



MINISTRY OF
**HEALTH &
WELLNESS**

PROJECT
CODE CORE

TERMS OF REFERENCE

Project Administrator

Project Location	Jamaica
Title:	Project Administrator
Place of Work	Project Management Unit within the Office of the Chief Medical Officer, MOHW
Project Name	Project Code Care
Funding Source	Government of Jamaica/Ministry of Health and Wellness
Project Duration	15 Months
Proposed Start date	March 2023

1.0. BACKGROUND:

Since 2020, the Public Health system in Jamaica has utilised a myriad of interventions to manage and curtail the impact of COVID-19. A key element of the Pandemic Response Plan is the implementation of Infection Prevention and Control Measures in health facilities. These measures included the suspension of elective surgeries, which resulted in a 70% reduction in surgeries. The rate of cancellation of surgeries during the pandemic has been estimated at a rate of approximately 1000 per day (COVIDSurg Collaborative, 2020).

The delays in elective surgeries have serious implications on patient outcomes such as increased infections and adverse patient outcomes. A preliminary survey of hospital waiting times and the number of patients waiting for surgeries in Jamaica conducted in March 2022 revealed that in excess of 7,000 Jamaicans are currently waiting for operative care. The most common surgeries are hernia and cataract repairs.

The reasons provided for the backlog presented during the survey of facilities were varied. Apart from the COVID pandemic, the reasons for the backlog included:

- Limited number of health care workers especially registered nurses, as there has been a migration of large numbers of general registered and specialist nurses in recent years
- Non-functioning equipment such as:
 - Suction Machine
 - Diathermy Machine
 - Operative Beds
 - Anaesthetic Machines
 - Orthopaedic Drill
- Shortage of surgical linen and disposable linen
- No anaesthetic staff to cover extended or extra lists at some facilities
- Not enough operating time as theatres have to be made available for emergencies
- Some operating theatres need repairs

2.0. RATIONALE OF PROJECT:

The impact of surgical backlog and prolonged waiting times on patient health outcomes include:

- Adverse health outcomes;
- Prolonged pain and discomfort for patients;
- Impact on patients' mental wellbeing;
- Loss of productivity;
- Overcrowding in preoperative outpatient clinics;
- Reduction in staff morale;
- Increase in number of emergency cases as conditions deteriorate;
- Increase cost for healthcare as emergency cases cost more than elective surgeries.

Although some researchers have found no difference in the waiting time for surgeries among different socio-economic groups in public health systems, persons in the higher income bracket have more options to access healthcare, which include treatment through the private sector and medical tourism. (Sutherland JM, 2019). These options are not available to a significant portion of the Jamaican population that falls within the lower income bracket and are reliant on the public health system for health care.

To reduce the waiting list for elective surgeries, the Ministry of Health and Wellness has developed a suite of initiatives under Project CODE CARE aimed at reducing the backlog and waiting time for surgical procedures.

2.1. Project Activities

Project CODE CARE will focus on **three** main activities:

1. Rehabilitation of **24** operating theatres in **9** hospitals and the establishment of corporative agreements with at least 2 private facilities so as to expand the available theatre space for surgical teams to conduct electives surgeries in:
 - a. Hernias
 - b. Fibroids
 - c. Plastic Surgery
 - d. ENT Surgery

2. The procurement and distribution of essential surgical equipment to support the increase of services by 45% in the 9 hospitals;

3. The expansion of the number of surgical teams available to conduct at least 2,000 additional surgeries in facilities through innovative mechanisms of work arrangements to include:
 - Additional work hours for clinical teams
 - Roving surgery firms to be assigned to facilities across the island
 - Engagement of the nursing missions utilising contacts with the diaspora.

2.2. Project Surgical Targets:

The aim of the project is to complete a minimum of **1000 surgeries** in the first **6 months**. Specifically:

600 hernia surgeries <ul style="list-style-type: none"> ▪ 200 at KPH ▪ 200 at STH ▪ 100 at BCH ▪ 100 at SPGH 	200 Fibroids <ul style="list-style-type: none"> ▪ 100 at VJH ▪ 100 at STH 	Abbreviation Key Kingston Public Hospital (KPH) Spanish Town Hospital (STH) Bustamante Children’s Hospital (BCH) Savanna-La-Mar Public General Hospital (SPGH) Victoria Jubilee Hospital (VJH)
100 Plastic Surgeries <ul style="list-style-type: none"> ▪ 100 at KPH/BCH 	100 ENT Surgeries <ul style="list-style-type: none"> ▪ 100 at KPH 	

2.3. Objective of the Project:

The overall objectives of the project is:

- To reduce the backlog of surgical cases by 2000 surgeries during the project period

On achieving the project objectives, there will be:

- Reduced wait time for elective surgeries in hospitals through the expansion of service delivery points (operating theatres and staff)
- Increased number of surgeries conducted over the project period

3.0. SCOPE OF WORK

The consultant will be responsible for providing all administrative support to the project management unit (PMU) to be situated within the Office of the Chief Medical Officer. Consultants' furthered responsibilities include:

- a) Day-to-day administrative support
- b) Scheduling routine meetings and recording minutes
- c) Creating and updating workflows
- d) Measuring and reporting on project performance
- e) Monitoring progress of project/calendar management
- f) Tracking expenses
- g) Preparing and providing documentation to key stakeholders and internal teams
- h) Coordinate quality controls to ensure deliverables meet requirement
- i) Meeting preparation and management
- j) Draft correspondences to internal and external stakeholders
- k) Develop and maintain electronic database, filing system
- l) Assumes the responsibility for performing clerical support functions
- m) Submit monthly report on administrative activities

3.1. Specific Key Duties and responsibilities:

A. Responsiveness

- Timely preparation of relevant documentations
- Continued and timely updates to all relevant parties/stakeholders.

