TERMS OF REFERENCE

Consulting for Advancing Digital Health Through Business Process Redesign in LAC

Regional; RG-T4471

1. **Background and Justification**
1.1. Healthcare in Latin America and the Caribbean (LAC) is overdue for an upgrade, and applied health intelligence is unlocking excellent opportunities to tackle critical health challenges in a cost-effective and scalable way. Applied health intelligence refers to the practical use of advanced data analytics, information technology, and artificial intelligence to improve healthcare outcomes, efficiency, and accessibility. This approach involves collecting, analyzing, and leveraging health data to inform decision-making at various levels of the healthcare system. By leveraging technology, healthcare providers can enhance diagnosis and treatment through electronic health records (EHRs), telemedicine, and clinical decision support systems. These digital tools streamline administrative processes, reduce wait times, and improve coordination among providers, leading to better resource utilization and patient flow. Digital solutions also provide valuable data for evidence-based decision-making, policy development, and population health management. For example, implementing digital health systems can lead to significant efficiency improvements and a reduction in medical errors. In low- and middle-income countries, inefficient healthcare treatment results in 5.7 million to 8.4 million deaths annually, accounting for 15 percent of all deaths. Latin America and the Caribbean face increasing healthcare costs, and without effective information systems, these inefficiencies will contribute to higher expenses. However, if healthcare systems in the region become more efficient, it is estimated that average life expectancy could increase by four years (Pinto et al., 2018). Additionally, low healthcare quality in these countries leads to annual productivity losses of $1.4 billion to $1.6 billion, according to the World Health Organization (WHO) (Bagolle et al., 2022). Applied health intelligence enables healthcare systems to become more proactive, personalized, and efficient, ultimately leading to better health outcomes and resource utilization.

1.2. NCDs are responsible for 6 of the 10 main causes of death in the subregion, and their economic cost is substantial, with high health expenditures and foregone earnings due to premature mortality and disability. The economic burden of NCDs is expected to rise substantially in the coming years. The World Health Organization (WHO) estimates that NCDs will cost the world economy US$30 trillion between 2011 and 2031, and mental health conditions will account for an additional US$16.1 trillion over this time frame (Legetic et al., 2016). NCDs have also a significant impact on productivity in the LAC region. According to the WHO, the economic cost of NCDs includes the loss of productive life years due to premature mortality and disability. For example, in Ecuador, approximately 65% of the population over 19 years old is overweight or obese, which are key risk factors for NCDs, and the cost of this is equivalent to 4.3% of the country's annual gross domestic product (GDP) Looking ahead, the challenge to health systems will be to increase equity, quality, and effective coverage in a fiscally achievable and sustainable way. Key strategies involve strengthening primary care, enhancing service integration, delivering cost-effective preventive and public health services, and advancing interoperable and integrated information systems. These measures aim to improve coverage, while simultaneously reducing transaction costs, inefficiencies, and duplications (Rao et al., 2022; Bernal et al., 2022).

1.3. The use of digital interventions in healthcare has the potential to improve the delivery of health services and sustainability, leading to exciting advancements in the treatment and management of non-communicable diseases (NCDs). The Pan American Health Organization (PAHO) has emphasized the importance of certifying digital health interventions, regulating software as a medical device or through digital therapies that aim to directly deliver evidence-based and clinically evaluated medical interventions to patients for the treatment, management, and prevention of a wide range of diseases and disorders, including NCDs. Rapidly deployable digital health applications that have demonstrated effectiveness in reducing the region's biggest burdens of disease. These applications have shown promise in tackling NCDs and mental health and have the potential to be prescribed by

health providers as part of a treatment plan. The evidence suggests that digital applications can help tackle NCDs and mental health. There are already proven success stories of how digital solutions can improve the treatment of NCDs (Bernal et al, 2022). Among the digital solutions and tools for NCDs are mobile health applications (mHealth), which utilize mobile technology to assist governments in scaling up health services for NCDs and their risk factors.

