

Social Protection and Health Division, Health

Consultant to develop a plan to improve the managerial model of Spanish Town Hospital, Jamaica

Background of this search:

The Division of Social Protection and Health is looking for a professional with background in health care administration, public health, or health care management.

This Technical Cooperation (TC) project reinforces the implementation of the investment loan JA-L1049 (4668/OC-JA, US\$50 Million) “Support for the Health Systems Strengthening for the Prevention and Care Management of Non-Communicable Diseases Programme” (HSSP). The objective of HSSP is to contribute to population health improvements in Jamaica by strengthening comprehensive policies for the prevention of chronic non-communicable disease (NCD) risk factors and improving access to an upgraded and integrated primary and secondary health network in prioritized areas, with an emphasis on more efficient and higher quality chronic disease management.

The MOHW designed the two HSSP components to upgrade health facility infrastructure, introduce digital technology, improve the organization of healthcare services, and enhance quality and efficiency of care for NCDs. The population of Clarendon, St. Ann, and St. Catherine parishes, particularly those with chronic diseases, will benefit from improved access to a renovated network of health services.

Component 1: Organization and consolidation of integrated health services. This component funds the upgrade and expansion of Spanish Town, St. Ann’s Bay, and May Penn hospitals. The government selected these hospitals based on their strategic role within the network of national hospitals and a supply and demand analysis. Evaluation of the physical conditions of these facilities signaled critical gaps. The financing covers (i) building and engineering designs; (ii) hospital upgrades according to contracted plans and designs; (iii) procurement of medical and imaging equipment, including computerized tomography machines; (v) the installation of industrial-style laundry machines; (vi) construction and supervision services; and (vii) the design and implementation of a corrective and preventive equipment maintenance program.

Component 2: Improvement of management, quality, and efficiency of health services. This component funds the implementation of the chronic care model (CCM), the digitalization of health services, and the Fourth Jamaica Health and Lifestyle Survey. Implementing the CCM involves developing and establishing care pathways and protocols for NCD care, change management, and process improvements. It also entails implementing social marketing strategies for behavior change to promote a healthy lifestyle among NCD patients and the population at risk. Introducing digital health technology will advance the Information Systems for Health (IS4H) initiative, which encompasses the design and application of the IS4H National Policy. It sets the foundation for a digital health ecosystem that incorporates an electronic health record platform. In particular, the IS4H plan will strengthen the telehealth, telemedicine, and telementoring capabilities of the MOHW. The Fourth Jamaica Health and Lifestyle Survey will provide up-to-date estimates of population health indicators in Jamaica across critical public health issues.

Objectives and Justification of the TC

The general objective of this TC is to analyze the impact that the infrastructure expansion at Spanish Town Hospital (STH) will have on the viability of its capacity to deliver inpatient services, availability of specialized health personnel, and operating costs. The specific objectives are to (i) diagnose and assess current management practices and design an action plan to improve STH capacity; (ii) quantify current supply and demand gaps in outpatient, inpatient, and surgical services and propose strategies to reduce the gaps; (iii) quantify current and future health personnel needs of STH; and (iv) estimate the economic impact of STH upgrades and propose a standardized cost measurement to inform policy decisions related to budgeting within the hospital.

STH serves St. Catherine Parish inhabitants (522,057), which represent about 18% of Jamaica's population. It delivers services in pediatrics, orthopedics, obstetrics and gynecology, general medicine, and general surgery. Furthermore, it provides dietary counseling and delivers physiotherapy, renal care, colposcopy, and other diagnostic services. The hospital also has a pharmacy and day care services.

However, the growing demand for hospital services is straining the delivery capacity of STH. Between 2012 and 2017, STH had 18,000 yearly admissions; most (44%) were for obstetric care. General medicine and surgical services are overwhelmed; their respective bed occupancy rates are 87.5% and 95.7%, with an average stay of 5.8 days. These data indicate that STH has reached its supply capacity limits. Furthermore, the hospital has outdated laboratory and x-ray facilities and equipment, reducing its diagnostic service capabilities.

