



Government of Saint Lucia

Department of Health and Wellness

Terms of Reference for Consultancy to Conduct National Health Accounts and to Institutionalize the National Health Accounts Function

Version 1.2 (7th July 2019)

1.0 Background

The Government of Saint Lucia (GOSL) has obtained financing from the World Bank (WB) for the financing of Health System Strengthening Project which aims to support the Government of Saint Lucia's initiative to improve the accessibility, efficiency, and responsiveness of health service delivery with the health sector.

The Health System Strengthening Project is geared towards addressing the health sector both on the demand and the supply side. On the demand side, the project will be looking at the implementation of essential package of health services and all the necessary infrastructure to support the implementation of the package. On the supply side, the project is aimed at strengthening the primary health care to ensure that primary health care has the capacity to deliver the package of health services. It will also focus on strengthening public health emergency to help build the country's capacity to deal with public health issues.

2.0 Introduction

Health Services in Saint Lucia are delivered by public and private health care providers. Financing for these services comes from a combination of sources that include public subsidies from the Department of Health, payments by private health insurers, out of pocket payments by patients and their families and some from the country's National Insurance Corporation (NIC).

The goals of the health sector in Saint Lucia are to ensure equity, efficiency and effectiveness in service delivery. Central to the health policy formulation, planning and implementation is resource allocation and tracking of expenditures across different actors in the health system. National Health Accounts (NHA) is a process of monitoring the flow of resources in a country's health sector.

Saint Lucia has seen the increasing burden of chronic non communicable diseases on the health sector, with increasing burden on the secondary health sector. There is no data to ascertain what the cost drivers are or to link expenditure to specific health goods and make assessments of where reallocation of resources can occur to make expenditure more efficient.

Central to the discourse on National Health Insurance, is to ensure financial risk protection which essentially means reorganizing of finances to move away from out of pocket expenditures (OOPE) based financing to various kinds of prepayment based and progressive financing systems. In an effort to measure the impact of the introduction of a National Health Insurance it is also imperative to ensure that there is a baseline and to continue monitoring to ensure that the aims are being achieved.

3.0 Objective of this Assignment

The objective of this assignment is to engage a suitably qualified and experienced Consulting Firm to provide technical services to develop National Health Accounts with an aim of

understanding the magnitude and pattern of health spending in the economy and the nature and flow of funds within the health care system.

4.0 Scope of Services

The Consulting Firm will work collaboratively with the Department of Health and Wellness and other stakeholders to facilitate the development and institutionalization of the National Health Accounts according to the latest National Health Accounts (NHA) Methodology (SHA 2011) based on 2017 and 2018 data including out of pocket health expenditures. The Consulting Firm will also set the basis for NHA system development and future NHA rounds through institutionalization of NHA activities within the Department of Health and Wellness to be conducted periodically.

5.0 Organization of the Study

This assignment will comprise of three broad activities:

- i. Planning Scoping and Development of Framework of the National Health Accounts
- ii. Development of Overall Data Collection Strategy and Data Collection
- iii. Analysis and Presentation of Data
- iv. Development of Framework for NHA Institutionalization
- v. Capacity Building

6.0 Activities

6.1 Activity 1 – Planning, Scoping and Development of Framework of the National Health Accounts.

The Consulting Firm shall carry out the following:

- i. Planning and Scoping – Engage the Department of Health and Wellness and other stakeholders in a discussion about the scope and timeline of the NHA cycle. This will include key policy questions that the NHA can help answer and identify data required to respond to the requests. This will also necessitate the identification of key stakeholders and partners.
- ii. Training Workshop on Methodology – This workshop will be used to familiarize the NHA technical team on the methodology as well as to agree on the classifications and boundaries (geographic, functional and time), develop the NHA framework and approach, identification of primary and secondary data sources, and refine the NHA work plan. It will also be necessary to identify what data will be collected from the different institutions.

- iii. Development of the National Framework for the National Health Accounts with draft operational descriptions of classification systems categories. This will be done in consultation with users, stakeholders and data suppliers. This will also involve a tentative identification of the organizational structures for maintaining NHA after the first round. This will include stakeholder consultation.

Deliverables

- 1) Inception Report which will include an updated work plan and methodology (which shall follow the World Health Organization (OECD) standards to ensure minimal quality and comparability across countries and Work Plan within two weeks of contract signing.
- 2) Report#1 – This report will provide a sketch of the health care financing system and the structure of the health accounts. It will also include the identification of data sources (catalogued and examined for accuracy and usefulness to the health accounts) and the gaps in information which exists. This report will be submitted four (4) weeks after the acceptance of the Inception Report.