1.4. For digital health to be truly effective, it must be an integral part of healthcare management and delivery systems. One of the most important pillars of digital health is BPT. BPT is a strategic initiative that involves a thorough analysis, review, and overhaul of existing business processes to enhance operational resilience, boost productivity, and improve overall effectiveness. In the healthcare sector, BPT is crucial for improving patient care, streamlining administrative tasks, and enhancing the overall quality of services. Digital Transformation (DT) plays a vital role in supporting BPT by leveraging digital technologies to reconfigure workflows, processes, and systems, often involving the integration of artificial intelligence, machine learning, cloud computing, and data analytics. In the Latin America and the Caribbean (LAC) region, BPT and DT are gaining importance as healthcare systems face the challenges of modernization and the need to adapt to evolving patient needs and technological advancements (Stoumpos et al., 2023). Healthcare systems in LAC underperform compared to OECD countries and suffer from significant inefficiencies and fragmentation and BPT can mitigate these deficiencies it can help eliminate redundancies, integrate care delivery, and improve overall system efficiency (better resource allocation, and increased productivity in healthcare delivery) (Herrera et al., 2022). An estimated 70% of preventable deaths in LAC are attributed to poor quality care, rather than lack of access, efforts to improve care process quality is vital. Furthermore, BPT paired with investments in health information systems, disease surveillance, and supply chain management, can better prepare countries for future health emergencies (Savedoff et al., 2022). By integrating applied health intelligence and BPT into healthcare systems, LAC can make substantial strides in improving health outcomes, enhancing efficiency, and promoting sustainability.

1.5. Inclusive Digital Health remains a challenge in practice. Inclusive digital health aims to ensure that people are at the center of the adoption and management of digital health technologies. The digital transformation represents the potential to decrease health disparities, promoting equal access to information, and tools for preventive services and healthcare to the most disadvantaged populations. Women, people with disabilities, the LGBTIQ+ community, older adults, rural populations, internally displaced people, and migrants represent groups that need targeted attention in digital health initiatives. Addressing the digital divide among these communities is pivotal to achieving comprehensive health equity. In essence, inclusive digital health isn't just about the technologies themselves but also about making sure these technologies are accessible and effective for everyone, without exception. Achieving this inclusive vision of digital health will require a concerted effort, one that considers the unique challenges faced by these diverse groups, bridging the gaps in access, availability, literacy, engagement, and considerations related to usability to truly leave no one behind in the digital health transformation. In recent years, various international organizations have pointed out the importance of considering inclusion in their digital health agendas (PAHO, 2021). However, translating it into concrete actions remains a challenge that must consider the supply and demand sides of healthcare systems.

2. Objectives
2.1. The main objective of this consultancy is to develop and toolkit and provide advisory services focused on business process transformation for digital health in Latin America and the Caribbean (LAC). The goal is to develop a toolkit with replicable processes to optimize healthcare delivery through the redesign of business processes and the implementation of digital health solutions in IDB projects and pilot the toolkit in 2 IDB Operations.

3. Scope of Services

3.1. The work will be developed in public and/or private health care units based on the scope of the intervention in the selected countries. It would include units at the primary and secondary level of

care and clinical and administrative processes.

3.2. The final location of the establishments to pilot the toolkit will be defined by the coordinating team and the MOH in the planning of the execution of the Contract with the contractor.

