



TERMS OF REFERENCE

MANAGEMENT SERVICE

“MANAGEMENT & OPERATION OF MARIB PRESIDENT HOSPITAL”

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Terms of Reference for Management Services

“MANAGEMENT & OPERATION OF MARIB PRESIDENT HOSPITAL”

1. Introduction

The “Marib President Hospital” has been equipped through a grant within the framework of the mutual and bilateral relations between the two friendly countries; Republic of Yemen and United States of America.

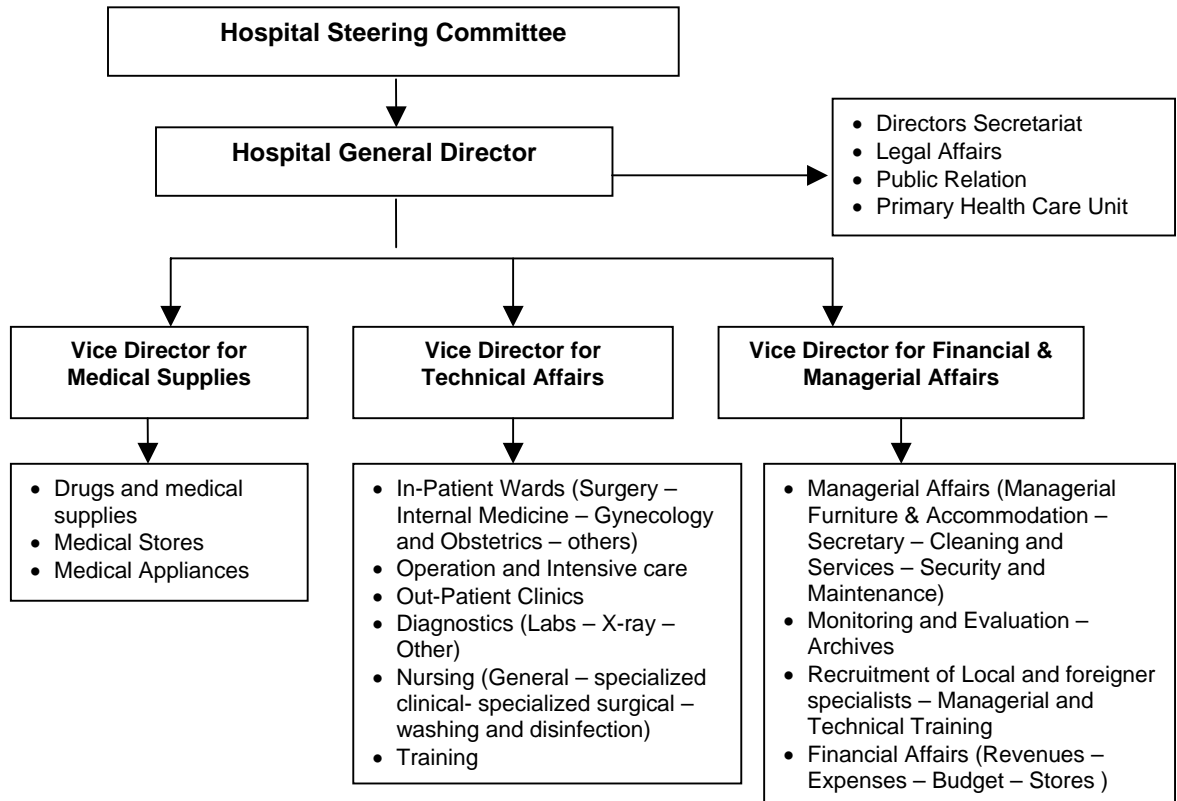
The hospital is situated in Marib Governorate in proximity to several governmental institutes and has a capacity of 200 beds. It is expected that the hospital will offer quality health services in the following specialties; Primary Health Care; Emergencies and Accidents; Internal Medicine; Surgery; Pediatric Care and Obstetrics & Gynecology, Orthopedics, Eye surgery, ENT, Vascular Surgery, Neurology and Brain surgery, Maxillofacial Surgery, Urology, others.

The hospital was been partially operating for a year and the beneficiaries include the inhabitants of Marib and neighboring Governorates. The population of Mareb reaches to 255,000 (2004 census) and the health situation in the Governorate does not differ from other places in Yemen. Preventive and curative services offered by the hospital are expected to play a substantial role in relief of the burden of these diseases.

To assure the fulfillment of the aim of provision of the expected services in the hospital the Ministry of Public Health & Population (MoPHP), Republic of Yemen, has received a grant from United States to contract a an experienced management consulting firm to operate the hospital for the period of two years beginning September 2006.

Accordingly, the following terms of reference have been developed for the purpose of inviting regional and international management firms / organizations to bid for a tender of offering management and operation service for the hospital.