6.2 Activity 2 – Development of Overall Data Collection Strategy and Data Collection

The consulting firm shall carry out the following:

1. Work Collaboratively with stakeholders (the consultant may also use the meetings described in Activity 6.1 to discuss data sources with stakeholders) to develop the data plan for data gaps identified during stakeholder consultation.
2. Gap Analysis – The Consulting Firm will be expected to look at the data gaps for the NHA and make recommendations for incorporating the collection of this data into existing surveys or into the Health Management Information Systems.
3. Develop survey instruments for data collection and survey protocol. Activities shall include but not be limited the following:
 - ◆ Selection of the appropriate type of survey
 - ◆ Define the universe and the sample
 - ◆ Design the survey instrument
 - ◆ Pilot testing of the survey instrument to identify difficulties with any of the questions.
 - ◆ Training of persons for administering the survey instrument
3. Coordinate and supervise the administration of the survey instrument.

Deliverables

- 1) Survey instruments for data collection and survey protocol – this is due four (4) weeks after the acceptance of Report #1 by the Client.

6.2. Activity 3 – Analysis and Presentation of Data

The consulting firm shall carry out the following:

- i. Comparison, evaluation and analysis of the data and information collected from all sources.
- ii. Entering data into the NHA software and extracting output tables.
- iii. NHA Data Analysis
- iv. Preparation of National Health Accounts Report
- v. Dissemination of NHA Results through stakeholder meetings.

Deliverables

1. Report 2. – Presentation of Draft Report on the National Health for stakeholder consultation which will be due 6 weeks after the collection of the data has ended.
2. Two stakeholder consultations on the draft NHA including key government agencies whose approval is required for release of statistics as national statistics. Any revision of follow-up data collection will occur in this phase.
3. Report 3 – Final NHA Report for Dissemination incorporating the feedback received at the stakeholder consultations.

6.3 – Activity 4 – Institutionalization of the National Health Accounts

The consulting firm shall carry out the following:

1. Develop an implementation plan for the institutionalization of the National Health Accounts which will factor in the following:
 - i. Governance Structure – In Consultation with stakeholders make recommendations for the Governance Model of the NHA which will take into account the mode of production, the dissemination strategy and channels, structure for producers and users to interact, and the formal structure that links the NHA with planning and budgeting process. This will also include the clear delineation of responsibilities within the team and demonstrating strong and explicit linkages with other agencies to facilitate access and validation of data. This will also include all the cost implications of the Governance Model. This will also include recommendations for the incorporation of private sector providers in the NHA process.
 - ii. To facilitate the collection of consistent and comparable data, establish standards for data collection and analysis with a view of systemizing procedures and protocols for data collection. The consultant will also be expected to review the data gaps identified during data collection and make recommendations for incorporating the collection of this data be it through existing surveys or through the health management information system or any other identified mechanism.
 - iii. Financing – develop a financing strategy to ensure long term sustainability which will include options for integrating the NHA process as part of the country's regular budgeting process. The Consultant will also be expected to provide recommendations for capturing cost efficiencies
 - iv. Capacity building for

Deliverables

1. Report on the Major components of the NHA Institutionalization in Saint Lucia which will include recommendations for data collection and for streamlining of expensive and difficult surveys into institutionalized surveys. and Implementation Plan for NHA Institutionalization.

6.4 Activity 4 – Capacity Building with key stakeholders

The consulting firm shall carry out the following:

- i. Conduct one “Trainer of Trainers” training in the conduct of National Health Accounts.
- ii. Conduct one general training for other stakeholders to sensitize in the use of National Health Accounts.
- iii. The consulting firm is expected to prepare a comprehensive and coherent package of capacity building/training activities and the methodology for the review and approval of the Client before conducting training.

Deliverables

Report on results of training which will include the following:

1. Training Methodology
2. Agenda
3. Training Material
4. Evaluations,

7.0 Duration of the Assignment

The consultancy is expected to last for 11 months.

8.0 Reporting Requirements

The Consulting Firm shall prepare and submit the following reports:

1. Inception Report and Work Plan

Within two weeks of contract signature, the consulting firm shall submit the Inception Report and a detailed work plan.

Comments in response by the Government of Saint Lucia, should reach the Consulting Firm no later than ten working days after receipt of the Inception Report and Work Plan.

