**Terms of reference (TOR)**

**Consulting services**

**Drafting the procurement documents (proposed specification for consulting services) for public bidding procedure for the Integration of national health registers (databases) in Croatian health system**

# BACKGROUND

The Republic of Croatia received Loan no. 7598 HR from the International Bank for Reconstruction and Development (The World Bank) to support the objectives of the Development of Emergency Medical Services and Investment Planning Project (DEMSIPP).

The project includes two components:

1. Development of Emergency Medical Services and
2. Institutional Support to the Ministry of Health (MoH) for Strategic Planning

**Component 1: Development of Emergency Medical Services (EMS)**

This component finances investments to restructure the EMS in order to improve the geographical distribution of resources, responsiveness, efficiency and quality of services. It includes four sub-components, each addressing a specific area of Emergency Service provision and monitoring. These are:

1. Establishment of a Croatian Institute for EMS, which will guide EMS policy, set and monitor national guidelines and standards for EMS services in Croatia;
2. Reorganization of pre-hospital EMS, which will support the implementation of the national guidelines at the county level, upgrade pre-hospital EMS human, vehicle and equipment resources, and establish and integrate EMS dispatch units within the national emergency system;
3. Integration of in-hospital EMS, which will support the creation of integrated EMS departments in selected hospitals and upgrade the capacity of selected remote health centers to provide emergency services; and
4. Initiation of an emergency-related telemedicine service delivery network to improve EMS delivery on selected islands and at other remote sites through the use of telemedicine technologies.

**Component 2: Institutional Support to Ministry of Health for Strategic Planning**

The objective of this component is twofold:

1. To complement supply side reforms under component 1 by developing restructuring plans for health care facilities and human resources; and
2. To strengthen the capacity of the Ministry of Health to develop and manage projects, some of which could be financed through EU pre-accession and accession funds.

The rationale for this component stems from two observations:

1. There are significant investments to be made to improve the efficiency of the health sector that require adequate planning and managerial capacity at the Ministry of Health; and
2. The experience of new EU member states shows that preparation of proposals and plans to make use of EU structural funds should begin as early as possible.

This component includes three sub-components:

1. Developing priority programs as a basis for planning the key elements of a health investment strategy. These elements will be used to advocate for the EU or other sources of funds to invest in health in such a way as to achieve a more efficient and effective health system. The elements to be supported by the project will focus on, but not be limited to, the development of a health facilities masterplan, a health human resources strategy, and specific projects to harness information communication technology (ICT) to better manage the health system and deliver health services;
2. Capacity building to access EU funds, which will support the development of the necessary human resources and institutional capacity required to access EU funds;
3. Project management support for successful execution of the DEMSIPP.

**2. OBJECTIVES OF THE ACTIVITY**

The objective is to analyse current state, analyse requirements and create operational documents and specifications for the development phase of the national integrated health information system which will support implementation of the national healthcare strategic projects.

All healthcare institutions in the Republic of Croatia are included in the project, list

is attached as addition to this document.

The project includes following components:

1. Evaluation and analysis of current situation (AS IS situation)
2. Evaluation and analysis of requirements and creation of the proposed solution (TO BE situation)
3. Preparation of operational documents and specifications for the development phase of the project “Integration of national health registers (databases) in Croatian health system”.

**Component 1: Evaluation and analysis of the current situation (AS IS)**

This component includes detailed analysis in following areas:

1. law and regulatory;
2. business processes (processes involved with data registers);
3. registers (databases) and data;
   1. sources of data
   2. master data registers
   3. master coding lists
   4. data management
   5. data exchange
   6. data security
4. roles and responsibilites
5. users and stakeholders
6. input/output documents;
7. current IT platform for registers (HW and SW);
8. reporting and data analysis
9. current needs, requirements

**Component 2: Evaluation and analysis of requirements (TO BE)**

This component includes analysis of requirements and solutions creation (without being tied to specific technology or vendor) in following areas:

1. law and regulatory change proposals;
2. business process improvements (processes involved with data registers);
3. data consolidation;
   1. define master data management system that will standardize:
      1. master data
      2. master data registers including data model
      3. master coding lists
      4. changes and improvements in registers, define obsolete registers
      5. policies, processes, procedures, standards that consistently defines and manages future requirements
   2. define data integration framework that will standardise:
      1. technical infrastructure
      2. standards
      3. protocols for data exchange between registers/institutions
4. users/roles/stakeholders consolidation:
   1. define roles/resposibilities for users and stakeholders
5. data reporting and data analysis consolidation
   1. reports:
      1. define set of standard reports for each stackeholders, formats, usage of reports
   2. data analysis:
      1. define set of standard data analysis for each stackeholders, formats, usage of analysis
6. security consolidation
   1. create security policy and procedures for (iii) and (iv)
7. analysis of maintaining and modifying the system when it will be put in place and variants proposing

**Component 3: Preparation of operational documents and specifications**

This component must include creation and delivery of the following:

1. Operational documents for the development phase of the project “Integration of national health registers (databases) in Croatian health system” including:
   1. Detailed and unrestricted technical and functional specifications which will allow for competitive procurement.
   2. Detailed project and action plan
   3. Detailed quality control plan
   4. Detailed resource plan (human, financial,…)
2. Bidding documentation for the development project

1. The objective of the assignment is to create realistic overview of the current situation in health sector.

The Consultant will need to receive inputs from key persons from all healthcare institutions.