2. Proposed Hospital Organizational Chart



3. Objective of the contract

The services expected to be offered by the consultancy firm are the following:

- To operate the Mareb President Hospital with the aim of enabling the hospital of delivery of quality health care services.
- To establish a management structure composed of executive and experienced personnel capable of proficient operation of the hospital.
- To build capacity and train the national counterpart team in the aim of enabling the national team of taking over the hospital management by the end of the service.

The firm will be fully responsible for management of the hospital during the time period of the contract. At the same time, it will build the capacity of the national counterpart staff of the hospital. The mode of co-operation with the Yemeni authorities should be guided by a spirit of team work towards common goals. The firm will particularly uncover any problems endangering the achievement of the goals of Marib Presidential Hospital and provide suggestions for solutions to the Yemeni authorities.

Hereinafter the consultancy firm / organization will be called “the consultant”. The Ministry of Public Health and Population will be called “MoPHP”.

4. Tasks description

Within the scope of their “service contract” the consultant shall perform tasks related to the following areas:

- a) Set-up of a Management Structure
- b) Development of Operations Manuals & Policies
- c) Quality & Accreditation Support
- d) Human Resource Management Support
- e) Finance Management and Tariff Fixation
- f) Management Information System and Reporting
- g) Supplies & Equipments, including Maintenance Management
- h) Pharmaceuticals Management
- i) Internal Medical Audit
- j) Transfer of Knowledge and Service Continuity Obligations
- k) Within the context of the service, the consultant would be expected to provide the following during the first 6 months of operation:
 - a. Standard Operation Manual which includes:

- i. Medical Services
 - ii. Nursing Services
 - iii. Emergency Services and Operation Theaters
 - iv. Laboratory Services
 - v. Diagnostic Services (X-Ray, Ultrasonography, etc)
 - vi. Drugs and Médicaments
 - vii. Support Services (Laundry, Catering, Cleaning & Hygiene, etc)
 - viii. Other Services.
- b. Quality Assurance Committee and Monitoring
 - c. Joint Survey Committee
 - d. Patient Safety Manual
 - e. Procurement Policies
 - f. Storage System
 - g. Consumables Standards
 - h. Reporting System
 - i. Service Providers Database
 - j. Waste Management
 - k. Maintenance Master plan for infrastructure and equipments.

a. Set-up of a Management Structure

The consultant shall second “a best-in-class” team of (six) long-term management experts assigned to oversee the overall hospital operation and day-to-day management.

For every of the consultant’s experts a “national counterpart” will be assigned to carry out activities jointly. The national experts will be offered on-the-job training and capacity building with the aim to prepare them for taking-over the respective management position by the end of the consultant’s contract.

These management experts will develop and apply appropriate management practices, including regular team meetings, time management, goal setting, internal decision making, monitoring, evaluation, reporting, etc.

b. Development of Operations Manual & Policies

The consultant shall develop an “Operational Manual” within the first six months of the service. This manual shall be reviewed and updated periodically, at least annually.

The “Operations Manual” shall describe the functions, procedures and regulations of the following operational units:

- Provision of Medial Services
- Provision of Nursing Services
- Provision of Pharmaceuticals Services
- Human Resource Plan
 - o Manpower Deployment Plan
 - o Building capacity and Training Plan
- Financial Management
- Management Information System
- Supplies & Equipments Management
- Quality Management
- Strategic Planning, Risk Management and Governance

c. Quality & Accreditation Support

The consultant shall aim to develop the capacity of the hospital in regards to management and service delivery up to the highest possible standards, as a matter of fact preparing the hospital for ISO certification and accreditation under the MoPHP’s evolving health service provider accreditation scheme at a later stage.

d. Human Resource Management Support

The consultant will set up human resource management department in the hospital that applies modern human resource management principles in a transparent and efficient way. Recruitment, remuneration, career development and training of all hospital staff shall be guided by the principles of transparency and reward of performance.

Initially the consultant shall develop a manpower deployment plan that based on the required qualifications and staff recruitment needs for the whole pool of hospital staff in coordination with Governorate Health Office Mareb and according to the policies set by the Steering Committee of the Hospital.

e. Finance Management

The consultant shall set up a comprehensive system of financial management, including essential functions like budgeting, accounting, internal controlling and audit, etc, and put in place all necessary regulations, procedures and controls to ensure transparent and sound financial management based on the national applicable laws.

