

TERMS OF REFERENCE FOR CONSULTANTS

Medical Risk Specialist (International, 6 person-months): The consultant will have an MBBS degree, with a specialization in health systems strengthening and experience of IT systems. He/she must have at least 7 years of experience of clinical experience. Must have excellent verbal and written communication skills. The specialist will perform the following tasks:

- (i) Reviewing and evaluating of existing NHA Medical Audit framework and SOPs
- (ii) Comparing current framework with global medical audit frameworks and identification of opportunities for enhancement
- (iii) Documenting of best practices for medical audits framework followed in all states
- (iv) Identifying of gaps and opportunities in current Medical audit framework and its implementation in IT
- (v) Enhancing of existing Medical audit toolkits, manuals and their implementation in IT system
- (vi) Identifying gaps/ loopholes in current system regarding fraud control and work with the IT team to get them resolved
- (vii) Preparing of wire frames, screen designs to share with IT team
- (viii) Recommending of risk mitigation and system capacity development measures for Fraud Control and Medical Audit IT
- (ix) Understanding global best practices in Fraud Control and Medical audits through study tours to other global health-care anti-fraud entities, attending global conferences
- (x) Contributing to working papers on the Anti Fraud controls and enhancements made in IT system

Digital Health Insurance System Consultant (National, 6 person-months): The consultant will have a degree in IT and have at least 10 years of experience in systems development preferably in health insurance technology: The consultant will perform the following tasks:

- (i) Assessing the current NHA IT system with a view to strengthen it from claims management perspective
- (ii) Collating requirements from different Stakeholders around claims management, claims, medical audit around key features to be incorporated in the IT system
- (iii) Identifying gaps/ loopholes in current system regarding fraud control and work with the IT team to get them resolved
- (iv) Preparing wire frames, screen designs to share with IT team
- (v) Following up with different Stakeholders to collect feedback and get following up to close the gaps identified
- (vi) Developing reports to analyze changes in utilization and impact assessment post introduction of IT enhancements
- (vii) Recommend risk mitigation and system capacity development measures for Claims and Medical Audit IT tools
- (viii) Understanding global best practices in Claims management through study tours to other global similar practices.

Legal consultant (National, 6 person-months): The consultant will have a degree in Law with at least 7 years of experience, with good knowledge of medico legal frameworks. The consultant will perform the following tasks:

- (i) Providing inputs for strengthening the legal framework for fraud control

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- (ii) Contributing to guidelines regarding recoveries, punitive action and deterrence measures
- (iii) Coordinating with various stakeholders to collate legal inputs for enhancement in current fraud control guidelines/ measures
- (iv) Providing recommendations for developing a strong and robust disciplinary process to be automated in the IT system

Health Systems Planning Expert (National, 12 person-months): The consultant will preferably have a master's degree in management, public health, or any related field; and around 6 years of relevant operational work experience in India. The expert will perform the following tasks:

- (i) Preparing a detailed analysis of the viability and comparing the various national and global models institutionalized for the economy of scaled based procurement
- (ii) Identifying and mapping important stakeholders for procurement across central, state, government and private ecosystem.
- (iii) Facilitating partnerships with the stakeholders for implementing a procurement model that leverages economy of scale
- (iv) Preparing a viable framework to ensure economy of scale-based procurement through leveraging the scale of PM-JAY
- (v) Supporting the overall coordination required between various teams such as medical, IT, procurement etc and with various other government and non-government entities to ensure a smooth implementation of the product development aimed towards economy of scale-based procurement
- (vi) Creating a monitoring framework to evaluate the functioning of the economy of scale based procurement model
- (vii) Designing and conducting a national forum for the designed model inviting important stakeholders across the ecosystem

Digital Health Consultant (International, 15 person-months): The Consultant should preferably have a postgraduate degree in IT, health systems management, or a related degree. He/she will have at least 7 years of relevant experience in developing IT systems, with digitalization of health financing being an advantage. The consultant will perform the following tasks:

- (i) Assessing the current avenues resorted by public and private hospitals for their periodic procurement.
- (ii) Researching global health information platforms for procurements that enable demand aggregation. Enlist the functioning, process flows, security features etc. of the platforms.
- (iii) Based on internal/external assessments of IT systems, assessing the viability of creating a blueprint of an IT interface in-house or collaborating with an existing IT interface which can be used for strategic procurement of care by leveraging collective bargaining. Such an IT interface may include (but will not be limited to) the following features - Online empanelment of buyers and sellers, product catalogue creation, Demand aggregation, Online-Tender, Online bidding, product tracking, bank integration etc.
- (iv) Developing dashboards for data analysis and reporting systems that will support the collection of procurement and vendor data; production of reports and statistical analysis that will inform NHA in Monitoring and Evaluation, allocation of resources; and monitoring of fraud and abuse
- (v) Conducting pilot testing of shortlisted IT interface

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- (vi) Conducting one-on-one hands-on training for NHA and other stakeholders to improve their staff capacity to manage the shortlisted IT interface.
- (vii) Designing and conducting a national forum for this IT interface inviting important stakeholders across the ecosystem
- (viii) Producing project completion reports including source codes, security audit reports

Health Systems Consultant (National, 9 person-months): The consultant will preferably have a master's degree in management, public health, statistics or any related field; and around 5 years of relevant operational work experience in India. The consultant will perform the following tasks:

- (i) Designing and undertaking a needs identification exercise for informing priorities of NHA's innovation unit and other programs
- (ii) Proposing organizational entities wherein the needs based assessment can be undertaken to study their healthcare demands
- (iii) Designing a national workshop to support healthcare innovation by connecting entrepreneurs to various stakeholders in the healthcare ecosystem
- (iv) Undertaking landscaping for establishing holistic innovation centers within existing PM-JAY affiliated hospitals and determining its viability
- (v) Researching global experiential collaboration ecosystems such as Israel Sheba ARC medical center and learn about their functioning, process flows, etc.
- (vi) Designing a strategy for creating an innovation center, including elements such as location, stakeholders, infrastructure, human resource requirements, governance mechanisms etc
- (vii) Facilitating a rollout/pilot of one innovation center
- (viii) Identifying incentive structures for stakeholders across the value chain to adopt the idea of an innovation center
- (ix) Proposing other programs to support the activities of the NHA Innovation Unit and aggregate efforts to support healthcare innovations in the system

Capacity Building Consultants (National, 12 person-months) (2 positions): The Consultant should preferably have a postgraduate degree in public health, community health, communications etc. The Consultant should have a minimum of 5 years of relevant professional experience including training, capacity building, skilling, social mobilization, community empowerment etc. The consultants will perform the following tasks:

- (i) Developing a capacity building strategy to meet the needs of the scheme
- (ii) Developing training plans for training of master trainers; using an appropriate mix of materials to be developed for capacity building
- (iii) Providing technical assistance to agencies commissioned to produce content for trainings and community engagement, if needed
- (iv) Developing effective community empowerment strategy for maximum impact in tune with the theme of the programme
- (v) Reviewing existing capacity building and community engagement strategies, training materials and pedagogy at national/ state/ district levels
- (vi) Conducting capacity building related activities, and provide technical inputs/opinions relating to community engagement
- (vii) Strengthening the capacity of relevant stakeholders through workshops, seminars and other events

IEC Consultant (National, 12 person-months): The Consultant should preferably have a postgraduate degree in mass communications, journalism, public relations etc. The Consultant

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should have a minimum of 5 years of relevant professional experience including media, advocacy, social mobilization and outreach activities. The consultant will perform the following tasks:

- (i) Developing a communication and advocacy strategy to meet the needs of the scheme
- (ii) Developing media plans for mid and mass media campaigns; using an appropriate mix of materials to be developed for communication campaigns and facilitate creating prototypes/artworks for the same
- (iii) Providing technical assistance to agencies commissioned to produce print, audio and audio-visual material, if needed
- (iv) Developing effective media strategy for maximum impact in tune with the theme of the programme
- (v) Developing innovative social media/ technology-based IEC for wider dissemination of messages.
- (vi) Reviewing existing BCC/IEC strategies, plans, messages, tools and materials and institutional arrangements at national/ state/ district levels
- (vii) Conducting media and advocacy related activities, execute a national level media campaign as well as provide technical inputs/opinions relating to awareness generation and advocacy
- (viii) Supporting increasing awareness and strengthening the capacity of relevant stakeholders through workshops, seminars and other events
- (ix) Involving in social media activities and initiate media presence and development of website content. Provide inputs for updating website content on a regular basis
- (x) Drafting annual report, success stories/ testimonials and best practices from the field.