STH upgrades are expected to address current hospital service shortages in St. Catherine Parish. The MOHW has completed the building and engineering designs required to begin construction. Furthermore, the MOHW has defined the necessary medical and diagnostic equipment for the hospital. The previous analysis identified the need for additional services. Therefore, STH will add two medical specialties—neurology and nephrology—and several surgical specialties, such as urology, ophthalmology, and otorhinolaryngology, as well as oral and maxillofacial surgery. In addition, STH will renovate the Accident and Emergency (A&E) department. The upgrades also include new diagnostic and imaging equipment to enhance the hospital's diagnostic capacity. STH will incorporate echocardiography, computerized tomography scan, microbiology, and endoscopy services. It will also renovate the radiology department.

The STH infrastructure upgrades will expand ambulatory and inpatient general medical services and establish new surgical services. The renovated STH will add 150 beds to the existing inventory of 403 beds. The technical plans include construction of a new six-story building, with the A&E and radiology departments on the ground floor; an ambulatory care unit, medical records storage facility, and pharmacy on the first floor; a surgical block with six operating suites, an endoscopy unit, and a central sterile services department on the second floor; a laboratory and 23-bed ward on the third floor; another 23-bed ward, an intensive care unit (9 beds), and a high dependency unit on the fourth floor; and two wards—with 23 and 21 beds, respectively—on the fifth floor.

Given the investments in infrastructure and new medical, surgical, and digital equipment at STH, further health service analyses are needed to optimize these improvements. The rationale is as follows: (i) to ensure that STH reaches its objectives around increased accessibility, efficiency, safety, and quality, it will need to define a suitable managerial model; (ii) the changes in the supply and demand for outpatient, inpatient, and surgical services are expected to increase the delivery of diagnostic services, ambulatory visits, admissions, and surgeries; (iii) the increase in hospital beds and new medical and surgical specialties will require recruiting additional health personnel, including doctors, nurses, aides, technicians, and administrative staff; (iv) the expected service surge will prompt the need for additional

diagnostic, therapeutic, and surgical supplies; (iv) healthcare delivery costs and operating expenses are expected to rise. Thus, it is justifiable to measure the viability of STH; that is, the hospital's ability to function as intended and succeed. This TC will finance analytical studies to determine: (i) a suitable managerial model; (ii) the projected increase in the supply and demand for outpatient, inpatient, and surgical services; (iii) health personnel needs; and (iv) economic analysis to estimate the additional financial resources needed to deliver services at a level that corresponds with expected demand.

In this context, this consultancy complements the efforts of the MOHW to set the grounds for a sound managerial model that will improve the accessibility, efficiency, safety, and quality of care of Spanish Town Hospital.

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance towards a more productive region, with equal opportunities for men and women, and greater inclusion of the vulnerable groups.

The Social Protection and Health Division (SPH) is committed to the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, among others) and nutrition.

What you'll do: The consultant should provide technical support to the MOHW to enhance the management of the new STH. It will conduct the technical studies to analyze the current hospital management practices and propose an improved managerial model.

- Management analysis of six domains
 1. Clinical management
 2. Clinical support management
 3. Non-clinical support management
 4. Assets management -use of beds, offices, surgical rooms-
 5. Financial management
 6. Governance
- Action plan to improve STH management
 1. Modernization of the STH management practices, that would comprise the six domains
 2. The action plan should include a timetable and a budget
 3. The consultant should liaise with the MOHW and STH authorities to develop the situational analysis and the plan to improve the managerial model of STH.

Deliverables and Payments timeline:

The consultant must present the following products as documents with supporting data in acceptable format according to the indicated schedule

1	Work program with timeline, list of proposed activities with the MOHW and STH managers and staff	15 days after contract signature
2	Draft situational analysis of the STH management	75 days after contract signature
3	Draft action plan to improve STH management	145 days after contract signature
4	Final version situational analysis and action plan to improve STH management	180 days after contract signature

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes when appropriate.

Payment Schedule

The consultant payments match the products and schedule described in the previous section, as follows:

1	Work program with timeline, list of proposed activities with the MOHW and STH managers and staff	10%
2	Draft document with the Situational analysis of the STH management	30%
3	Draft document with the action plan to improve STH management	20%
4	Final version situational analysis and action plan to improve STH management	40%

What you'll need:

Citizenship:

- You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Graduate degree in health care management and at least five years of relevant professional experience or the equivalent combination of education and experience degree.

Experience: Managerial/clinical experience in health sector; experience as manager/administrative/director of health facilities; knowledge of the Jamaican health system

Languages: Ability to read, write and speak English

Core and Technical Competencies:

Strong quantitative and qualitative analytical ability; strong communication and writing skills.

