



TERMS OF REFERENCE FOR THE DEVELOPMENT OF THE STRATEGIC PLAN FOR THE MILLENNIUM HEIGHTS MEDICAL COMPLEX

The Consultants are required to provide the services detailed below to the Board of Directors (BOD), Millennium Heights Medical Complex.

1. PROGRAMME TITLE

Millennium Heights Medical Complex (MHMC) Capacity Development - Towards providing technical support leading to the development of the MHMC Strategic Plan (2024-2029)

2. BACKGROUND

The MHMC was established by the Millennium Heights Medical Complex Act, 2015. This Act identifies the Board of Directors (BOD) as the governing body for the administration, operation and management of the affairs of the following four (4) facilities under delegated authority. The facilities at the MHMC comprise the:

- a. **Owen King European Union (OKEU) Hospital.** This is the main campus comprising a one hundred and twenty-two (122) bed, tertiary care hospital. The facility provides a wide range of medical services including twenty-four (24) hour emergency and inpatient services; general and surgical subspecialty services supported by four (4) operating theatres; internal medicine and medical subspecialty services (i.e., oncology, nephrology, cardiology); psychiatry; pediatrics; obstetrics and gynecology; intensive care services (adult, pediatric and neonatal); laboratory and pathology services; and diagnostic imaging.
- b. **National Mental Wellness Centre,** a one hundred and three (103) bed inpatient facility specialty, providing care for patients requiring acute treatment for the management of psychiatric illness.
- c. **Turning Point Rehabilitation Centre,** an eight (8) bedded facility that provides support for persons with substance abuse disorders.

- d. **Secondary Care Hospital**, which will compliment services currently provided at OKEU Hospital. Additional beds at the Secondary Care Hospital will:
- Expand in-patient bed capacity for the MHMC.
 - Improve efficiencies and flow of patients at the Accident and Emergency Department.
 - Facilitate the transfer of a select set of inpatient services from the OKEUH e.g. long-term rehabilitative services for patients with stroke and orthopedic injuries; and patients requiring end of life palliative care.
 - Provide dedicated beds for an Isolation Unit with Intensive Care Units for patients with infectious diseases.

Management of these facilities is led by a Chief Executive Officer and team of senior managers in key areas of medicine, nursing, finance, human resources, general administration and quality management. The BOD plays a critical role in ensuring the success and long-term impact of quality initiatives.

In relation to this consultancy, the BOD will oversee the strategic planning process leading to the development of the **Five-Year Strategic Plan** for the Complex. This plan is intended to identify the organization's long-term vision and strategies for achieving the mission and mandates of the Act.

Some work has already been undertaken by a previous BOD and senior management of the MHMC who participated in a strategic planning process in June 2021. The purpose of this exercise was to identify broad priorities for the development of a five-year strategic plan, mission, vision and values statements and guiding principles. The exercise was managed by an external facilitator.

The key outputs from this exercise were draft mission and vision statements and guiding and thematic priorities. Moving forward, these outputs require re-evaluation and revalidation through in-depth engagement of internal and external stakeholder. The Board is therefore seeking to advance this work to complete the crafting of purposeful mission, vision and values statements and the full development of a five-year strategic plan, which will provide a road map for the future and ensure that everyone in the organization is working towards common goals. **In keeping with the MHMC's People-Centered Care model, the Consultants must ensure that clients, families and team members are partners in the process.**

3. OVERALL OBJECTIVES

The overall objective of this consultancy is to facilitate the development of **A FIVE-YEAR STRATEGIC PLAN** for the MHMC, through broad based stakeholder consultation. The Consultants are also expected to make recommendations concerning favourable conditions and structures required for the successful and effective implementation of the Plan.

4. SCOPE OF SERVICES

In carrying out this assignment, the Consultants will be required to engage in widespread consultations with internal and key external stakeholders and to facilitate the consultations. An indicative list of stakeholders is presented in Appendix 1.