4. Key Activities

4.1. Project management
  4.1.1. Design workplan and methodology to deliver project as well as key project management processes (communication, knowledge management and transfer, risk management, etc.)
4.2. Initial Assessment and Baseline Analysis
  4.2.1. Provide tools and advisory services (SWOT analysis, stakeholder interviews, and process mapping, etc) to identify priority processes to redesign.
  4.2.2. Generate detailed report of current business processes and workflows with identification of strengths, weaknesses, opportunities, and threats in existing processes.
  4.2.3. Create comprehensive stakeholder analysis and process maps.
  4.2.4. Pilot tools with client
  4.2.5. Adjust and systematize tools in Toolkit for future replication
4.3. Support client to undergo process redesign and optimization
  4.3.1. Apply Lean Six Sigma, Business Process Reengineering (BPR), Human-Centered Design (HCD) or similar methodologies to improve process
  4.3.2. Redesign proposals for key business processes to enhance efficiency and effectiveness.
  4.3.3. Support the development of detailed process flow diagrams and improvement plans.
  4.3.4. Support client to hold workshops and feedback sessions with healthcare staff and stakeholders.
  4.3.5. Pilot tools with client
  4.3.6. Adjust and systematize tools in Toolkit for future replication
4.4. Technology Integration and Implementation Planning
  4.4.1. Using agile project management and systems integration frameworks, support the client to develop a technology integration blueprint and roadmap.
  4.4.2. Create templates and support client to design of implementation plan detailing timelines, resources, and responsibilities and specifications for digital health solutions, including software and hardware requirements.
4.5. Change Management and Training
  4.5.1. Using ADKAR model, Kotter's 8-Step Change Model or similar, develop templates and provide support to client to develop a change management strategy and communication plan for the new process and training programs and materials for healthcare providers and administrative staff and templates for reports on training sessions and participant evaluations.
4.6. Stakeholder Engagement and Communication
  4.6.1. Develop and support client to implement stakeholder engagement frameworks and participatory methods.
  4.6.2. Generate template stakeholder engagement plan and communication strategy and formats for regular updates and reports from stakeholder meetings and workshops and feedback collection and analysis reports.
4.7. Monitoring and Evaluation (M&E) of BPT
  4.7.1. Develop a logical framework approach (LFA) and key performance indicators (KPIs) for BPT
  4.7.2. Generate and pilot templates for M&E framework with defined KPIs and metrics including baseline and periodic assessment reports, final evaluation report with recommendations for continuous improvement.

5. Expected Results and Products
5.1. Product 1: Workplan and methodology
5.2. Product 2: Implementation Report in Operation 1
  5.2.1. Specific workplan for Operation 1
  5.2.2. Results of toolkit implementation in Operation 1

        5.2.3. Updated tools for toolkit

5.3. Product 3: Implementation Report in Operation 2

        5.3.1. Specific workplan for Operation 2

        5.3.2. Results of toolkit implementation in Operation 2

        5.3.3. Updated tools in toolkit

5.4. Product 4: Business Process Transformation Toolkit for IDB Digital Health Operations

        5.4.1. This product must include all templates and tools developed and piloted in the project in English in Spanish according to approved workplan and methodology. An illustrative list of templates is included below:

        5.4.2. Initial Assessment Report

            5.4.2.1. Comprehensive analysis of existing business processes and workflows.

            5.4.2.2. SWOT analysis findings and stakeholder analysis report.

        5.4.3. Detailed process maps.

            5.4.3.1. Process Optimization Proposals

            5.4.3.2. Redesign proposals using Lean Six Sigma and BPR methodologies.

            5.4.3.3. Detailed process flow diagrams for optimized processes.

            5.4.3.4. HCD workshop summaries and redesign feedback reports.

        5.4.4. Technology Integration Blueprint

            5.4.4.1. Integration blueprint for digital health solutions.

            5.4.4.2. Detailed implementation roadmap with timelines, resource allocations, and roles.

            5.4.4.3. Specifications and requirements documentation for digital health technologies.

        5.4.5. Change Management Plan

            5.4.5.1. Detailed change management strategy using ADKAR and Kotter's models.

            5.4.5.2. Communication plan to facilitate stakeholder buy-in and participation.

            5.4.5.3. Training program curricula and materials, along with training session reports.

            5.4.5.4. Stakeholder Engagement Report

            5.4.5.5. Stakeholder engagement and communication strategy document.

            5.4.5.6. Summaries and analyses of stakeholder meetings and workshops.

            5.4.5.7. Feedback reports and action plans based on stakeholder input.

        5.4.6. Monitoring and Evaluation Framework

            5.4.6.1. Detailed M&E framework with KPIs and metrics.

            5.4.6.2. Baseline assessment report and periodic progress reports.

            5.4.6.3. Final evaluation report with lessons learned and recommendations for future initiatives.

        5.4.7. Sample ToR for use in IDB projects to hire BPT services

5.5. Product 5: Final report with recommendations

        5.5.1. Comprehensive summary of project activities, outcomes, and impacts.

        5.5.2. Lessons learned and best practices for business process transformation in digital health.

        5.5.3. Recommendations for sustaining and scaling digital health initiatives in LAC

6. Project Calendar and Milestones

6.1. Product 1: Workplan and methodology: 1 month after contract signing

6.2. Product 2: Implementation Report in Operation 1: 6 months after contract signing

6.3. Product 3: Implementation Report in Operation 2: 9 months after contract signing

6.4. Product 4: Business Process Transformation Toolkit for IDB Digital Health Operations: 12 months after contract signing

6.5. Product 5: Final report with recommendations: 15 months after contract signing

Consulting duration: 15 months

7. Reporting Requirements

7.1. All reports should be prepared in English and Spanish Shared in Electronic form.

8. Acceptance criteria

8.1. All products must be approved by the MOH and IDB, which must be made via official note or email by the person designated as a technical counterparty.

9. Monitoring and Reporting

9.1. The consulting firm will report to Jennifer Nelson at the IDB and provide monthly updates via email to the IDB and MoH on project status. It is the responsibility of the Firm to ensure that such meetings are held, and reports submitted to the Bank.

10. Payment Calendar

10.1. Product 1: Workplan and methodology: 20%
10.2. Product 2: Implementation Report in Operation 1: 20%
10.3. Product 3: Implementation Report in Operation 2: 20%
10.4. Product 4: Business Process Transformation Toolkit for IDB Digital Health Operations: 20%
10.5. Product 5: Final report with recommendations: 20%

SCL/SPH Digital Health Market Shaping Toolkit Consultant

Post of Duty: Remote

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a dynamic, innovative, and experienced digital health market shaping toolkit consultant. As the digital health market shaping toolkit you will be responsible for working with IDB team to design a toolkit to support the scale up market shaping policies for innovation, interoperability and other key areas of digital health.

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

What you'll do:

The primary function of this role is creating a marketing shaping toolkit for digital health. Main deliverables include: 1) Policy brief on global success and failures in market shaping in digital health; 2) Policy brief with recommendations for policy measures that could be adopted to support important policy reforms in LAC for digital health. Key activities include:

- Create a workplan, methodology, and list of key stakeholders to involve throughout the process;
    - o Methodology should include literature review and key informant interviews at minimum
- Identify strategic interventions and initiatives aimed at transforming and optimizing the digital health market to better meet public health needs, improve healthcare delivery, and ensure sustainable growth at the global level.
    - o Examples should include approaches to address market failures, reduce barriers to entry, stimulate innovation, and create a favorable environment for digital health solutions and health information exchange to thrive such as but not limited to: Regulatory Frameworks; Incentive Programs; Public-Private Partnerships; Data

Interoperability Standards; Market Research and Analysis; Capacity Building Initiatives; Funding and Investment; and Procurement Policies.

- Draft two policy briefs:
  - o Policy brief should be no longer than 30 pages but can include technical annexes with references and additional information
  - o Policy brief should include annex with indicators/key performance indicators used for Incentive Programs
  - o Policy brief should include results of / estimation of economic impact of policy changes
  - o **Policy brief 1** on global success and failures in market shaping in digital health, including efforts to incentivize innovation and interoperability and domestic and international health information exchange, among others.
  - o **Policy brief 2** for the IDB and LAC region with recommendations for policy measures that could be adopted to support important policy reforms.
- Finalize draft according to IDB comments.