Opportunity Summary:

- Type of contract and modality: Products and External Services Contractual, Lump Sum
- Length of contract: Length of contract: 180 non-consecutive days ending February 2024.

- Starting date: February 15, 2023.
- Location: External Consultancy.
- Responsible person: Ricardo Perez Cuevas (SCL/SPH).
- Requirements: You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

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Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

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Social Protection and Health Division, Health

Consultant to measure the existing supply-demand and estimate the expected improvements after hospital upgrades

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In this context, this consultancy complements the efforts of the MOHW to bridge the supply and demand gaps of Spanish Town Hospital.

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What you'll do: The consultant aims to quantify the current supply and demand gaps in outpatient, in-patient, and surgical services, and design strategies to reduce such gaps as part of the hospital upgrades.

- To model the supply -production of services- and demand during the last ten years
 - The supply analysis will ascertain the STH production patterns, such as hospital discharges, bed rotation, elective and emergency surgeries, deliveries, emergency visits, and appointments for specialized ambulatory services
 - The demand analysis will include waiting lists for elective surgeries, from specialist assessment to treatment, and other pertinent indicators of unmet demand, such as waiting times for selected medical conditions and surgeries, cancellations of surgeries and diagnostic procedures or disruptions in the continuity of hospital care of patients admitted in the A&E department
- To design the strategies to reduce the gaps in supply and demand considering the projections of the future demand in a 10 to 15 years horizon, and the STH supply capacity improvements.

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3	Draft report with the strategies to reduce the supply and demand gaps after STH upgrades	145 days after contract signature
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Social Protection and Health Division Health Systems

Consultancy to determine the health personnel needs in Spanish Town Hospital**Background of this search:**

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surgical services; (iii) health personnel needs; and (iv) economic analysis to estimate the additional financial resources needed to deliver services at a level that corresponds with expected demand.

In this context, this consultancy complements the efforts of the MOHW to staff STH with appropriate numbers and qualified health personnel in keeping with the hospital upgrades.

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance towards a more productive region, with equal opportunities for men and women, and greater inclusion of the vulnerable groups.

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What you'll do: The consultant should:

- Analyze the healthcare labor market in Jamaica
- Analyze the quantitative and qualitative aspects of STH health personnel such as
 - Professional and technical profile, age, sex, and congruence with the type and volume of STH services.
 - Health personnel management characteristics, such as contracting processes, distribution of clinical and managerial tasks, retention strategies, and performance evaluation methods.
 - Working environment, absenteeism, turnover, and relative weight of the hospital's human resources on the STH's health network
- Identify current STH's health personnel's existing gaps
- Determine the future composition of health staff considering the expansion of the hospital and the introduction of medical and surgical new services.
- Design a strategic plan to provide STH with appropriate and well distributed health personnel.

Deliverables and Payments timeline:

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1	Work program with timeline, list of proposed activities with the MOHW and STH managers and staff	15 days after contract signature
2	Report of the situational analysis of the health care labor market and STH health personnel	75 days after contract signature
3	Report with the description of the future composition of health personnel for the upgraded STH	145 days after contract signature
4	Strategic Plan for the health personnel of STH	180 days after contract signature

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4	Strategic Plan for the health personnel of STH	Final version situational analysis and action plan to improve STH management	40%

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Experience: Managerial/clinical experience in health sector; experience as manager/administrative/director of health facilities; knowledge of the Jamaican health system

Languages: Ability to read, write and speak English

Core and Technical Competencies:

Strong quantitative and qualitative analytical ability; strong communication and writing skills.

Opportunity Summary:

- Type of contract and modality: Products and External Services Contractual, Lump Sum
- Length of contract: Length of contract: 180 non-consecutive days ending February 2024.
- Starting date: March 1st, 2023.
- Location: External Consultancy.
- Responsible person: Ricardo Perez Cuevas (SCL/SPH).
- Requirements: You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

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Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, the LGBTQ+ community, persons with disabilities, afro-descendants, and indigenous people to apply.

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Our team in Human Resources carefully reviews all applications.

Social Protection and Health Division Health Systems

Consultancy to assess the economic impact of Spanish Town Hospital upgrades**Background of this search:**

The Division of Social Protection and Health is looking for a professional with background in health care administration, public health, or health care management.