In addition to the above, the Consultants will undertake the following tasks:

Phase 1: Data Gathering and Mobilization

- i. Conduct a comprehensive review of all documentation relevant to the assignment, including the outputs of the 2021 strategic planning exercise; and the records of townhall meetings convened by the MHMC.
- ii. Conduct preliminary interviews with the BOD, the minister responsible for health and other key stakeholders, to assess expectations and to identify the key issues to be considered in the strategic planning process.
- iii. Review inter alia, the structure of the MHMC's portfolio, the institutional and legislative framework and the broad and relevant policy directives that are being pursued by the BOD, in an effort to determine the policy context within which the MHMC operates.
- iv. Work in collaboration with the BOD to design the strategic planning process.
- v. Prepare and submit an **Inception Report**.

Phase 2: Scoping

- vi. Conduct focus group and one-on-one consultations with staff of the MHMC and key external stakeholders to:
 - a. complete the assessment of issues to be considered in the formulation of the strategic plan.
 - b. identify the strategic priorities and enabling strategies for improving effectiveness of the operations of the MHMC.

- vii. Work in collaboration with the BOD and MHMC personnel to:
 - a. conduct a strategic analysis of the operations of the institution through the use of appropriate analytical tools.
 - b. develop a draft statement of vision and mission.
 - c. agree on draft strategic outcomes.
- viii. Present the findings of activities i-vii to the BOD and senior management in a workshop setting.
- ix. Prepare and submit an **Interim Report**.

Phase 3: Formulation of the Strategic Plan

- x. Work in collaboration with the BOD and senior management to develop the programming framework for the strategic plan.
- xi. Prepare the **Draft Strategic Plan**.
- xii. Present the draft plan to the BOD, senior management and external stakeholders in a workshop setting.
- xiii. Incorporate the relevant comments and other inputs in the Draft Strategic Plan as agreed by the stakeholders, undertake the final refinement and editorial amendments and submit to the BOD for review and comment.
- xiv. Prepare and submit the final version of the **Strategic Plan**.

5. EXPECTED OUTPUTS

Through a participatory process that involves all institutions / units of the MHMC as well as key external stakeholders, this consultancy will deliver a **Five-Year Strategic Plan** that covers the following elements:

- i. A statement of the vision for health care that the MHMC embraces and works towards.
- ii. A mission statement for the MHMC.
- iii. The principles and values to guide the work and operations of the MHMC.
- iv. A strategic programming framework (outputs, outcomes and main partnerships); and timeframe for execution.

- v. A description of the MHMC's internal organizational structure, with recommendations for changes if required.
- vi. A description of the specific functions, strategic priorities and targets for each component of that structure, with recommendations for changes if required.
- vii. Guidelines / strategies for programme delivery, operations and internal systems and the specific results of each strategy.
- viii. Guidelines and a programme of work to strengthen and rationalize the MHMC's legal and regulatory framework.
- ix. Guidelines and a programme of work for the formulation of a communications strategy.
- x. A monitoring and evaluation framework for the Strategic Plan.

6. REPORTING REQUIREMENTS

The Consultants will be required to report to the Chief Executive Officer (CEO) and to provide the BOD with the following four (4) deliverables/reports:

- i. Inception Report
- ii. Interim Report
- iii. Draft Strategic Plan
- iv. Strategic Plan

Two hard copies and one electronic copy of all reports must be submitted at the time and in the order stipulated. The BOD will provide the Consultants with comments on the reports submitted, within ten (10) working days of the receipt of each report.

- i. The **Inception Report** will be submitted no later than two (2) weeks following the Consultant's acceptance and signing of the contract. This report must include but not be limited to the following:
 - a. Background information pertaining to the assignment.
 - b. The Consultant's interpretation of the Client's requirements.
 - c. The Scope of Services as confirmed by the Consultant and the Client at an initial meeting or through any other appropriate medium.
 - d. The Consultant's work plan.
 - e. The Consultant's work schedule.
 - f. The understood outputs of the assignment.
 - g. Proposed table of contents for the Draft Strategic Plan.

- ii. The **Interim Report** shall provide a summary of the progress made to date; and detail the outputs and outcomes of the activities undertaken during Phases 1 and 2 of the assignment. The report should be submitted within five (5) weeks of the BOD's acceptance of the Inception Report.
- iii. The **Draft Strategic Plan** will be submitted within five (5) weeks of the BOD's acceptance of the Interim Report.
- iv. The final version of the **Strategic Plan** will take into account the comments and recommendations received from the stakeholders on the same; and will be submitted within a week of the receipt of comments on the draft plan.

