IS4H TOOLKIT

ASSESSMENT CONSULTANCY TERMS OF REFERENCE

DEPARTMENT OF EVIDENCE AND INTELLIGENCE FOR ACTION IN HEALTH
PAHO/WHO
www.paho.org/ish

Information Systems for Health Toolkit

Functional Assessment Consultancy Terms of Reference

IS4H- AC 1.0

Acknowledgments

Version 1.0 – October 20, 2018

Department of Evidence and Intelligence for Action in Health
Pan American Health Organization - World Health Organization

Purpose of the Consultancy

_____ is seeking a consultant team to work with the Ministry of Health, Government of _____ (MoH) to conduct an assessment of the current organizational structures, operational functions, and human resource capacity related to Information Systems for Health (IS4H) within the Ministry of Health and the Regional Health Authorities, and to develop options for new or alternative organizational and delivery models to strengthen any identified capacity gaps.

The assessment will be conducted using PAHO/WHO's pilot IS4H Functional Assessment Tool. The consultant(s) will also be responsible for providing feedback to PAHO/WHO on the efficacy of the tool and assessment methodology as well as feedback on how to strengthen them.

Background

In 2016, PAHO/WHO, in collaboration with the Caribbean countries, introduced a renewed vision and framework that establishes a common understanding of the specific components of Information Systems for Health (IS4H)[1].   The PAHO/WHO IS4H Framework focuses on four key strategic domains: 1) data management and information technologies; 2) management and governance; 3) innovation; and 4) knowledge management and sharing.

PAHO/WHO is leveraging this framework to support countries in defining the strategies, policies, standards, and initiatives for developing interoperable and interconnected systems, for establishing best practices in health data management to improving decision-making for health, and for improving the well-being of their populations. The IS4H Framework operates within the context four overarching strategic drivers: 1) universal access to health and universal health coverage; 2) health in all policies; 3) eGovernment; and 4) open and big data initiatives.

PAHO/WHO is fully committed to working with all its member countries on IS4H initiatives at regional, sub-regional and national levels, facilitating dialogue and encouraging expansion from the current priority area of client management systems to other areas critical to improving health outcomes and to health system strengthening.

Strengthening Information Systems for Health is a key strategy in MoH's efforts to improve planning, decision-making, policy formulation and health equality in _____. MoH has embarked on a renewed effort to strengthen and expand its use of information technology to improve the efficiency, efficacy and safety of both clinical and business processes, and to improve the availability of quality information to support clinical, program and policy decision-making.

MoH's are working collaboratively with PAHO/WHO to develop and implement National IS4H Plans of Action to advance the governance, policy, information technology, human resource, and organizational structure components that will enable effective IS4H. The National IS4H Plan of Action seeks to adopt cost-effective ICT tools and solutions such as standardized electronic

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[1] Http://www.paho.org/ish

health records and telemedicine platforms, and to define and implement strategies, policies, standards for interoperable and interconnected systems, and best practices in health data management for improving decision-making.

The strategic goals and main objectives of the National IS4H Plan are aligned closely with each element of the IS4H Framework: 1) governance and capacity building, 2) data management and information technologies, 3) information and knowledge management for health analysis and 4) advocacy and communications. Activities in the National IS4H Plan of Action are organized according to the following workstreams:

- *Governance: The focus of this stream is to establish a national governance structure for IS4H and develop a medium-term, national-scope strategy for advancing IS4H.*

- *EHR Platform Component Solutions Due Diligence: The focus of this stream is gathering information and evidence to support decisions on the selection of health information technology solutions for public health facilities that will be capable of integrating into a national EHR platform architecture.*

- *National EHR Architecture: The purpose of this stream is to develop and secure support for a national EHR architecture that will enable information to be shared across health care provider organizations and stakeholders for clinical and population health management.*

- *Policy and Legal Framework: The purpose of this stream is to address any gaps in the policy and legal frameworks that could be a barrier to fully implementing IS4H.*

- *Telehealth/Telemedicine: The purpose of this stream is to advance telehealth/telemedicine capacity through the implementation of a pilot that will help evaluate technology, infrastructure, clinical outcomes and supporting policies/protocols.*

- *Education and Knowledge Sharing: The purpose of this stream is to advance national knowledge regarding various aspects of IS4H through training and engagement with experts with related experience and knowledge in other countries.*

The activities and deliverables described below for this consultancy will contribute to strengthening the organizational structures and human resource capacity required to effectively plan, manage, deliver and support IS4H in _____.