This Technical Cooperation (TC) project reinforces the implementation of the investment loan JA-L1049 (4668/OC-JA, US\$50 Million) “Support for the Health Systems Strengthening for the Prevention and Care Management of Non-Communicable Diseases Programme” (HSSP). The objective of HSSP is to contribute to population health improvements in Jamaica by strengthening comprehensive policies for the prevention of chronic non-communicable disease (NCD) risk factors and improving access to an upgraded and integrated primary and secondary health network in prioritized areas, with an emphasis on more efficient and higher quality chronic disease management.

The MOHW designed the two HSSP components to upgrade health facility infrastructure, introduce digital technology, improve the organization of healthcare services, and enhance quality and efficiency of care for NCDs. The population of Clarendon, St. Ann, and St. Catherine parishes, particularly those with chronic diseases, will benefit from improved access to a renovated network of health services.

Component 1: Organization and consolidation of integrated health services. This component funds the upgrade and expansion of Spanish Town, St. Ann’s Bay, and May Penn hospitals. The government selected these hospitals based on their strategic role within the network of national hospitals and a supply and demand analysis. Evaluation of the physical conditions of these facilities signaled critical gaps. The financing covers (i) building and engineering designs; (ii) hospital upgrades according to contracted plans and designs; (iii) procurement of medical and imaging equipment, including computerized tomography machines; (v) the installation of industrial-style laundry machines; (vi) construction and supervision services; and (vii) the design and implementation of a corrective and preventive equipment maintenance program.

Component 2: Improvement of management, quality, and efficiency of health services. This component funds the implementation of the chronic care model (CCM), the digitalization of health services, and the Fourth Jamaica Health and Lifestyle Survey. Implementing the CCM involves developing and establishing care pathways and protocols for NCD care, change management, and process improvements. It also entails implementing social marketing strategies for behavior change to promote a healthy lifestyle among NCD patients and the population at risk. Introducing digital health technology will advance the Information Systems for Health (IS4H) initiative, which encompasses the design and application of the IS4H National Policy. It sets the foundation for a digital health ecosystem that incorporates an electronic health record platform. In particular, the IS4H plan will strengthen the telehealth, telemedicine, and telementoring capabilities of the MOHW. The Fourth Jamaica Health and Lifestyle Survey will provide up-to-date estimates of population health indicators in Jamaica across critical public health issues.

Objectives and Justification of the TC

The general objective of this TC is to analyze the impact that the infrastructure expansion at Spanish Town Hospital (STH) will have on the viability of its capacity to deliver inpatient services, availability of specialized health personnel, and operating costs. The specific objectives are to (i) diagnose and assess current management practices and design an action plan to improve STH capacity; (ii) quantify current

supply and demand gaps in outpatient, inpatient, and surgical services and propose strategies to reduce the gaps; (iii) quantify current and future health personnel needs of STH; and (iv) estimate the economic impact of STH upgrades and propose a standardized cost measurement to inform policy decisions related to budgeting within the hospital.

STH serves St. Catherine Parish inhabitants (522,057), which represent about 18% of Jamaica's population. It delivers services in pediatrics, orthopedics, obstetrics and gynecology, general medicine, and general surgery. Furthermore, it provides dietary counseling and delivers physiotherapy, renal care, colposcopy, and other diagnostic services. The hospital also has a pharmacy and day care services.

However, the growing demand for hospital services is straining the delivery capacity of STH. Between 2012 and 2017, STH had 18,000 yearly admissions; most (44%) were for obstetric care. General medicine and surgical services are overwhelmed; their respective bed occupancy rates are 87.5% and 95.7%, with an average stay of 5.8 days. These data indicate that STH has reached its supply capacity limits. Furthermore, the hospital has outdated laboratory and x-ray facilities and equipment, reducing its diagnostic service capabilities.

STH upgrades are expected to address current hospital service shortages in St. Catherine Parish. The MOHW has completed the building and engineering designs required to begin construction. Furthermore, the MOHW has defined the necessary medical and diagnostic equipment for the hospital. The previous analysis identified the need for additional services. Therefore, STH will add two medical specialties—neurology and nephrology—and several surgical specialties, such as urology, ophthalmology, and otorhinolaryngology, as well as oral and maxillofacial surgery. In addition, STH will renovate the Accident and Emergency (A&E) department. The upgrades also include new diagnostic and imaging equipment to enhance the hospital's diagnostic capacity. STH will incorporate echocardiography, computerized tomography scan, microbiology, and endoscopy services. It will also renovate the radiology department.

