position to be independently audited by external agencies, with a view to receiving international accreditation. Moreover, a thorough Risk Management and Quality Assurance Assessment is necessary in order to make appropriate recommendations for the improvement in the quality of health care services to potential health institutions/providers licensed under the UHC Programme.

The specific objectives of the Consultancy are to:

1. Develop and implement an accreditation system for health care and support service providers;
2. Develop organizational capacity for the implementation of quality management systems;
3. Develop common standards of practice for the delivery of healthcare services in Saint Lucia, in both the public and private sectors;
4. Develop and promote a *culture of quality* in the Ministry of Health and among all health institutions;
5. Raise the standard of healthcare practice and health service delivery in Saint Lucia to internationally accepted standards;
6. Reduce risk and mitigate liability/exposure of health institutions and health practitioners in Saint Lucia; and

7. Promote Saint Lucia as the premiere health service delivery centre in the Eastern Caribbean.

Scope of Works

1. Conduct risk assessment analyses in the areas of ***institutional risk*** (physical/infrastructural); ***personal risk*** (patient/staff/visitors/occupational health and safety); and ***liability and exposure risks*** for the following healthcare institutions: St. Jude General Hospital (110 beds); Victoria General Hospital (167 beds); Tapion Private Hospital (26 beds); Golden Hope Psychiatric Hospital (110 beds); Turning Point Rehabilitation Centre (20 beds).
2. Review existing policies (*including the Health sector Reform Proposal*), procedures and systems for congruency, adequacy, capability and comprehensiveness in ensuring the safe practice and delivery of quality care in the above mentions health institutions.
3. Identify the gaps in the existing quality systems and make specific recommendations as to the strategies and activities that must be pursued to ensure the development of a comprehensive universal quality system for the monitoring of the standards of practice of healthcare in Saint Lucia.
4. Review the human resource development training programmes and strategies for health services development of the Ministry of Health and the above five health institutions with a view to examining the adequacy of such policies and programming in a quality care driven environment.
5. Evaluate the change capacity, capability and preparedness of the current public and private healthcare system to move to a culture of quality and the implementation of comprehensive healthcare quality programme, identifying the enabling and detracting factors and making recommendations for achieving this objective.
6. Define a programme for the strategic incremental implementation of an accreditation programme for the public and private healthcare system in Saint Lucia, specifically addressing the various options for accreditation.
7. Make recommendations for appropriate clinical standards and protocols.
8. Make recommendations for the development and promotion of a sustainable culture of quality among all health providers, practitioners and health facilities
9. Make recommendations for the development of a sustainable 'health technology assessment' programme.

Specific Deliverables and Outputs of Consultancy

The specific output of the consultancy would consist of a comprehensive report addressing the nine (9) specific tasks as defined in the Scope of Works, including the methodology used and any specific scientific or social enquiry research tools used in the process. The report will make specific recommendations as to the way forward. The Consultant (s) would produce a Draft Report for review and feedback before submitting the Final report to the UHC. The Consultant shall submit five (5) copies of the Final Report on presentation of the final invoice.

Qualifications and Experience of Consultants

The Consultant would a group of individuals or a firm with significant experience and expertise in Medical Risk Management Assessment and Liability Exposure, Quality Assurance Systems Development in the Health Sector, Occupational Health and Safety Standards and Implementation, Hospital Accreditation, and Implementations of Quality Systems, as evidence by a minimum of fifteen (15) years experience in the above areas of subject expertise, with a demonstrated track record of having successfully completed such work in at least three (3) other similar organizations or settings.

Period of Engagement and Duration of Consultancy

The selected Consultant(s) or Consulting Firm is required to submit with their proposal the duration of the consultancy with a work plan detailing both the time line and the work schedule bearing in mind that the Government of St Lucia wants to introduce the system in mid 2005.

Location of Consultancy

All works and studies are to be completed on location in Saint Lucia, Caribbean.

Consultancy Supervision

A Project Advisory Committee will be constituted and will include representatives from the UHC Task Force, National Insurance Council, and the UHC Quality Assurance Committee.

Skills Transfer and Methodology

The consultants should indicate the methodology that would be employed in this engagement as well as how the transfers of skills will be handled and the suggested local counterparts they would like to work with.

Consultancy Fee and Payment Schedule

The Consultant is required to outline the consultancy fee in US Dollars which includes all expenses and should indicate the percentage to be paid in four parts as follows:

☞ xx% on signing of contract as a mobilization fee;

☞ xx% at midpoint of the exercise;

☞ xx% on Submission of Draft Report;

☞ xx% on acceptance on Final Report;

*Universal Health Care
National Insurance Corporation
May 15, 2004*

Annex I
Some Specific Areas to be Addressed

1. Adverse incident reporting
2. Claims and complaints history
3. Clinical Patient chart Audit (Prospective, Concurrent and Retrospective Screening)
4. Clinical Documentation
5. Clinical Committees (Peer Review, Death Committee, Credentialing Committee etc)
6. Consent and confidentiality
7. Communication – internal and external
8. Policies, procedures and protocols
9. Staff recruitment and retention issues
10. Staff orientation programme and induction processes
11. Infection control
12. Laboratory and Blood Bank services
13. Equipment and Appropriate Technology
14. Medical staff accreditation
15. Nursing staff accreditation
16. Patient information and counseling services
17. Pharmacy
18. Premises
19. Signage
20. Biomedical Waste Management Disposal
21. Professional training and continuous professional development programmes
22. Resuscitation training
23. Specialty risk profiling
24. Drug Rehabilitation
25. Occupational Health and Safety
26. Disaster Preparedness and Mass casualty Management