Organizational Management Consultant (National, 12 person-months): The Consultant should preferably have a postgraduate degree in management/public policy/public administration etc. The Consultant should have a minimum of 8 years of relevant professional experience including in organizational management. The consultant will perform the following tasks:

- (i) Developing implementation and communication protocols for a undertaking time bound coordination with States
- (ii) Defining structures for improving organizational communication and flow of information including creation of specific turnaround time mechanisms
- (iii) Developing the knowledge management roadmap to accelerate sourcing, sharing and practical application of knowledge of NHA.
- (iv) Applying systematic approach in collecting the existing knowledge in formats that are easily accessible, visually meaningful and understandable, and digested for different audiences.
- (v) Proposing a knowledge services team function, dedicated to providing cross-cutting knowledge services
- (vi) Identifying several key knowledge partnership opportunities with selected knowledge management leaders
- (vii) Ensuring a clear link between KM, innovation, and internal and external communications
- (viii) Elaborating specific recommendations for a NHA's knowledge management system at regional level by taking into account corporate practices, and reflecting on the latest knowledge management trends and best practices.

Hospital Network Management Consultant (National, 12 person-months): The consultant will preferably have a master's degree in management, public health, or any related field; and around 7 years of relevant operational work experience in India. The consultant will perform the following tasks:

- (i) Reviewing and evaluating of existing NHA empanelment criteria for hospitals in PM-JAY and for COVID-19 pandemic
- (ii) Enhancing existing hospital network to augment the overall capacity of PM-JAY service delivery
- (iii) Identify gaps/ loopholes in current system regarding reimbursement of payment and quality of care
- (iv) Preparing of processes for rapid empanelment and preparedness of hospitals and labs for COVID-19 testing and treatment
- (v) Streamlining the process for hospitals and labs willing to get empaneled under PM-JAY
- (vi) Coordinating with the State coordination teams to expedite the hospital inspection and verification process
- (vii) Implementing a framework for augmenting testing capacity in under-served geographies

Clinical Management Consultant (International, 12 person-months): The consultant will have an MBBS degree, with a specialization in designing health packages and clinical protocols. He/she must have at least 7 years of experience of clinical experience. Must have excellent verbal and written communication skills. The consultant will perform the following tasks:

- (i) Assessing the current PM-JAY health benefit packages 2.0 and their packages
- (ii) Assessing the medical packages developed by NHA for COVID-19 testing and treatment
- (iii) Understanding global best practices in development of medical packages including the clinical response for COVID-19
- (iv) Preparing standard treatment protocols for a streamlined clinical experience
- (v) Following up with different Stakeholders to collect feedback on the health benefit packages 2.0
- (vi) Ensuring seamless implementation of COVID-19 testing and treatment packages at labs and hospitals
- (vii) Coordinating with State coordination team to commence the implementation of health benefit packages 2.0

Data Structure and Analysis Specialist (national, 12 person-months) (2 positions): The consultant will have a degree in engineering/computer science or data-related field. He/she must have at least 8 years of experience of working with data analysis. Must have excellent verbal and written communication skills. The specialists will perform the following tasks:

- (i) Reviewing the current process of collecting and analyzing data
- (ii) Preparing strategy for data analytics 2.0 entailing processes for application of collected data
- (iii) Undertaking the study of global best practices to study various data structures and application mechanisms for institutionalizing a more robust IT 2.0 at NHA
- (iv) Supporting the data analytics team in the day to day data analysis
- (v) Designing dashboards for visual representation of data
- (vi) Coordinating with the State coordination team to understand the data requirements and application of the State.
- (vii) Developing robust algorithms for data-based predictions concerning the COVID-19 pandemic