The STH infrastructure upgrades will expand ambulatory and inpatient general medical services and establish new surgical services. The renovated STH will add 150 beds to the existing inventory of 403 beds. The technical plans include construction of a new six-story building, with the A&E and radiology departments on the ground floor; an ambulatory care unit, medical records storage facility, and pharmacy on the first floor; a surgical block with six operating suites, an endoscopy unit, and a central sterile services department on the second floor; a laboratory and 23-bed ward on the third floor; another 23-bed ward, an intensive care unit (9 beds), and a high dependency unit on the fourth floor; and two wards—with 23 and 21 beds, respectively—on the fifth floor.

Given the investments in infrastructure and new medical, surgical, and digital equipment at STH, further health service analyses are needed to optimize these improvements. The rationale is as follows: (i) to ensure that STH reaches its objectives around increased accessibility, efficiency, safety, and quality, it will need to define a suitable managerial model; (ii) the changes in the supply and demand for outpatient, inpatient, and surgical services are expected to increase the delivery of diagnostic services, ambulatory visits, admissions, and surgeries; (iii) the increase in hospital beds and new medical and surgical specialties will require recruiting additional health personnel, including doctors, nurses, aides, technicians, and administrative staff; (iv) the expected service surge will prompt the need for additional diagnostic, therapeutic, and surgical supplies; (v) healthcare delivery costs and operating expenses are expected to rise. Thus, it is justifiable to measure the viability of STH; that is, the hospital's ability to function as intended and succeed. This TC will finance analytical studies to determine: (i) a suitable managerial model; (ii) the projected increase in the supply and demand for outpatient, inpatient, and surgical services; (iii) health personnel needs; and (iv) economic analysis to estimate the additional financial resources needed to deliver services at a level that corresponds with expected demand.

In this context, this consultancy complements the efforts of the MOHW to upgrade STH, through estimating the economic impact of the expansion and introduction of new services and additional health personnel.

The team's mission: The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance towards a more productive region, with equal opportunities for men and women, and greater inclusion of the vulnerable groups.

The Social Protection and Health Division (SPH) is committed to the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, among others) and nutrition.

What you'll do: The consultant should quantify hospital expenditures (current costs to deliver healthcare and operating expenses to manage the hospital and estimate the impact of the upgrades of STH on hospital expenditures.

- The consultant should estimate current hospital expenditures.
 - Production costs of hospital services such as inpatient, outpatient, and surgical care
 - Costs of health personnel, medical and surgical supplies
 - Costs of non clinical services such as food, laundry, uniforms, linens, cleaning, security, hospital waste management and transportation.
 - Costs of Utilities: water, electricity, gas,
- Cost of new medical, digital and surgical equipment
- Maintenance and other expenses.
- Retrospective analysis (five years) of the STH budget
- Estimate the future hospital expenditures for five years (costs and operating expenses) using the same parameters described previously.
- Develop a proposal to standardize cost measurements within STH and improve costs information

Deliverables and Payments timeline:

The consultant must present the following products as documents with supporting data in acceptable format according to the indicated schedule

1	Work program with timeline, list of proposed activities with the MOHW and STH managers and staff	15 days after contract signature
2	Report with the analysis of current hospital expenditures	75 days after contract signature
3	Report with the estimates of the future hospital expenditures	145 days after contract signature
4	Final document of the estimates of the future hospital expenditures and proposal to standardize cost measurements within STH	180 days after contract signature

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes when appropriate.

Payment Schedule

The consultant payments match the products and schedule described in the previous section, as follows:

1	Work program	10%
2	Report with the analysis of current hospital expenditures	20%
3	Report with the estimates of the future hospital expenditures	30%
4	Final version Final document of the estimates of the future hospital expenditures and proposal to standardize cost measurements within STH	40%

What you'll need:

Citizenship:

- You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Graduate degree in health economics and at least five years of relevant professional experience or the equivalent combination of education and experience degree.

Experience: Managerial/clinical experience in health sector; experience health economics studies; knowledge of the Jamaican health system.

Languages: Ability to read, write and speak English

Core and Technical Competencies:

Strong quantitative and qualitative analytical ability; strong communication and writing skills.

Opportunity Summary:

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