Planned timelines (subject to confirmation)

- Start date: TBD
- End date: TBD
- A total of 90 working days: 10 working days in country (x 2 consultants) plus the rest of working days working remotely)

Work to be performed

Description of activities to be carried out:

- Coordinate with MoH and PAHO/WHO representatives to develop a consultation framework identifying key stakeholder informants and consultation methods for the assessment.
- Identify types of documentation required for a desk review and coordinate identifying and gathering documents with the MoH focal point.
- Conduct the desk review of relevant documents (See annex 1).
- Plan and facilitate workshops in _____ with key stakeholder information to review provided documents, and to review key organization functions, organizational structures, and human resource capacity as per PAHO/WHO's IS4H Functional Model Assessment Tool.
- Develop a report summarizing the current state and gaps and identify model options to address gaps.
- Develop an executive-level briefing presentation on the outcomes of the assessment and recommendations.
- Provide feedback to PAHO/WHO on how the pilot IS4H Functional Assessment Tool and methodology can be strengthened for use in other countries.

Deliverables

Output 1: Consultation Framework

- Consultation and assessment approach summarizing stakeholders to be consulted and topic areas for discussion
- Key questions to be addressed in the approach will include:

    1. Which stakeholder groups will be consulted?
    2. What consultation meetings will be required?
    3. How will stakeholders be engaged and consulted
    4. What agenda topics or questions will be addressed during the meetings?

Output 2: IS4H Functional Assessment Report

- Report summarizing the current state findings and gaps, and delivery model options to fill the gaps
- Key questions to be addressed by the report will include:

    1. What are the current organizational structures and human resources that MoH has in place to deliver IS4H?
    2. How do current functions map against the functions required to deliver on the IS4H?
    3. What is the delivery model options (e.g. hiring, training outsourcing, or partnering) to address the functional gaps?
    4. What are the most effective organizational structures for delivering IS4H functions across MoH and the Regional Health Authorities?

Output 3: Executive Presentation

- Executive-level presentation of the current state findings and gaps, and recommended IS4H delivery model options.

Output 4: IS4H Functional Assessment Tool

- Recommendations on how the pilot tool and assessment methodology be improved for use in other countries

Technical Supervision

The selected Consultant will work on the supervision of:

Responsible Officer:			
Manager:			

Specific requirements

Qualifications required:

- University degree in a related field preferred

Experience /technical skills and knowledge required:

- Minimum of ten years of experience in the health sector
- Minimum of ten years of experience in the information management and technology sector, preferably with a focus on ehealth
- Familiarity with PAHO/WHO IS4H Framework will be an asset

- Demonstrated experience conducting evaluations or assessments of IM-IT service delivery organizations or programs, preferably with a focus on ehealth
- Demonstrated experience reporting back to executive-level leadership
- Previous experience working with Caribbean (or specific oriented Subregion) health sector clients

Language requirements:

- Fluent written/spoken _____

Competencies

- Ability to work as a team
- Ability to work under pressure
- Produce and deliver quality results
- Ability to communicate with and present to a variety of technical and non-technical audiences
- Foster and manage relationships in multi-client initiatives

Place of assignment

- Location: _____

Travel

The person/s is/are expected to travel to _____. Internal travel within _____may be required in consultation with the Ministry of Health.

Annex 1 – desk review of relevant documents (Not limited to)

Strategic and other plans	Governance documents	Policies and legislation

• National Health System Strategic Plan (current or in progress drafts)
• IS4H Strategic Plan (current, draft or expired)
• e-Government Strategic Plan or Project Plans
• Vertical Program priorities, plans
• Plans for census, vital registration/statistics
• Plan or commitments related to other national or international efforts (e.g. SDG, HIV, NCDs, MCH, etc.)
• Recent evaluations/assessments
	• Governance structures and terms of reference for committees/working groups/advisory bodies
	• Organizational structure
	• Any relevant HR documents (e.g. staffing numbers/competency framework/HR plans)
		• Related policies or legislation that address:
		  • Personal health information or data proction
		  • Medical records
		  • Notifiable disease reporting
		  • Use of information technology
		  • Vital statistics
		  • E-Government
		  • Open data
		  • Unique identifiers

Technical documentation	Information architecture documentation	Information Products
• Software/solutions inventory • Technical/network architecture • Information technology platform and other system document (training manuals, SOPs • Service Level Agreements/contract with vendor(s)	• Data management policies, guidelines, standards • Data dictionary • Indicator compendiums • Data flows • Data standards	• CMO's Report • Examples of EPI reports • Examples of weekly, monthly administrative reports (e.g., hospital and clinic utilization statistics, etc.) • Special reports (e.g. status of a specific disease, health behaviors, etc.)

Tracking Table: Document Identification and Delivery

The table below can be used to track the identification and delivery of documents for the PAHO evaluation team. Documents should be emailed to Marcelo D'Agostino, Senior Advisor, Information Systems for Health at dagostim@paho.org.
Documents that already identified and collected will be list below.

Document Name	Type	Status	Comments

Document Name	Type	Status	Comments