

# Uttarakhand Health Systems Development Project

Draft Terms of Reference for  
Conducting Gap Analysis of Five Health Facilities for Entry Level NABH Standards in  
Uttarakhand

## BACKGROUND

Uttarakhand Health Systems Strengthening Project (UKHSDP) is conceived as a strategic initiative to enhance people's access to quality health care services in the state of Uttarakhand. The Project is financed by the World Bank and implemented by Uttarakhand Health and Family Welfare Society (UKHFWS). The project seeks to support Uttarakhand in improving access to quality health services and in providing health financial risk protection. Specifically, the project would focus on improving access to health services for the predominantly remote population of the state, through strengthening public and private health-delivery systems; promoting greater stewardship and managerial capacity in the health directorate; improving information systems; augmenting monitoring and research; and extending coverage of state health insurance scheme beyond hospitalization to include primary healthcare services.

Project is to be implemented over six years with total cost of USD 125 Million, out of which the World Bank will provide financial support of USD 100 Million. The project has two components: a) Innovations in engaging the private sector (for integrated service delivery and for health financing), and b) Stewardship and health systems improvement. A description of the activities under the two project components is provided below.

### Project Components

**Component 1. Innovations in engaging the private sector :** Innovations in engaging the private sector would finance engagement with the private sector in the delivery of healthcare services as well as in healthcare financing. This component will expand access to services by creating integrated, technology-enabled health system architecture with enhanced focus and availability of primary care, emergency care and necessary referral services. It will also expand financial protection by defining a benefit package of primary care services for child and adolescent health care and for the management of non-communicable diseases.

**Component 2. Stewardship and system improvement:** This component will strengthen the government's capacity to engage effectively with the private sector, and therefore, to enable the government to provide effective stewardship to improve the quality of services in the entire health system and particularly in its capacity to effectively pursue the innovations being planned under this project. The component will focus on strengthening the institutional structures for stewardship and service delivery and augmenting the state's human resource capacity, so that the necessary skillsets required for effective implementation of the project and the state's health programs are available. The strengthened capacity will serve beyond the activities of this project, as it will contribute to the government's stewardship role for the health system as a whole. It will support research and evidence generation, use of evidence for strategic planning, and improved information systems for data generation and management, including timely feedback to providers. It will also support Facilities Assessment as well as contracting of agencies on a turnkey basis to support the attainment of NABH quality

standards in identified public health facilities in the state. Finally, the component will promote a multidisciplinary approach that will strengthen the ability of the health system to respond to seasonal and context-specific needs. Project management costs will also be financed from this component.

Currently, the state is taking several steps in the area of quality improvement with the help of NHM. Along with other steps, it has already defined Quality Assurance implementation framework and formed State and District Quality Assurance committees. As one of the primary objective of the project is to improve access to quality health services in Uttarakhand, project contemplates to bring all public health facilities under NABH accreditation which will be implemented in phase-wise manner. Initially 5 healthcare facilities (DH-Almora, DH- Bagheshwar, DH-Gopeshwar, DH- Rudraprayag and District Female Hospital Pitoragarh) will be brought under NABH entry level accreditation; thereafter, the accreditation program will be expanded. The gap assessment study will prove to be an important tool in identifying areas of work especially in critical areas like Regulatory compliance, infrastructure restructuring, equipment requirements and calibration, manpower gaps (number, qualification, training etc.), systems design requirement, process gaps etc. Based on the detailed gap analysis report's findings, UKHSDP will hire a turn-key contractor to carry out the task of bridging all identified gaps under all parameters of attaining NABH entry level accreditation.

## OBJECTIVES

The objectives of the assessment are as follows:

- Assess existing service delivery status at 5 identified facilities
- Provide in depth assessment of gaps based on parameters of NABH entry level criteria e.g. quality and level of care, hospital management, infection control, HR management, MIS etc.
- Recommendations to overcome these gaps in each of healthcare facility to attaining NABH entry level accreditation
- Preparation of tender document for turn key contractor (RFA and DCA)
- Support state in hiring of turn key contractor, which will carry out the task of bridging all identified gaps to attain NABH entry level accreditation

## SCOPE OF THE ASSIGNMENT

Scope of the assignment for the Firm/ Consultancy/ Agency will be as follows:

### **Task 1: Inception Meeting, Preparation of Methodology , Work-plan and Table of Contents**

This task will include:

An inception meeting of the firm/consultancy/agency with UKHSDP and State Govt. officials shall be held to:

- I. Review the process for conducting gap assessment;
- II. Gather preliminary information about health facilities based on secondary data available with the State.
- III. Finalize methodology, tools, work plan (including Gantt chart) and draft table of contents for the analysis.

**Task 2: Conduct in depth assessment of health facilities (“as-is assessment”) on all parameters required for NABH entry level accreditation**

- I. Develop pre-test and finalize tools required to adequately assess existing gaps in the areas such as (but not limited to) infrastructure, manpower, equipments, systemic designs, processess, manuals, clinical quality, statutory and regulatory compliances etc. for NABH entry level accreditation
- II. Identification of key areas of work
- III. Prepare draft gap assessment report.