Deliverables and Payments Timeline:

Product 1: Workplan and policy brief outlines;

Product 2: Draft policy brief 1

Product 3: Drafts policy brief 2

Product 4: Final policy briefs 1 and 2

Payment timeline:

Deliverable	# months from signing	% of Payment
Product 1: Workplan and policy brief outlines	3 weeks	25%
Product 2: Draft policy brief 1	3 months	25%
Product 3: Draft policy brief 2	6 months	25%
Product 4: Final policy briefs	9 months	25%

What you'll need

- **Education:** A Master's degree or equivalent in health/hospital administration, public health, or business administration, computer science, health policy, economics or related field;
- **Experience:** Minimum of 10 years of experience working the in the health sector, specifically in the context of policy design and implementation and market shaping strategies;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish required.

- **Core and Technical Competencies:** Experience in writing policy briefs for international audience; experience conducting research in digital health policy and market shaping; Experience working in an international context is highly desirable; Strong project management skills; Strong writing and communication skills; Demonstrated ability to work independently without direct supervision; Strong knowledge of desktop software, including word processing, spreadsheets, and presentation software.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity**: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** XXX days in a period of XX months
- **Work Location:** Remote.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

Follow us:

https://www.linkedin.com/company/inter-american-development-bank/

https://www.facebook.com/IADB.org

https://twitter.com/the_IDB

About IDB Lab

Is the innovation laboratory of the IDB Group. We mobilize financing, knowledge, and connections to drive innovation for inclusion in Latin America and the Caribbean. We believe innovation is a powerful tool that can transform our region, providing today unprecedented opportunities to populations that are vulnerable due to economic, social, or environmental factors. IDB Lab has a commitment to gender quality and diversity as part of its development mandate. The Strategy and Impact unit supports IDB Lab in the development of strategy, connections and knowledge, and impact measurement and reporting.

Follow us:

https://www.linkedin.com/company/idblab/

https://www.facebook.com/IDBLab

https://twitter.com/IDB_Lab

About IDB Invest

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social, and environmental development in the region. With a portfolio of $14.1 billion in asset management and 325 clients in 25 countries, IDB Invest

provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

Follow us:

https://www.linkedin.com/company/idbinvest/

https://www.facebook.com/IDBInvest

https://twitter.com/BIDInvest

SCL/SPH Prioritization of Non-Communicable Diseases for digital transformation Toolkit Consultant

Post of Duty: Remote

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a dynamic, innovative, and experienced digital health consultant to design a toolkit for support governments in the prioritization of non-communicable diseases (NCDs) for digital transformation. In this role, you will be responsible for working with IDB team to design a toolkit to support governments to determine the best combination of digital health investments to tackle NCDs.

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

What you'll do:

The primary function of this role is creating a toolkit for governments to support prioritization of NCDs with digital interventions. Main deliverables include: 1) Policy briefs on the benefits of investments in digital health for NCDs; 2) economic model with dynamic online tool that allows the user to run various scenarios to determine effects on lives saved and return on investment. Key activities include:

- Create a workplan, methodology, and list of key stakeholders to involve throughout the process
    - Methodology should include the data sources and literature review to
- Design economic model to quantify the effects of various digital health interventions on NCDs to allow decision makers to simulate effects of these interventions and define ideal package of intervention that has the best return on investment
    - Model should also consider how to maximize inclusion and equality in role out of digital health intervention
- Draft two policy briefs:

- o Policy brief should be no longer than 30 pages but can include technical annexes with references and additional information.
  - o **Policy brief 1** summarizing the finding from the model at the regional level, highlighting which diseases have the largest burden and which interventions have the highest potential impact
  - o **Policy brief 2** including a technical explanation of model, its assumptions and its limitations
- Finalize draft according to IDB comments.