B. Quality

- Ensuring all project documents are properly prepared and adequately stored/catalogued.

C. Efficiency

- Schedule management
- Understand priorities of the project and ensuring that administrative responsibilities are executed within reasonable time;

D. Documentation / Communication

- Establishing a quality database for data storage
- Contacts management
- Maintain clear records of all project related information
- Support PMU/Office of the Chief Medical Officer in managing register and schedule
- Work closely with relevant stakeholders such as RTDs within the RHAs, Office of the Chief Medical Officer, Hospital SMOs, International Cooperation Unit, and other parties
- Report regularly to the Office of the Chief Medical Officer via Project Manager (PMU) and identify any problem issues, early.

E. General

The above tasks may entail occasional travel and frequent visits to the RHAs/Hospitals/Accommodations

4.0. DELIVERABLES AND SCHEDULE

No.	Deliverables	Timeline
1.	<p>15 Monthly progress reports. To include:</p> <ul style="list-style-type: none"> ▪ the progress made during the period (planned vs. actual targets, etc.) ▪ the proposed activities for the ensuing month, ▪ risks, challenges, gaps, and recommendations for addressing them ▪ adjustments to be made to project plans as required 	Due within the first 5 days at the start of each month

5.0. MINIMUM QUALIFICATION AND EXPERIENCE

The Consultant must meet the minimum required qualifications as detailed below or based on equivalency. Equivalency decisions are made on the basis of a combination of education and experience that would provide the required knowledge and abilities.

Qualifications:

- Bachelors’ Degree in a Social Science, Management, Administration or a related field

Work Experience:

- At least two (2) years’ proven experience working in an administrative capacity

Required Skills and Knowledge:

- High competence in IT (Excel, Word, PowerPoint as a minimum)
- Strong problem-solving/critical-thinking skills
- Ability to work with minimal supervision, track multiple processes and work within a fast paced environment
- Knowledge of GOJ laws, policies or procedures
- Outstanding organizational/coordination abilities; ability to process and prioritize information and plan effectively
- Ability to work with tight deadlines and deliver exceptional results
- High competence in report-writing

Desired Competencies:

- Excellent communication skills (verbal/written)
- Experience working in Public health, hospital or clinic management/administration would be advantageous
- Ability to use online information management systems
- Experience in customer service would be advantageous

6.0. EVALUATION METHODOLOGY

Qualifications:	Must satisfy all requirements	15%
Work Experience:	Must satisfy all requirements	15%
Required Skills and Knowledge:	High competence in IT (Excel, Word, PowerPoint as a minimum)	10%
	Strong problem-solving/critical-thinking skills	5%
	Ability to work with minimal supervision, track multiple processes and work within a fast paced environment	10%
	Knowledge of GOJ laws, policies, or procedures	5%
	Outstanding organizational/coordination abilities; ability to process and prioritize information and plan effectively	10%
	Ability to work with tight deadlines and deliver exceptional results	5%
	High Competence in report-writing	5%
	Sub total	80%
Desired Competencies:	Excellent communication skills (verbal/written)	5%
	Experience working in Public health, hospital or clinic management/administration, with proven management background would be advantageous	5%
	Ability to use online information management systems	5%
	Experience in customer service would be advantageous	5%
	Sub total	20%
Candidate must score above 70% to be eligible		Overall Total 100%

7.0. ADDITIONAL DETAILS

Selection Method	Selection process will be based on consultants’ qualification (CQS)
Nature Of The Assignment:	The assignment is based on an individual services contract arrangement

Level Of Effort:	Full time level of effort, Mondays through Fridays. Some weekend or evening hours may be necessary.
Period Of Contract	15 months
Payment Method	Deliverable based contract. Payments will be made in equal monthly instalments based on the delivery of monthly reports.
Funding	Funding will be provided by the Government of Jamaica.
Reporting Arrangements	The consultant will report to the Project Officer(s) and Project Manager, Project Management Unit (PMU) based in the Office of the Chief Medical Officer, MOHW
Support	The consultant will be required to provide all tools to facilitate the undertaking of the assignment.
Intellectual Property	All information obtained during the delivery of this Consultancy is the property of the Ministry of Health and Wellness and requests to use same must be made in writing to the Chief Medical Officer/Permanent Secretary
Travel	Travel as required under this assignment is authorized and should be included in the bid price.