GOVERNMENT OF ASSAM
ASSAM HEALTH INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT SOCIETY
4th Floor, Nayantara Supermarket, Sixmile, Guwahati-781022

TERMS OF REFERENCE (ToR)
FOR SENIOR QUALITY SPECIALIST (SQS)

BACKGROUND AND OBJECTIVES OF THE PROJECT

The Assam Health Infrastructure Development & Management Society (AHIDMS) was established under the aegis of the Medical Education & Research Department, Government of Assam (GoA). It is overseen by the Hon'ble Health Minister as the Chairman and the Senior Most Secretary of the Medical Education & Research Department, GoA, serving as the Member Secretary of the Governing Body. The Project Management Unit (PMU) is under the leadership of a Project Director (PD). The primary mission of the Society is to operate as the apex autonomous authority within the GoA, responsible for the monitoring, coordination, and execution of projects funded by JICA, the World Bank, and other External Aid Projects (EAPs).

The AHIDM society has undertaken an initiative to implement the "Assam State Secondary Healthcare Initiative for Service Delivery Transformation (ASSIST)" Project, with financial and technical backing from the World Bank. This project is designed to enhance the management capacity, accessibility, and quality of healthcare services in secondary healthcare hospitals across Assam. Over the course of six years, the project will focus its investments on healthcare facilities and locations throughout the state where there is a high demand for healthcare services and the necessary capacities are in place to maximize the project's impact.

The project aims to address crucial deficiencies in Assam's secondary healthcare system to optimize its performance. It will achieve this by implementing interventions under two main components:

Component 1: Enhancing the governance and management capacity of health systems at both the state and district levels.

Component 2: Enhancing the quality and coverage of secondary healthcare services.

Within Component 1, a results-based financing approach will be employed to bolster the governance and management capabilities of directorates and other state-level entities, thereby enhancing overall efficiency. At the district level, the Implementing Partners (IPAs) will concentrate on reinforcing the planning functions of District Health Societies. This will include areas such as allocating resources for Human Resource for Health (HRH), developing infrastructure, supporting the improvement of process quality and outcomes, and enhancing both autonomy and accountability.

OBJECTIVE(S) OF THE ASSIGNMENT

To support the AHIDMS in enhancing the efficiency of the Outpatient Department (OPD) in Government Medical College Hospitals and District Hospitals in Assam by streamlining processes, reducing patient wait times, improving service delivery, and optimizing resource utilization.

SCOPE OF WORK: The scope of work under this ToR is to implement structured approach to streamline OPD and IPD operations, ensuring a hassle-free experience for both patients and healthcare providers. The detail scope of work is mentioned below:

1. Assessment and Planning:

   - Undertake an assessment to identify the interventional areas.

   - Develop a detailed Standard Operating Procedure (SOP) with an action plan, including specific requirements and budget estimates.

2. Policy and Decision Making:

   - Provide analytical support to the Department for taking the required policy decisions and follow up for the issue of relevant Government Orders.

3. Technology Integration:

   - Facilitate a technology integration plan for process improvement.

   - Facilitate the development or integration of existing hospital management software and provide relevant technical support from the point of view of patient flow and overall hospital administration.

   - Support the Medical College to implement an online appointment system with ABHA ID integrated with SMS notifications.

   - Provide support and coordinate with relevant stakeholders and the IT teams to introduce a pre-registration process for first-time visitors and an online registration system.

   - Explore the feasibility of self-service kiosks for walk-in registrations and deploy QR code-based tokens for patient check-ins and provide coordination support to the Medical College and the IT team as required to operationalize.

4. Service re-orientation:

   - Coordinate and monitor the required upgradation as per the approved action plan.

   - Explore flexible OPD hours to avail services beyond 2 pm.

5. Staff Optimization and Training:

- Train staff on new digital systems.

- Develop plan for engaging volunteers/interns from hospital management institutions as Patient Care Assistants and provide operationalization support to the Medical College.

6. Communication and Implementation:

    - Develop effective communication campaign plan to promote the new services and provide coordination support to implement the approved plan.

    - Provide management support for implementing the system in few departments initially, gather feedback, and make necessary adjustments.

    - Based on lessons learnt, develop plan for expanding the model across all departments.

7. Monitoring and Feedback:

    - Develop plan for establishing IT-based daily reporting mechanisms for patient volumes and service efficiency and monitor the implementation of the IT plan.

    - Support the implementation of real-time feedback kiosks for patients to rate their experience.

    - Conduct monthly review meetings to assess performance and implement necessary improvements.

    - Develop plan and support the set up a grievance redressal system to address patient complaints effectively.

    - Collect digital feedback at exit points and use AI-driven analysis for continuous improvement.

    - Develop innovative processes for getting patient feedback which leads to service delivery improvement.

8. Billing and Payment Integration:

    - Provide guidance in designing and manage user charges, lab test, and procedure billing and Provide management support as required for integrating an online payment gateway.

Provide all required management and coordination support to the Medical College to achieve the following Expected Outcomes:

1. Reduction in patient waiting time.

2. Improved patient satisfaction and service quality.

3. Better resource utilization.

4. Enhanced medical record management and operational transparency.

By supporting the implementing these strategies, the Hospital Manager will significantly improve patient care and operational efficiency, fostering a better healthcare environment.

QUALIFICATIONS & EXPERIENCE

Essential qualification: Masters of Hospital Administration or Masters of Health Management, or MBA in Hospital Management or MBA in Health Management or equivalent. The candidate should have experience of at least 10 years in public health and with specific experience of improving quality health services and patient experience at hospitals.

Candidates with an undergraduate degree of MBBS/BDS/BHMS/BAMS and the above essential qualifications will be added advantage.

Other desirable qualification: The candidate must have good communication skills both written and verbal in local language, English and computer literacy. Knowledge of government regulation and policies is desirable.

Skills and Competencies: Computer proficiency, especially in MS Word, Excel, PowerPoint.

Age limit: Upto 50 years as on 1st April 2025.

SALARY AND CONTRACT TERMS IN BRIEF:

Consolidated Pay in the range of Rs. 1,20,000/- (Rupees One lakh Twenty Thousand) to Rs.1,50,000/- (Rupees One lakh Fifty Thousand) per month (which includes 10% incentive based on performance). However, in case the selected candidate's current remuneration with 30% enhancement comes below Rs. 1,20,000/- per month, the lower remuneration will be offered. Moreover, in case, the selected candidate's current remuneration with 30% enhancement exceeds Rs. 1,50,000/-per month, the highest pay range i.e. Rs. 1,50,000/- per month will be offered.

Reporting and Performance Review: Engagement of the Senior Quality Specialist will be on a full-time basis. The Senior Quality Specialist will report to official as designated by the Project Director. The incumbent shall be subject to performance appraisal on a quarterly basis, which will have a bearing in the overall assessment, during the contract period. The

Senior Quality Specialist will also coordinate with Project Director of ASSIST to ensure all the investments are well coordinated to achieve intended results.

Contract Term: The assignment shall be purely on a contractual basis. The tenure of contract is intended for entire duration of the project and co-terminus with the project period. However, the tenure is initially for eleven (11) months and may be extended upon his/her satisfactory performance.

TA/DA: TA / DA for approved travel shall be paid/ reimbursed as admissible by the HR Policy/ guidelines of AHIDMS.

Note: This is a draft indicative ToR; The PD, AHIDM Society reserves the right to cancel the recruitment process or modify the required qualification/ experience/ number of the positions at any stage.

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