Deliverables and Payments Timeline:

Product 1: Workplan and methodology

Product 2: Draft version of model with regional level and country level data

Product 3: Draft policy brief 1

Product 4: Draft policy brief 2

Product 5: Final policy briefs 1 and 2 and model

Payment timeline:

Deliverable	# months from signing	% of Payment
Product 1: Workplan and policy brief outlines	3 weeks	20%
Product 2: Draft version of model with regional level and country level data	3 months	20%
Product 3: Draft policy brief 1	4 months	20%
Product 4: Draft policy brief 2	5 months	20%
Product 5: Final policy briefs 1 and 2 and model	6 months	20%

What you'll need

- **Education:** A Master's degree or equivalent in health/hospital administration, public health, or business administration, computer science, health policy, economics or related field;
- **Experience:** Minimum of 10 years of experience working the in the health sector, specifically in the context of policy design and implementation and market shaping strategies;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish required.
- **Core and Technical Competencies:** Experience in writing policy briefs for international audience; experience conducting research in digital health policy and market shaping; Experience working in an international context is highly desirable; Strong project

management skills; Strong writing and communication skills; Demonstrated ability to work independently without direct supervision; Strong knowledge of desktop software, including word processing, spreadsheets, and presentation software.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

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- **Consanguinity**: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** XXX days in a period of XX months
- **Work Location:** Remote.

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We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

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https://twitter.com/the_IDB

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Is the innovation laboratory of the IDB Group. We mobilize financing, knowledge, and connections to drive innovation for inclusion in Latin America and the Caribbean. We believe innovation is a powerful tool that can transform our region, providing today unprecedented opportunities to populations that are vulnerable due to economic, social, or environmental factors. IDB Lab has a commitment to gender quality and diversity as part of its development mandate. The Strategy and Impact unit supports IDB Lab in the development of strategy, connections and knowledge, and impact measurement and reporting.

Follow us:

https://www.linkedin.com/company/idblab/

https://www.facebook.com/IDBLab

https://twitter.com/IDB_Lab

About IDB Invest

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social, and environmental development in the region. With a portfolio of $14.1 billion in asset management and 325 clients in 25 countries, IDB Invest provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

Follow us:

HRD Terms of Reference   **ANNEX A**

https://www.linkedin.com/company/idbinvest/

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TERMS OF REFERENCE

Consulting for a baseline and follow-up measurement of digital health innovations

Regional

RG-T4471

1. **Background and Justification**

   1.1. IDB and PAHO are both collaborating with CETIC.BR to improve the quality and comparability of the data on the use of information and communication technologies in health facilities in the LAC region. CETIC.BR, is a leading organization based in Brazil that supports quality standards in surveys of access and use of information technology, it is also a Regional Center for Studies for UNESCO. This information is an important first input for national policy dialogue for digital transformation, as well as to collect standardized and comparable information at baseline and follow-up assessments of national digital health projects.

2. **Objectives**

   2.1. The main objective of this consultancy is to measure baseline and follow up effects of digital health innovation using standardized tools. This measurement will be a priority input to generate a recommendation of strategic guidelines that can operate as a basis for the formulation of an Implementation Plan aimed at improving such systems/technologies.

3. **Scope of Services**

   3.1. The work will be developed in:

   Regional Hospitals
   National Hospitals
   Health Units
   Telephone or internet surveys with patients

   3.2. The location of the establishments will be defined by the coordinating team and the MOH in the planning of the execution of the Contract with the contractor.

4. **Key Activities**

   4.1. Methodology:

   - The Contractor must present a technical proposal with the description of the methodology to design and validate the survey instruments and sampling frame, carry out data collection, and prepare a report and final database, and describe the model of service provision, including teams, roles, etc.

   - The methodology to be applied should be aligned and produce comparable data to the OECD methodology for the measurement of ICTs in Health and its adaptation to the region[1]. It must also

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[1] The Working Group on the Measurement of Information and Communication technologies (ICT) of the Statistical Conference of the Americas (CEA) of ECLAC developed the ICT Health Module, in a joint effort with the Pan

apply international standards and good measurement practices, thus ensuring the homologation and comparability of questionnaires between different countries [2] using a tested instrument in different scenarios.

- The measurement shall be carried out at the level of:
  - Health-care establishments and institutions
  - Health professionals
  - End users of the health system

- The provider will be responsible to make contacts with the establishments or institutions for the coordination and conduct of the survey, as well as with the health personnel who integrate the universes and samples of study and will be responsible for the survey in a timely manner as well as the coordination with the institutions necessary for the development of field work (coordination of interviews). The survey must be representative at the national level and the regional levels and include a census of the project area.