7. PAYMENT SCHEDULE

The contract sum will be disbursed as follows:

DELIVERABLE /	PERCENTAGE OF CONTRACT SUM
Deliverable 1 - Inception Report Payment will be made within ten working days of the Client's acceptance of the Deliverable 1.	10%
Deliverable 2 - Interim Report Payment will be made within ten working days of the Client's acceptance of the Deliverable 2.	20%
Deliverable 3 – Draft Strategic Plan Payment will be made within ten working days of the Client's acceptance of the Deliverable 3	50%
Deliverable 4 – Strategic Plan Payment will be made within ten working days of the Client's acceptance of the Deliverable 4	20%

8. PROJECT MANAGEMENT

The CEO or any other duly authorized officer shall be responsible for the management of this consultancy assignment / project. The officer will be responsible for the coordination of activities under the Contract and for the management of the Contract (i.e., for communicating the BOD's acceptance and approval of reports and other deliverables; and for receiving and approving invoices for the payment).

The MHMC will provide the Consultants with logistical support during the duration of the assignment. Logistical support to be provided will include facilitation of communication between the Consultants and personnel of the various institutions and units that comprise the MHMC, access to available documentation pertinent to the assignment; and facilitation of access to government officials/personnel and other stakeholders with whom the Consultants may need to confer.

9. COMMENCEMENT DATE AND PERIOD OF EXECUTION

The intended commencement date is 26 February 2024. The assignment should not exceed thirty (30) person days and should be conducted over a period of nineteen (19) weeks from the date of commission.

10. COMPETENCIES AND EXPERTISE REQUIRED

SIGNIFICANT KNOWLEDGE AND DEMONSTRATED EXPERIENCE OF THE STRATEGIC PLANNING PROCESS IN THE HEALTH SECTOR; and the development of vision, mission and values statements and strategic objectives is highly desirable.

The Consultants must also have competency and expertise in facilitating consultations with diverse stakeholders.

Expertise Required:

- i. Health Planning or Health Economics
- ii. Strategic Planning / Strategic Management
- iii. Legal advice

11 THE CONSULTANT'S SUBMISSION

In submitting their proposals, the consultants must:

- i. Carefully review and comment on the Terms of Reference (TOR), recommending potential refinements where necessary, including making such recommendations as deemed appropriate to enhance the quality of the assignment and outputs/deliverables.
- ii. Submit:
 - a. A **TECHNICAL PROPOSAL** comprising:
 - 1) background information pertaining to the assignment.
 - 2) the Consultant's interpretation of the client's requirements.
 - 3) comments on the TOR.
 - 4) the Consultant's understanding of the outputs of the assignment.
 - 5) detailed methodology.
 - 6) work-plan including a time schedule.
 - 7) the name, professional status and biographical data of the professionals / key experts to be employed for this assignment.
 - b. A **FINANCIAL PROPOSAL** for provision of the services. This should include inter alia, the professional fees (daily rates) for each consultant and all relevant incidental expenses e.g., travel and accommodation cost for team members who are not based in Saint Lucia.
- iii. Package the **signed Technical and Financial proposals separately in sealed envelopes marked "technical proposal" and "financial proposal"**.
- iv. Package the **two sealed envelopes** (marked "Technical proposal" and "Financial proposal") **in one sealed envelope marked CONFIDENTIAL** and addressed to:

Chairperson
Board of Directors
Millennium Heights Medical Complex
Castries, Saint Lucia

The **one sealed envelope should also be clearly marked "Consultancy for Preparation of Strategic Plan for the Millennium Heights Medical Complex"**.

Submissions **SHOULD BE DELIVERED TO THE LEGAL OFFICER / BOARD SECRETARY (MHMC) BY 12:00 NOON ON 19TH JANUARY 2024.**

For further information required to assist with in the submission of a proposal, please contact the **Chief Executive Officer (Dr. Dexter James)** at dexter.james@mhmc.lc.