

## SCOPE OF WORK

### Health Professional School Management Reform Activity

#### Team Lead/Senior Medical Education Specialist Consultant

##### I. **BACKGROUND**

In line with its broad workforce development goals and objectives, *CapacityPlus*, the five year USAID global program for Health Workforce, is developing analytical and planning tools to assist the management reform of health professional schools. After decades of experience focusing on curriculum reform and faculty reform, it has become clear that there is a need to advance the field of how health professional schools manage themselves to ensure that schools function optimally to produce health workers of higher quality, in greater numbers, and with competencies that are locally relevant.

The first step to advancing the field of health professional school management is the development and testing of a methodological framework and set of tools. This process will be supervised by *CapacityPlus* and advised by the Global Advisory Board on Strengthening Medical, Nursing, and Public Health Schools in Developing Countries (Global Advisory Board). After the development of the framework and tools, they will be tested at two health professional schools, one in Ghana and one to be determined. An analysis of the current state of the schools' management and function will be performed and both schools will be provided with guidance on how to proceed with management reform with the goal of producing more high quality health workers more efficiently. The overall goal of this work is to enable health professional schools in developing countries to scale up production of high quality health workers and address the global health worker shortage and maldistribution.

##### II. **SCOPE OF WORK FOR THE HEALTH PROFESSIONAL SCHOOL MANAGEMENT REFORM ACTIVITY**

###### A. **Objectives**

*CapacityPlus* is individually contracting a team of three independent consultants ("School Management Reform Team") to develop the school management framework and analytical, planning, and management tools and conduct the in-depth analyses at the above mentioned schools, drawing on leadership and stakeholder information, as well as organizational, financial, student, and operations data. The objective is to identify roadblocks and enabling factors for an efficient and successful management model for preservice health worker education in low-resource settings, one which improves production of a competent workforce, with appropriate skills, roles and functions responsive to a country context. A toolkit of analytical, planning, and

management instruments and a handbook on school management will result from this work. *CapacityPlus* will document its activities regarding health professional school management reform and publish the findings in peer-reviewed journals or as standalone publications in order to make the lessons available to a wider audience.

## **B. Major Team Tasks**

Led by the Team Lead /Senior Medical Education Specialist Consultant, the School Management Reform Team (“Team”) will carry forward the following major tasks supporting the *CapacityPlus* health professional school management reform activity:

1. In collaboration with *CapacityPlus*, develop a draft framework and tools for the management reform of health professional schools. The tools will be designed to diagnose management inefficiencies and challenges, develop reform goals, create plans to achieve the goals, manage the improvement process, and evaluate the efforts of health professional schools. Areas to be addressed by the tools include:
  - a. the school’s mission and objectives;
  - b. strategic plan;
  - c. governance;
  - d. administrative and IT support;
  - e. faculty planning and management and stakeholder engagement;
  - f. student recruitment, admissions, and management;
  - g. facility management and scheduling;
  - h. clinical rotation scheduling;
  - i. curriculum management;
  - j. graduate hiring, and
  - k. alumni management, etc.
2. Conduct desk reviews of materials from the two schools including analysis of responses by the schools to telephone questionnaires prepared by the School Management Reform Team.
3. Conduct site visits as a Team to the two health professional schools. Each site visit is estimated to be of two weeks duration, with the objective of conducting in-depth interviews with school Presidents, Deans, planning and governing boards, as well as heads of student affairs, finance, admissions, records, curriculum development, and other relevant school personnel. Interviews will also be conducted with students, graduates, and public health sector officials as appropriate. The school facilities will also be toured to get a deeper sense of the schools’ operations.
4. As a Team, produce several reports (see below) on the development and implementation of the health professional school management reform framework and

tools. Presentations of the findings will also be created and presented by the School Management Reform Team.

5. In collaboration with *CapacityPlus*, finalize tools for the management reform of health professional schools.
6. As needed, assist *CapacityPlus* in preparing technical briefs and journal articles on management reform of health professional schools.

### **C. Deliverables**

The School Management Reform Team will produce:

1. Four school reports with a draft and final report for each school, presenting data analysis and recommendations. (All interview materials will be included as annexes)
2. One summary report detailing the process of framework and tool development and synthesizing the findings at both schools. (All toolkit instruments and management frameworks will be included as annexes)
3. A document containing guidelines for further assessments including lessons learned.
4. A presentation of findings, results, and recommendations to the individual schools, *CapacityPlus* and the Global Advisory Board.
5. Digital copies of PowerPoint presentations on the findings, results, and recommendations.
6. At least ten digital photos from the site visits of each of the two schools.