- The MOH counterpart will provide contact information for conducting the survey or census to institutions and health professionals, as well as undertakes to disseminate at the level of all actors the existence of this study and the official nature of it.

- The methodological aspects, work plan and associated times, will be proposed by the contractor, and will be part of the first consensus to be made with the MOH and IDB teams, with the task of achieving a first delivery of the consultancy.

- The Contractor must indicate the tools to be used to manage the consultancy, as well as to carry out the survey, its systematization, analysis, and report and follow up on the progress of the project.

The activities that the contractor must perform to achieve the objective of the consultancy are as follows:

Data collection should consider two strategies:

1. Development of a self-filling instrument, filling monitoring, data consolidation and reporting (census).

2. Validation in a sample of establishments: visit and compare with the self-filled instruments. All Hospitals will be visited and validated.

For healthcare facilities, an information systems questionnaire should be generated, considering at least the following aspects:

- Identify and relieve the various current information systems managed by MOH or establishment, establishing the services provided by each of the systems, and their level of appropriation.

At the level of Technological Infrastructure:

- Identify and document the technological infrastructure available in Health facilities: datacenters, servers, storages, jobs, data networks.

American Health Organization (Regional Office of the World Health Organization) - PAHO/WHO; ECLAC as Technical Secretariat of the Plan of Action on the Information and Knowledge Society for Latin America and the Caribbean (Elac 2015); the Regional Center for Information Society Development Studies (CETIC.br), and the support of various ministries of health and specialists in the region. Measurement of access and use of Information and Communications Technologies (ICT) in the health sector.
https://www.cetic.br/media/docs/publicacoes/1/measurement%20of%20digital%20health.pdf
[2] Questionnaires agreed under the RACSEL NETWORK for ICT measurement in Health for the Americas region.

- Analyze such infrastructure and establish the main strengths and weaknesses for each establishment, in accordance with ISO standards
- Propose improvements in the Technological Infrastructure of establishments and define the relevance of having a centralized or decentralized structure of datacenters.

At the Human Resources level:

- The universe of study includes doctors, nurses and nursing assistants, who reside in the country and who are active.
- The sample is random stratified by type of professional, which should be calculated according to the universe of XXX medical professionals, XXX nurses and nursing assistants.
- The list of qualified doctors, nurses and nursing assistants residing in the country and active will be provided by MoH.
- For health professionals, a chapter of the questionnaire on the following aspects should be generated at least:

  o Identify and analyze the organizational IT structures available in health facilities and establish the main strengths and weaknesses of them.
  o Propose changes in IT organization structures to strengthen them.

At the User Level:

At the level of the general population over the age of 18, a short block of questions on the use of ICT in relation to health will be applied. The sample size should be calculated based on the population served by the XXX which is XXXX people.

At the General level:

- Identify barriers to technology adoption in health environments, applied to the local level and Opportunities and Threats present in the environment.
- Define integration strategies and/or elimination of systems and platforms ensuring the provision of all services defined by MoH

Technical Team

For the development of the consultancy, at least the following profiles are required in the work team:
* Project Manager,
* Principal investigator,
* Interviewers
* Field Coordinator

The Project Manager will oversee all tasks related to project management and management throughout its lifecycle and will interact with its counterpart for all appropriate purposes. The project manager role can be the fulfilled by the principal investigator.

5. **Expected Results and Products**

Product 1: Work plan detailing the scope of each of the activities to be carried out by the consultant including: Timeline of deliveries of products and activities, methodology and final instrument, plan of visits to health establishments and strategy for socialization of the results of diagnosis including the dates for MoH and IDB to review and approve each of the products.

