

Terms of Reference

In-depth review of the functioning of the Sri Jayewardenepura General Hospital (SJGH), Sri Lanka

1. Background

Amidst Sri Lanka's worst financial and economic crisis, one of the key areas of consideration is the improvement of health system efficiency. Therefore, embarking on reforms that make the health sector more efficient and sustainable while ensuring accessibility, affordability and quality of services is essential.

The Sri Jayewardenepura General Hospital (SJGH) is a government owned, not for profit, 1,008 bedded public sector tertiary health facility which levies user fees for its services. Further details on the hospital are available through its official website: <https://sjgh.health.gov.lk/>. However, its earnings are inadequate to cover its expenses, therefore, the government has to provide around 40% of its operating expenses each year. Considering the current economic situation in the country, the Government is looking at possible options of reducing the budgetary allocation to the hospital and overtime make it a self-sufficient institution.

At the request of the Ministry of Health, WHO mobilized an international resource person in 2023 to conduct an initial assessment of the hospital. Following a brief mission, a preliminary review of the hospital was conducted and a report on potential reorganization and financial sustainability of the SJGH was handed over to the Ministry of Health. The report highlighted the requirement for detailed and in-depth analysis to identify the strategic directions and a roadmap for restructuring of the hospital with a view to making it fully autonomous/corporatized. Accordingly, the Ministry of Health has now requested WHO support to proceed with a detailed analysis and development of a plan/roadmap for the hospital.

2. Purpose

The purpose of this Request For Proposal (RFP) is to identify a suitable team of **international experts/ international agency** to review the current organizational and financing arrangements and functioning of the SJGH, identify its strengths and potential areas of improvement for its reorganization towards full autonomy as a corporate institution, and recommend ways of improving efficiency and productivity of the institution while maintaining equity and accessibility of essential services to the population it serves.

The team should consist of at least two (2) members and the **team lead should be an international expert (non-Sri Lankan)**. The team can have Sri Lankans as team members.

3. Methodology

The selected contractual partner is expected to engage in the following in close collaboration with WHO Sri Lanka and relevant focal points from the Ministry of Health and the concerned hospital;

- i. In-depth review of the current governance and organization, financing arrangements, and functioning of SJGH
- ii. Conduct a hospital efficiency analysis
- iii. Conduct a feasibility study on introduction of new services or expansion of existing services (e.g., homebased-healthcare, outreach laboratory services etc.) to increase revenue generation
- iv. Propose a new governance, financing and management model that could be considered in restructuring the hospital for improving its efficiency and moving towards an autonomous/corporatized hospital
- v. Produce a plan/roadmap that could be followed by the Ministry of Health to undertake the restructuring process

4. Expected outputs

1. Detailed report of current status of the hospital in terms of governance, financing, management, and performance, identifying strengths and areas for improvement including the efficiency analysis
2. Detailed report on possible ways of restructuring the hospital towards autonomous/corporatized hospital along with recommendations and a road map for the implementation of activities
3. Policy brief highlighting the findings and policy implications for overall service delivery improvements in the country

5. Specific requirements of the contractual partner

The contractual partner should identify a team of experts with the relevant skills, expertise and experience to fully conduct the proposed activity and deliver all the specified deliverables within the expected timelines. The team should have the following qualifications/ skills and experience;

a. Education

- The team lead should have a post graduate degree in public health/ economics/ or in another relevant field
- At least one other team member should have a bachelor's degree in in public health/ economics/ or in another relevant field

b. Experience

- The team lead should have at least 10 years of relevant experience in conducting health system related analysis especially ones related to hospital efficiency analysis including corporatization
- At least one other member of the team should have 5 years of relevant experience in conducting health system related analysis
- Team lead or any other member of the team should have past experience in working in South-East Asian countries
- Team lead or any other member of the team should have past experience in working in Sri Lanka

c. Technical skills and knowledge

- In-depth knowledge of health system analysis/ hospital analysis

d. Language

- Fluency in English (reading, writing, and speaking)

6. Recommended presentation of the proposal

The technical proposal should contain the following details;

1. Profile of the agency/ institution/ team
2. Proposed methodology, including a realistic workplan with timelines
3. Composition of the team and team members' responsibilities. Please attach CVs of the team members, highlighting educational qualifications and experience in areas required for this work
4. Experience in carrying out similar studies. Please include previous relevant reports.
5. Details of language proficiency

The technical proposal will be evaluated as follows:

The team lead should have a post graduate degree in public health/ economics/ or in another relevant field	5
At least one other team member should have a bachelor's degree in in public health/ economics/ or in another relevant field	3
The team lead should have at least 10 years of relevant experience in conducting health system related analysis	5
At least one other member of the team should have 5 years of relevant experience conducting health system related analysis	3
Team lead or any other member of the team should have past experience in working in South-East Asian countries	3
Team lead or any other member of the team should have past experience in working in Sri Lanka	3

Past experience in conducting assessments of hospital efficiency and experience on working on autonomous/corporatized hospitals	15
Fluency in English (reading, writing, and speaking)	3
Proposed methodology for conducting the analysis (including timeline)	30
TOTAL	70

The financial proposal should be submitted as per details provided in the RFP. 30% of the total evaluation will be allocated to the financial proposal.

7. Timelines

Expected start date: 15 May 2024

Expected end date: 31 December 2024

8. Place of assignment

The identified agency is expected to be present physically in-country for a short duration (as per the proposed methodology) to conduct relevant discussions with the stakeholders and for advocacy to senior officials of the government. The rest of the assignment can be conducted virtually.