



MINISTRY OF  
**HEALTH &  
WELLNESS**

## **TERMS OF REFERENCE**

### **Communications Initiative for Full Restoration of the Cornwall Regional Hospital**

#### **BACKGROUND**

The Cornwall Regional Hospital (CRH) is located in Mount Salem, Montego Bay. Cornwall Regional and Kingston Public Hospitals are the only type 'A' Hospitals in Jamaica and they provide the highest level of specialized health care.

The Medical specialty services for a Type 'A' Hospital includes 24 hour casualty / Accident and Emergency, General Surgical Procedures, Pediatrics, Orthopedics, Obstetrics and Gynecology (O&G), Ear, Nose and Throat (ENT) , Psychiatry, Ophthalmology, Plastic and Reconstructive Services, Dermatology, Critical Eye Care, Urology, Renal Dialysis , Nursing and Diagnostics. Therapeutic services include radiotherapy and oncology, dietary, physiotherapy and pharmacy. Other services including ambulance services, mortuary, housekeeping, portering, laundering, and blood collection.

The Hospital was constructed in the 1970's to meet the needs of the county of Cornwall and was considered one of the most elaborate and sophisticated institutions of its kind in the world. The Hospital is situated on 104,788 square meters of land which consists of a hospital building and staff quarters.

The Hospital building is a ten-storey reinforced concrete structure and is 36,000 square meters. The first five-storey blocks is designed with an air conditioning ventilation system and provides emergency, diagnostic and procedural services, whilst the upper floors housed the wards and are naturally ventilated.

Over the last twenty-five (25) years the central air conditioning system has gradually deteriorated. In an effort to continue providing reliable services several modifications were made, which affected the air quality on the 1st to the 5th floors.

In 2016, an odour emanating from a source on the third floor entered sections of the Heat Ventilation and Air Condition (HVAC) system, which affected the staff operating on that floor. This led to the relocation of some services off the building. Subsequently, numerous assessments were carried out and pollutants were identified.

The findings revealed that the breakdown of the HVAC System, the substitution by split unit air conditioning system and lack of maintenance were the main causes of poor the air quality experienced in the building.

To address the air quality concerns, a project was developed. Under this project, an HVAC consultant firm was engaged to carry out a comprehensive assessment of the HVAC system. The firm carried out their assessment and recommended that a new HVAC system be installed in keeping with international standards.

Since addressing the poor air quality concerns, several other issues have emerged which required further assessment. In February 2018, a decision was taken to relocate the remaining services on the building, except the Radiotherapy /Cancer Treatment Centre, due to the complexity of its operation, to address these concerns.

A structural engineering firm carried out a review of the building and their Report revealed several issues affecting the integrity of the building. These defects have manifested in the form of severe corrosion of the reinforcing bars used in the construction of the building, severe spalling of the reinforced concrete, cracking in concrete elements and to a lesser extent leaking. Other minor issues such of flaking of paints, discoloration, honeycombing and deposits of water-soluble salts were also observe during inspection.

In spite of the severity of the defects observed, there were no clear signs of structural failure of any portion of the main structural element of the building. It is estimated that the associated cost for demolition and reconstruction of the structure would be prohibitively expensive, however, repairs and retrofitting of the damaged sections is expected to be more practical notwithstanding how extensive such works are expected to be.

A Mechanical, Electrical, Plumbing and Information Technology (MEPIT) Consultant was engaged to conduct an assessment of the building's condition and this assessment included inspection of Mechanical (ventilation and air conditioning), plumbing (medical gases and water supply, waste, sewage, steam), information technology and electrical, fire systems. A general summary of the condition of the building services found most of them were in poor condition and needed immediate attention. While, the emergency generators and medical vacuum in good conditions and chiller, chilled water pipes and water heater in fair conditions. In summary the building services were in deplorable conditions and needed urgent repairs.

The scope of the CRH Rehabilitation Project was revised to include the structural, and MEPIT concerns identified and ensure that the Hospital meets relevant and agreed standards for occupational health and safety of patients, staff and the general public.

The CRH Rehabilitation Project is divided into three (3) phases:

- Phase 1 covered repairs to the structural elements of the roof so as to prevent water intrusion and to minimize mould growth, installation of construction hoist and construction yard.
- Phase 2 covered demolition works for all ten floors and
- Phase 3 total rehabilitation and equipping.

## **OBJECTIVES OF CONSULTANCY**

The main objective of the Consultancy is to develop and utilize requisite communication tools to communicate the infrastructural work that is currently being undertaken to rehabilitate and transform Cornwall Regional Hospital into a state of the art facility.