2. The objective of the assignment is to create solution proposal for the development phase of the project “Integration of national health registers (databases) in Croatian health system”.

The Consultant will need to receive inputs from MoH's technical committee (strategic perspective).

3. The objective of the assignment is to create all required operational specifications and bidding documentation for development and implementation of the project “Integration of national health registers (databases) in Croatian health system”.

**3. SCOPE OF WORK**

**Tasks and Deliverables**

The Consultant will be required to perform the following tasks and activities

|  |  |
| --- | --- |
| **Tasks** | **Activities** |
| Create AS IS overview | 1. Develop methodologies for conducting visits and acquiring required information’s from health institutions 2. Develop detailed project plan (including milestones, project KPI-s, KPI success measurement method) 3. Develop detailed visits plan 4. Conduct visits 5. Create documented AS IS situation overview   As the results, of the analysis, would be complex and comprehensive it must be created and delivered in a way that integrated interrelations between areas will be transparent, easely presented, analysed and documented. |
| Create TO BE solution proposal | 1. Analysis of the current situation 2. Analysis of the needs, requirements 3. Create documented solution proposal for the project “Integration of national health registers (databases) in Croatian health system” based on the all known best practices in health and IT industries   As the results, of the solution proposal, could be complex and comprehensive it must be created and delivered in a way that integrated interrelations between areas will be transparent, easely presented, analysed, managed, updated and govern after the development and implementation of the project “Integration of national health registers (databases) in Croatian health system”. |
| Develop  operational specifications and bidding documentation | 1. Create detailed functional and technical specifications required for development phase of the project “Integration of national health registers (databases) in Croatian health system” including options (with pros and cons) to be considered by the MoH's technical committee. 2. Create complete bidding documentation for public bidding procedure. |

**4. TIMEFRAME AND SCOPE OF WORK**

The assignment is expected to require a total of 6 months covering the period between

31 January 2013 and 31 July 2013.

**5. DELIVERABLES AND REQUIRED REPORTS**

The expected outputs are: documented AS IS overview, documented TO BE proposal, functional and technical specifications for development phase of the project “Integration of national health registers (databases) in Croatian health system” and bidding documentation for public bidding procedure.

The Consultant will submit the Inception reports at the end of the each major project stage (project milestone) in English.

The Consultant will submit the final report accompanied with all required deliverables.

Bidding documentation must be in English.

Revision of the documents will be made by Contract Coordinator within 14 days of its submission.

1. **QUALIFICATION REQUIREMENTS**

Having in mind the scope and complexity of the project it is expected that Consultant would have group of consultants on the project and that one of them will be promoted as team leader who will cooperate with the MoH's technical committee.

**6.1 General experience of the Consultant**

Consultant must have, during the last five years the , completed minimum two (2) successful contracts involving the process reengineering and/or software reengineering of IT systems in health care on state or regional level.

Documented evidence (list of contracts including description, value, year of commencement, year of completion, client and contact person for reference) accompanied with acceptance letter that demonstrate Consultant experience and successful projects should be submitted.

Total value of the project references must be equal or higher value of the terms of reference price offered.

Consultant must have a ISO 9001 quality (or similar) certificate.

**6.1 Personnel capacity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Position** | **Total experience** | **In similar works** | **As manager/team leader** | **Education** | **Certification** |
| 1x Project manager | 8 | 5 | 4 | University degree in EE or similar | PMP certificate |
| 1x Business consultant | 5 | 4 | N/A | University degree in medicine or medicine economics |  |
| 2x Business consultant (analysis and reengineering ) | 10 | 4 | N/A | University degree in EE or similar | BPR/BPM certificate  (or state of the art BPR/BPM IT tools certificate) |
| 1 x Enterprise Architect consultant | 6 | 3 | N/A | University degree in EE or similar | Enterprise Architect certificate |

**6.2 Financial capability**

Consultant must have minimal annual turnover of 1 million EUR for the last three year prior the date of issuing this document.

Consultant must be in there current form of business (IT consultancy) of min 5 year prior the date of issuing this document.

**7. EVALUATION CRITERIA**

A Consultant will be selected in accordance with the procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers (of May 2004, Rev. October 2006, May 2010).

The method of selection will be QCBS (Quality and Cost Based Selection).

**8. CONDITIONS PROVIDED BY THE CONTRACTING AUTHORITY**

1. ***Responsible body***

Consultants will work under the supervision of the MoH Committee for this project. MoH will ensure at disposal all existing documents and authorizes approach to the institutions in the scope of the project.

1. ***Work premises, travel, accommodations***

Given the limited availability of office space at the MoH, nature of project in which is expected that at least 50% of the time will be spent in healthcare institutions, the consultants is expected to arrange their work premises, travel and accommodations by them.

Computers and IT/telecommunication infrastructure (Internet connections, mobiles, printers,) are also to be taken care of by the Consultant.