2. Report#1 – This report will provide a sketch of the health care financing system and the structure of the health accounts. It will also include the identification of data sources (catalogued and examined for accuracy and usefulness to the health accounts) and the gaps in information which exists. This will be due

Comments in response by the Government of Saint Lucia should reach the Consulting Firm no later than ten working days after receipt of Report 1

3. Survey Instrument and Survey Protocol

The Survey Instrument and Survey Protocol shall be submitted within four (4) weeks of the Acceptance of Report 1.

Comments in response by the Government of Saint Lucia should reach the Consulting Firm no later than ten working days after receipt of the Survey Instrument and Survey Protocol.

4. Report#2

Daft report on the National Health Accounts for stakeholder consultation be submitted within twelve (12) weeks of acceptance of the Survey Instrument and Survey Protocol by the Client

Comments in response by the Government of Saint Lucia should reach the Consulting Firm no later than fifteen working days after receipt of Report 2.

5. Report#3

Report#3-Final NHA Report shall be submitted four (4) weeks after the acceptance of Report#2 where the Consulting Firm is expected to incorporate the feedback from stakeholder consultation conducted.

Comments in response by the Government of Saint Lucia should reach the Consulting Firm no later than fifteen days after receipt of Report 3.

6. Report on the Institutionalization of the NHA and Implementation Plan

The report detailing the different components required for the institutionalization of the NHA Governance Model shall be submitted six (4) weeks after the acceptance of Report#3. The Consultant is expected to take into account the aspects listed in the scope or works above.

Comments in response by the Government of Saint Lucia should reach the Consulting Firm no later than ten working days after receipt of the Governance Model for NHA.

7. Training Report

This training shall take place after the acceptance of the Report on the Institutionalization of the NHA has been accepted by the client. The Consultant shall provide a comprehensive report detailing the agenda training methodology, the materials, evaluation and all other relevant information related to the training.

All reports shall be submitted in English

All reports and documents relevant to the Consultant's services, models, reports, etc. shall become the property of the Government of Saint Lucia. The Consulting Firm shall not during and after the term of contract, use or disclose any confidential information relating to the business or operations of the Government of Saint Lucia.

9.0 Working Arrangements

Client's Responsibility

- i. The Client's Coordinator is the Project Manager of the Project Implementation Unit located within the Department of Health and Wellness.
- ii. A Technical Working Group comprising of different stakeholders within the Department of Health and Wellness and Department of Finance to provide oversight over the implementation of this assignment.
- iii. Facilitate access to information required from different agencies by the Consultant.
- iv. Ensure that the review of reports is done in accordance with the Terms of Reference.
- v. Initiate the consultation and cooperation of other agencies required to provide support to the Consulting Firm for realization of the relevant aspects of the assignment.

Consulting Firm's Responsibility

- i. The Consulting Firm shall be responsible for the collection of all data and relevant information and survey required for the delivery of the assignment.
- ii. The Consulting Firm shall supply the needed equipment, software and modeling platforms required to complete the analysis.
- iii. The Consulting Firm shall submit at the outset the expected outputs, as well as ensure their timely submission to the Project Manager for review. The Technical Working Group will ensure the timely review and acceptance of the reports submitted by the Consulting Firm, not more than ten (10) days after receipt of reports from the Consulting Firm.
- iv. The Consulting Firm shall be responsible for the supervision of its technical staff including providing all office space, equipment, materials, accommodation, office requirements and transportation.

- v. Engagement of the appropriate qualified and experienced technical and administrative staff and other resources necessary to undertake the services.
- vi. The Consulting Firm shall execute the services in accordance with the laws, customs and practices in Saint Lucia and use of the appropriate international standards for preparation of technical information.

Qualifications and Skills Requirement for selection of the Firm

The Consulting Firm:

The Consulting Firm should propose a multi-disciplinary group of experts comprising Statistical Expertise, Economics, Health Economics, Quantitative research design with relevant demonstrable expertise in conducting National Health Accounts.

The firm should be registered and the minimum required qualifications and experience of the consulting firm are:

Experience

- A minimum of 10 years progressively responsible professional work experience in public sector governance and public finance management
- A minimum of 7 years demonstrated international experience in developing National Health Accounts
- Proven experience in conducting surveys and in data collection
- Working experience in data analysis in developing countries particularly the health sector
- Regional Experience especially in data challenged countries would be a plus.
- Proven writing and editing skills, with a strong command of English and ability to convey complex ideas in a creative, clear and direct style