## **SCOPE OF WORK FOR THE CONSULTANT**

**Under the general supervision of the Project Management Unit, the Consultant will be required to:**

1. Develop and utilize communication tools to showcase the work currently being undertaken at the Hospital
2. Develop a vision of what the new facility will look like and the expanded services that will be provided. Special emphasis should be placed on services, newness, equipment's, patient comfort, staff comfort, optics (colours, etc.) special themes
3. Plan a communication and activation program to be used by the Ministry of Health and Wellness over the next 18 months to ensure internal and external stakeholders are kept informed, engaged, motivated and vested in the new facility.
4. Position CRH as a premier regional institution as a source of pride for Western Region and Jamaica in general.
5. Ensure that persons understand the tangible changes that will be made in terms of what the services mean to the everyday citizen and stakeholders
6. Communicate the transformation with all relevant stakeholders including but not limited to:
  - The staff at the facility and in the Parish and Region
  - The residents in the surrounding community, Parish and Region
    - The special interest groups:
    - The hotels
    - The Private sector groups
    - Private hospital
    - The church especially the 7<sup>th</sup> day Adventists group
    - Community based organisations

## DESCRIPTION OF DELIVERABLES AND PAYMENT SCHEDULE

The Consultant is required to submit Fortnightly reports detailing the implementation progress of the initiative submitted at least 5 working days after the 15<sup>th</sup> and 30<sup>th</sup> of the month.

No	Task	May		June				July				August				September				October				Percentage Value of Contract
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
1	Workplan outlining the requirements and resources needed to implement the tasks associated with the initiative provided 10 days after contract signing.																							10%
1	Develop communication material (pictorial, 3D Video, presentation, etc., brochure)																							10%
2	Signing Ceremony for Phase 3 Contract																							5%
3	Develop and Launch social media campaign to showcase progress																							5%
4	1st Town Hall Meeting (Special Interest Groups)																							10%

5	Monthly CRH Development Radio Programme Launched																			10%
6	Develop Quarterly Full Page Layout of Progress on CRH																			10%
7	2nd Town Hall Meeting Held (Community)																			10%
8	JIS think Tank Session held																			10%
9	3rd Town Hall Session (Tourist Sector)																			5%
10	Perception survey developed and feedback provided																			5%
11	Develop an intervention for the involvement of schools and school aged children to showcase the new CRH																			5%
12	Final Report outlining the key activities implemented and results of the activities as well as lesson learnt and actions for the way forward submitted 15 days after the end of the final activity under the initiative																			5%

Key

Messages:

1. "CRH is a new facility being built"
2. "Expanded services and modern facility for better health care to the population in the West"
3. "State of the Art equipment and infrastructure"
4. "Value for money in the investments that are being made"
5. "Transforming lives through investments in health"
6. "Strengthening health systems for a more resilient Jamaica"
7. "We are still doing business while we build, develop and grow"

## INDICATORS OF SUCCESS

- 15% point change in perception on CRH investment stating that it is a “good investment”
- 75% of persons invited attend community based events
- 25% increase in the social media interaction metrics every fortnight

## CONDITONS OF CONTRACT

<b>PROCUREMENT METHOD</b>	National Competitive Bidding
<b>SELECTION METHOD</b>	This consultancy will be selected using a Quality Based Selection process as outlined in the Government of Jamaica Guidelines for Procurement Procedures
<b>PERIOD OF CONTRACT</b>	180 calendar days (6 months)
<b>PAYMENT METHOD</b>	Deliverable based contract
<b>FUNDING</b>	Funding will be provided by the Government of Jamaica.
<b>REPORTING ARRANGMENTS</b>	The Consultancy Firm will report to the Project Manager for the Cornwall Regional Hospital Rehabilitation Project. The Consultant will also work with the team at the Western Regional Health Authority.
<b>SUPPORT</b>	The Consultancy firm will be required to provide all tools of trade in order to undertaking the assignment. Costs associated with the mobilization and implementation of the activities developed will be the responsibility of the Ministry of Health and Wellness and the Western Regional Health Authority.
<b>INTELLECTUAL PROPERTY</b>	All outputs of this Consultancy will remain the property of the Ministry of Health and Wellness and requests to use same must be made in writing to the Permanent Secretary.
<b>TRAVEL</b>	Travel as required under this assignment is authorized and should be included in the bid price.

## QUALIFICATION

<b>FIRM</b>	<ul style="list-style-type: none"> <li>• Valid TCC</li> <li>• Must have been a registered company for at least 3 years</li> <li>• Must have implemented at least 4 projects of a similar nature</li> <li>• Located in close proximity to the project and the main stakeholders</li> </ul>
<b>TEAM</b>	<p><b>Project Lead</b></p> <ul style="list-style-type: none"> <li>• University Degree in Communications, Journalism or equivalent</li> <li>• Training in project management will be a distinct asset</li> </ul>

	<ul style="list-style-type: none"> <li>• Have demonstrated experience in leading at least three (3) projects of a similar nature</li> </ul>
	<p><b>Social Media Specialist</b></p> <ul style="list-style-type: none"> <li>• University Degree in Communications, Journalism or equivalent</li> <li>• Demonstrated experience in working on at least 3 projects of a similar nature</li> <li>• Recommendation from 2 clients within the last 2 years</li> </ul>
	<p><b>Logistics Coordinator</b></p> <ul style="list-style-type: none"> <li>• Demonstrated experience in working on at least 3 projects of a similar nature</li> <li>• Recommendation from 2 clients within the last 2 years</li> </ul>