**Task 3: Preparation of Detailed Gap analysis report**

- I. Prepare a detailed gap analysis report for each healthcare facility clearly mentioning recommendations for bridging identified gaps to attain NABH eantry level accreditation on all relevant parameters
- II. Prepare a powerpoint presentation summarizing the gap analysis report
- III. Tentative timelines and estimated cost to bridge identified gaps at each healthcare facility

**Task 4: Carrying Out Transaction Of Hiring Turn Key Contractor To Bridge Identified Gaps**

- I. Preparation of detailed RFP, DCA with required schedules for hiring of turn key contactor
- II. Assist UKHSDP in carrying out entire tendering process in (but not limited to) publishing of tender, conducting prebid, outreach activity to encourage bidders to apply, evaluating proposals etc.
- III. Preparation of all relevent documents and tools for tendering process

**DELIVERABLES/OUTPUTS**

The Firm/Consultancy/ agency will be required to deliver the following for each healthcare facility:

SN	Deliverable	Broad Contents	Timeline
1	Inception Report and tool for ‘as-is’ assessment	Details of the proposed activities of the assignment along with timelines; draft tools for gap assessment; defined structure for final gap report; and methodology	15 working days from the signing of contract

2	'As-is' analysis of each healthcare facility	'As-is' analysis of each healthcare facility based on primary visit to healthcare facility with feasibility and requirement of NABH accreditation. This report shall incorporate Govt. recommendations on inception report and tools	15 days from submission of inception report and 'as-is' tools
3	Draft Gap Analysis Report	Gaps in infrastructure, human resources, equipment, processes & outcomes vis-à-vis NABH entry level standards. This report shall incorporate govt. officials recommendations on 'As-is' report	One month after acceptance of as is analysis report
4	Final Gap Analysis Report	Submit final report along with a PowerPoint presentation on key highlights of the report including recommendations. This report shall incorporate recommendations from Govt. officials on draft report	15 days after acceptance of draft gap analysis report
5	Draft Tender Documents document for hiring turnkey agency for NABH accreditation	Preparation of RFP, DCA with required schedules.	One month from acceptance of final Gap analysis report the signing of contract
6	Final Tender Documents	Finalizing of Tender documents. This documents shall incorporate recommendations and comments from Govt. on draft tender documents	15 days from acceptance of draft tender documents
7	Documentation related to prebid	Presentation to be shown to potential bidders on prebid	Based upon tendering process
8	Evaluation report of proposals	Preparation and submission of evaluation report of bids received	The firm/ Consultancy/ Agency

## Acceptance Criteria for Deliverables

For each deliverable, the following questions will need to be answered so as to determine the **content acceptance criteria**:

- (a) Are the deliverables clearly written or presented?
- (b) Are the deliverables at the appropriate and agreed upon level of detail?
- (c) Are the deliverables written or presented for UKHSDP?
- (d) Are the deliverables' content relevant for the topic matter, and can it clearly be understood?

- (e) Do the deliverables meet the criteria and expectations from the TOR and any relevant global documentation of standards or best practices, or any relevant (or preceding) implementation manuals?
- (f) Do the deliverables meet the expectations for its intended use by UKHSDP?

## **REPORTING**

The firm/ Consultancy/ Agency will work under overall direction and guidance of UKHSDP office with direct reporting to the Additional Project Director, UKHSDP. The firm/ Consultancy/ Agency for day to day technical and managerial coordination will directly communicate with Joint Director, Health System Strengthening UKHSDP and work closely with his team. The firm/ Consultancy/ Agency is also required to provide name and contact details of single point of contact at their end. UKHSDP office will only contact with this person for any communication and coordination regarding work.

## **DURATION OF ASSIGNMENT**

The engagement of Consultancy/ Firm/ Agency shall be for a period of 6 (six) months from the start of the contract.

## **REVIEW & MONITORING**

The performance of the Consultancy/ Firm/ Agency will be assessed on the basis of agreed deliverables. The Consultancy/ Firm/ Agency will prepare detailed action plan for the assignment and share it with UKHSDP. A joint monthly review mechanism will be put in place and represented by officials and Consultancy/ Firm/ Agencies from UKHSDP. In case, UKHSDP has any suggestion/ recommendations related to the assignment deliverables, it will inform the agency in writing. The Consultancy/ Firm/ Agency will comply with the recommendations made by UKHSDP and complete the assignment accordingly at no additional cost. If there are any grievances for any party, it must be shared with other party in writing.

### **Review Committee will be comprised of the following members:**

Project Director /Additional Project Director; UKHSDP

Joint Director; HSS UKHSDP

Assistant Director Procurement; UKHSDP

Any other official designated by Project Director

## **QUALIFYING CRITERIA**

Following are the defined qualifying criteria for the Consultancy/ Firm/ Agency:

- Firm should have at least 5 (five) years of documented experience in healthcare quality advisory services.
- Experience of Gap Analysis of hospitals vis-à-vis NABH standards--
- Experience of NABH Accreditation of hospitals
- Experience of NABH Accreditation of Hospitals in Uttarakhand is preferable
- Experience of NABH Accreditation of public Hospitals is preferable
- Current availability of key professionals with experience in gap analysis, NABH Accreditation.
- Firm which carries out gap assessment will not be eligible for putting in bid for turn key contract
- Firm/Consultancy's team on this project should have at a minimum the following staff at each facility in addition to other supporting team members for conducting gap assessment
  - Team Leader/Quality assessor: should be Quality assessor, must have PG in health/Hospital management with experience of NABH Audit assessment of at least 5 years
  - Hospital Expert: Must have masters degree in hospital/ healthcare/public health management and at least 2 years of experience of working as manager in hospital operations