# IMPRESS Consultancy Terms of Reference

Landscape review of approaches that seek to improve the quality of clinical of care in hospital through better management practices

## Background

IMPRESS is a four-year research project examining the potential of hospital management practices to improve the quality of clinical care in Malawi. Funded by the National Institute of Health Research, it brings together a multi-disciplinary team of researchers at the London School of Hygiene and Tropical Medicine (LSHTM) and the Kamuzu University of Health Sciences (KUHeS). There are two phases to the project. The first phase involves formative research on hospital management practices and the co-design of an intervention to improve quality of care through the adoption of better managerial practices. The second phase involves the evaluation of the intervention. As part of the first phase, LSHTM is seeking to hire a consultant(s) to conduct a review to assess the landscape of potential interventions to inform the eventual co-design of the intervention.

## Summary of role

The consultant(s) will carry out a landscape review of different approaches that seek to improve the quality of clinical care in hospitals through better management practices (which should be interpreted broadly to mean non-clinical processes, systems and practices in the hospital). While the focus is on hospitals in low- and middle-income settings, the review is expected to draw on experience and knowledge of approaches used in high-income countries. The types of approaches we are interested in will tend to be organisation-wide, and targeted at improvement of hospital systems and practices. For this reason, approaches aimed purely at clinicians, or groups of clinicians, are considered out of scope. The review will likely draw on approaches and tools from the fields of quality improvement (QI); management consulting; accreditation-style approaches (information and benchmarking) and formal training programmes.

## Responsibilities

### Stage 1: Landscape review

* Provide a high-level overview of the different strategies that seek to improve the quality of clinical care in hospitals through better management practices. Describe the intellectual foundations of each of these broad approaches.
* Describe specific approaches (within the broad strategies) that have been used. For each approach, answer the questions: What are the historical roots? What is the theory behind the approach? How does the approach work to improve quality? What are some of the key “derailers” that may stop it working? What is the evidence on their effectiveness (based on existing literature reviews or findings from prominent evaluations) and what are the evidence gaps?
* Describe the tools that are integral to the design and implementation of the aforementioned approaches. These may be plan-do-study-act cycles, checklists, data collection tools, dashboards, exercises in problem identification and solving, human resource management tools, and so on.
* Describe the activities that are integral to the implementation of the aforementioned approaches. These may include: non-clinical training (e.g. on what, by whom, for whom), supervision, mentorship, meetings, audit and feedback, and so on.
* Provide some country examples that illustrate some of the approaches, with detail on the objectives of the “intervention”, where it was implemented, at what scale, and the tools and types of activities that were implemented.
* The landscape review should be comprehensively referenced (i.e. publications, grey literature, websites, blogs).
* A matrix showing each approach (in the columns) and the tools and activities (in the rows) typically used under each approach may be helpful in providing an at-a-glance summary.

### Stage 2: Menu of options

* After the completion of the landscape review, the consultant(s) will propose two to three potential intervention packages which they believe offer the most promise to improving the quality of clinical care for small and sick newborns in hospitals in a low-income country setting. The selection of intervention packages will stem from a combination of the consultant’s own experience and knowledge, the LSHTM- KUHeS team’s specific guidance, and the available evidence.
* For each intervention package, the rationale for why it offers good potential to work should be laid out, alongside an assessment of its acceptability and feasibility of implementing the intervention packages in a low-income hospital setting.

## Deliverables

Deliverable 1: Landscape review outline. This should include a full list of the headings and subheadings and a summary of the methods (approach to the review) and what sources of information to be explored.

Deliverable 2. Full draft of the landscape review. Long list of the menu of options that will form the basis of a discussion with the LSHTM-KUHeS technical team and agreement on tools to focus on in-depth.

Deliverable 3. Final report of the landscape review (20 pages) and menu of options (5 pages) taking the comments of the LSHTM-KUHeS technical team into consideration

## Timeline

* Deliverable 1 is to submitted within two weeks of commencing work.
* Deliverable 2 is to be submitted within one month of commencing work.
* Deliverable 3 is to be submitted within two weeks of receiving comments from the LSHTM-KUHeS technical team

## Payment

* First instalment on completion of deliverable 2
* Second instalment on competition of deliverable 3

## General management and communication

The consultant will participate in an agreed plan of meetings with the Principal Investigator, Timothy Powell-Jackson, the LSHTM-KUHeS team, and the LSHTM project manager. The LSHTM-KUHeS team will be available for discussion as required for project management matters respectively.

Work will proceed according to the following milestones which will be detailed by the consultant for signing of the contract:

|  |  |  |
| --- | --- | --- |
| Milestone | Activities | Target dates (to be detailed by consultant) |
| 1 | Discussion with LSHTM-KUHeS team |  |
| 2 | Deliverable 1: Landscape review outline |  |
| 3 | Discussion with LSHTM-KUHeS team |  |
| 4 | Deliverable 2: Draft landscape review and long list of potential tools |  |
| 5 | Discussion with LSHTM-KUHeS team |  |
| 6 | Deliverable 3: Final report |  |

# Expression of Interest

We invite Expressions of Interest to conduct the landscape review based on the attached Terms of Reference.

The budget for the project is 15 consultant/person days. Applicants may include one or more persons in their team, but the budget remains 15-person days.

## Deadlines and Process

**Fill in the form below to submit an Expression of Interest (EOI). Projects are intended to start in late April 2022 and end on 30 June 2022.**

The Expressions of Interest will be considered by IMPRESS project team at the London School of Hygiene and Tropical Medicine and the Kamuzu University of Health Sciences.

## Lead Applicant Details

|  |  |  |  |
| --- | --- | --- | --- |
| Forenames |  | Surname |  |
| Title |  |  |  |
| Work Address |  | Email |  |
|  |  | Telephone number |  |

## Experience and Expertise of Lead Applicant for this Work

Up to 250 words and CV attached.

## Details of Other Individuals Involved in the Work

|  |  |  |  |
| --- | --- | --- | --- |
| Forenames |  | Surname |  |
| Title |  |  |  |
| Work Address |  | Email |  |
|  |  | Telephone number |  |

Attach CV of other team members proposed to be involved in the work.

## Approach to Delivering the Terms of Reference

Please write up to 750 words on how you would approach the work, addressing the following questions:

1. What are the broad strategies to improving quality of care in hospitals through better management practices, and conceptually how do they differ from each other?
2. What key sources of information will you draw on to write the landscape review?
3. How will you identify what intervention packages offer the greatest potential for improving quality of care in our specific context (small and sick newborns; hospitals; low-income country)?

## Timeline and Budget

1. Workplan;
2. Overall budget.

**Principal Investigator for the IMPRESS Project is Professor Timothy Powell-Jackson, Faculty of Public Health and Policy, London School of Hygiene and Tropical Medicine. Expressions of Interest should be sent to** [**Timothy.Powell-Jackson@lshtm.ac.uk**](mailto:Timothy.Powell-Jackson@lshtm.ac.uk) **and** [**Carla.Cretan@lshtm.ac.uk**](mailto:Carla.Cretan@lshtm.ac.uk) **(Project Manager).**