### **D. Team Structure**

The Team will consist of three consultants:

1. A Team Lead/Senior Medical Education Specialist Consultant
2. A Financial Management Consultant
3. A School Operations Consultant

In addition, *CapacityPlus* will contribute to the effort. A Program Officer will provide administrative and technical support including: facilitating the Team's travel arrangements and logistical support; assist with coordination of the Team's documents; provide assistance with the desk reviews and School Reform activity tools and reports as needed; and assist the Team Lead in coordinating meetings with the schools, *CapacityPlus* senior staff and the Global Advisory Board. The Program Officer will support the Team and Team Lead to ensure the School

Management Reform Team activities are within budget and in compliance with IntraHealth International and USAID policies, rules and regulations. Additional Capacity*Plus* contributions are subject to the decision of the project Deputy Director of Capacity*Plus*.

**E. School Management Reform Team Communication and Approvals**

The School Management Reform Team will maintain regular communication with each other and Capacity*Plus*. Each consultant will be required to submit brief progress summaries and attend all tele-meetings with the Capacity*Plus* team. The School Management Reform Activity consists of three implementation phases. The first phase will be dedicated to planning the activity, draft tool development, and collaborating with in-country contacts. In the second phase the Team will conduct site visits and ensure thorough data collection at School A and School B. The third phase of the activity is reserved for data analysis, report development, refining the tool and dissemination activities.

Upon completion of each phase, the School Management Reform Team must receive approval from the Capacity*Plus* Deputy Director of the framework, tools, products and activities before advancing to the next phase.

All consultants will collectively, be responsible for the overall products and quality thereof.

**F. Timeline and Duration**

Timeline: The Team will submit for approval a proposed detailed timeline for each of the deliverables described above, including completing the draft framework and tool design, initial desk review phase, conducting site visits and related reporting, finalizing toolkit instruments, finalizing reports, and formal presentations.

Duration: The duration of the School Management Reform Team consultancy shall be for within 6 months from commencement of the effort.

Level of Effort: The contract for the Health Professional School Operations Consultant is expected to be for 60 to 75 days during this period unless otherwise agreed.

**III. Team Lead/Senior Medical Education Specialist Consultancy**

**A. Specific Consultant Tasks:**

1. Serve as the primary liaison between the team of consultants and Capacity*Plus*, the Global Advisory Board, and the in-country contacts
2. Design the strategy for developing the tools, executing the assessments, and developing and disseminating the reports
3. Develop a coordination and communication plan for the consultant Team, taking into account team members may not be co-located

4. Conduct a desk review of the management structures of health professional schools, including the two health professional schools
5. Contribute to developing of components of the assessment and planning tools
6. Lead the two field visits and lead the work on medical education
7. Contribute to the conceptualization and writing of the reports
8. Oversee the performance and activity of all other members of the team of consultants
9. Ensure continuity of the Comprehensive School Reform Team and communicate updates to the appropriate *CapacityPlus* staff
10. Ensure that the activity complies with the timeline and that the deliverables are completed in time
11. Contribute to the dissemination of the components of the reports

B. Consultant approval, supervision and reporting:

All consultants must be approved by IntraHealth International and comply with IntraHealth and USAID rules and regulations. The consultant will submit monthly invoices including a brief activity report to *CapacityPlus*.

The Team Lead/Senior Medical Education Specialist Consultant will report to and be supervised by the *CapacityPlus* Deputy Director, or designee.

C. Qualifications and Experience:

The required qualifications for the consultancy assignment are as follows:

1. A Masters level degree in business administration, public health, medicine, nursing or pharmacy
2. At least 10 years of global health managerial experience involving progressive responsibilities, 5 years of which involved relevant developing country experience
3. Experience working closely with health professional schools in developing countries; experience with health professional schools training multiple cadres preferred
4. Ability to coordinate effectively between members of a newly constituted team and in-country stakeholders
5. Demonstrated ability to plan and execute activity strategies
6. Previous experience working with a USAID project preferred

D. How to apply:

Please send your CV and cover letter to [Procurement@intrahealth.org](mailto:Procurement@intrahealth.org) by October 15, 2011. Please indicate "Team Lead" on the subject line of the email.