The consultant shall develop annual business plan for the hospital, including clear performance and output targets, an annual budget, projections for investments needs, etc., and discuss these with the relevant Government authorities for approval.

f. Management Information System

A Management Information System should be developed for both the medical services and non-medical services. The design of the system should include the reporting system and computerized retrieval with a system of data analysis.

g. Management of Medical Supplies and Pharmaceuticals

The consultant shall develop a system of medical supplies and pharmaceuticals / drug supply management based on the hospital requirements and the available resources. The system should include all aspects of management specifying the processes of forecasting; bidding, storage and continuity of supplies, as well as continuous education of medical personnel on rational prescription and use of drugs.

The national essential drug list should be the basis for all drug supply management. Procurement of drugs needs to follow Government procedures, favoring high-quality, low-price generic drugs in whole-sale packages.

h. Internal Medical Audit

Within the scope of the service, Internal Audit should be integrated within the management routine and shall be conducted on periodic basis. The review shall encompass review of functions of different service departments as well as a medical and ethics committees to ensure appropriate clinical governance.

i. Transfer of Knowledge and Service Continuity Obligations

Within the scope of the service and its duration, the consultant shall make every effort to ensure that the capacity of the national counterpart team is built to the required level to

sustain competent and successful management of the hospital services after cessation of the consultant's contract.

In the second year of the contract the consultant will develop a plan for service continuity after the end of this service contract, with the aim to ensure sustainability of the hospital's operation, through a gradual handover of responsibility towards the end of the contract.

5. Financial Management of the Contract

The Ministry of Public Health & Population would sign the contract with the consultant and paying the consultant would follow the following schedule:

- First Installment: An advance payment of three months upon signature of contract.
- Second Installment: A three months payment, upon receipt of the first report.
- Other installments: Would be payable every six months based on the performance reports and finance request.

The Yemeni Government would ensure that the operational budget for the hospital would be advanced annually and payable to the hospital account and integrated within the budget / financial management system of the hospital.

6. Monitoring, Evaluation and Reporting

The consultant shall maintain an easy-to-access and complete system of records of all correspondence, internal memos, meeting minutes, and other communication related to the contract, which should be fully integrated with Marib Hospital's filing system and Management Information System.

The consultant shall set up the Hospitals Management Information System in a way that allows continuous monitoring of the hospitals functions and services, but also at the same time the execution of this contract.

The consultant will prepare the following reports for submission to the MoPHP:

- **Inception Report**

Three month after deployment the consultant will submit an inception report, which will describe the progress achieved so far, especially in regards to deployment of the consultants' experts, and national counterparts, set up of management structures, relations to Government bodies and any work started on the specific tasks. Drafts of the operations manual, staff deployment plan; training and capacity building plan will be annexed to the Inception Report, together with an updated time schedule and cash flow forecast.

- **Final Report**

The final report will summarize the achievement of the consultancy in relation to described objectives and tasks. This report will focus on outputs, outcomes and expected long-term prospects and impacts of the hospital. A concrete advice on possible follow up and necessary intervention by the MoPHP and/or donors will be also part of the report.

7. Project Steering

A hospital Steering committee would overlook the overall operation of the hospital. The committee would be composed of:

1. Ministry of Public Health & Population
2. Marib Governorate
3. Health Office in Marib
4. Hospital Management (Consultancy firm + Counterparts)
5. The donor agency
6. A representative from the community
7. Ministry of Planning & International Cooperation

The steering committee would be responsible of:

- Setting the appropriate policies for operation of the hospital
- Fund-raising for hospital operation
- Resolving obstacles and solutions that may face implementation.

8. Confidentiality

All activities entrusted to the consultant shall be carried out loyally and impartially and in accordance with the best professional practice. The consultant and its experts therefore shall not use for their personal profit or for the profit of a third party, misuse or distribute any information obtained while carrying out the work under this contract. No information, materials, reports, etc., may be released to third parties without obtaining prior consent from the MoPHP.

9. Responsibilities and Arbitration

Responsibilities of both parties would be stated in the contract signed by the MoPHP and the consultancy firm as well as Arbitration.

10. Hospital Resources

1. Governmental support to the Hospital (Operational Budget)
2. Any other internal or external granted funds.

11. Required Content of the Tender Dossier

- Complete profile of the consultant firm / organization: including information on the ownership, organizational structure, financial situation, technical expertise, record of previous consultancies and similar activities.
- Technical Proposal, providing a short analysis of the present and future situation of Marib Presidential Hospital, and an assessment of the assumptions and risks of the execution of the contract.
- Detailed CVs of all key experts proposed for the present contract (Six long-term experts). The team is expected to be composed of the following professionals:
 - General Director
 - Human resources manager
 - Finance manager
 - Medical services manager
 - Nursing services manager
 - Drugs & Medical Supplies manager
- Tentative schedule of experts to be deployed and tasks and activities to be carried out .
- Detailed budget proposal of the consultancy firm.
- Full contact details.