Product 2: Report   of the consultancy containing at least a relationship of the technical and field visits made and a first version of the opportunities for improvement. The report shall contain the following analysis:

Information System
- Analyze, identify and relieve the various current systems and platforms managed by MOH and their level of adoption at the local level

Infrastructure
- Identify for each establishment that systems and platforms are used and their level of appropriation and geographical location. (Sample)
- Identify and establish the Hardware required for the use of the different systems and platforms and their current availability in each of the health establishments.
- Analyze the availability of data center infrastructure in each of the health facilities and define the relevance of having a centralized or decentralized system.
- Establish the current connectivity infrastructure status of health facilities and the capacity required depending on the services provided and/or should be provided in each of them.

Human Resources
- Identify assigned or responsible personnel and the knowledge they possess for the use and management of systems and platforms.
- Identify perceptions of ICT tools and their use in healthcare, including benefits of using health IT and their concerns related privacy, among others.

General Population
- Identify perceptions of ICT tools and their use in healthcare, including benefits of using health IT and their concerns related privacy, among others.

Product 3: Database

- Provide data to IDB and MOH according to IDB guidelines

6. Project Calendar and Milestones

6.1. First Product: two weeks after the contract was signed
6.2. Second Product: Three months after the contract was signed
6.3. Third Product: Six months after the contract was signed

Consulting duration: 6 months

7. Reporting Requirements

7.1. All reports should be prepared in English and Shared in Electronic form.

8. Acceptance criteria

8.1   All products must be approved by the MOH and IDB, which must be made via official note or email by the person designated as a technical counterparty.

9.   Monitoring and Reporting

9.1 The consulting firm will report to Jennifer Nelson at the IDB and provide monthly updates via email to the IDB and MoH on project status. It is the responsibility of the Firm to ensure that such meetings are held, and reports submitted to the Bank.

10. Payment Calendar

- First Payment: 20% on delivery of Product 1
- Second Payment: 60% on delivery of Product 2
- Third Payment: 20% on delivery of Product 3

SCL/SPH Inclusive Digital Health Innovations Policy Brief Consultant

Post of Duty: Remote

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a dynamic, innovative and experienced digital health policy brief consultant. As the digital health policy brief consultant you will be responsible for working with IDB team to draft policy briefs for digital health interventions.

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

What you'll do:

The primary function of this role is to draft four (4) policy briefs for innovation and inclusive digital health. Main deliverables include: 1) four policy briefs. Key activities include:

- Create a workplan, methodology, and list of key stakeholders to involve throughout the process;
- Review of existing documentation and assessments from PAHO, IDB and the MOH;
- Review results of digital health innovation assessments;
- Conduct Literature review of inclusive digital health innovations for primary health care;
- Conduct Literature review of digital health innovations as required;
- Draft policy brief according to audience in English or Spanish;
- Finalize draft according to IDB comments.

Deliverables and Payments Timeline:

Product 1: Workplan;

Product 2: Literature review inclusive digital health innovations for primary healthcare and others are agreed in workplan

Product 3: Drafts of 4 policy briefs

Product 4: Final policy briefs

Payment timeline:

Deliverable	# months from signing	% of Payment
Product 1: Workplan	2 weeks	25%
Product 2: Literature review of digital health intervention techniques and standardized instruments	1 month	25%
Product 3: Drafts of 4 policy briefs	6 months	25%
Product 4: Final policy briefs	12 months	25%

What you'll need

- **Education:** A Master's degree or equivalent in computer science, health/hospital administration, public health, or business administration, or related field;
- **Experience:** Minimum of 5 years of experience working the in the health sector, specifically in the context of planning and deployment of information technology to support business and clinical goals;
- **Languages:** Advanced writing, communication and presentation skills in English and Spanish
- **Core and Technical Competencies:** Experience in human resource recruitment or procurement processes in public institutions; Experience working in an international context is highly desirable; Strong project management skills; Demonstrated ability to work independently without direct supervision; Strong knowledge of desktop software, including word processing, spreadsheets, presentation and diagramming software

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity**: You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

HRD Terms of Reference **ANNEX A**

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** XXX days in a period of XX months
- **Work Location:** Remote.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

Follow us:

https://www.linkedin.com/company/inter-american-development-bank/

https://www.facebook.com/IADB.org

https://twitter.com/the_IDB

About IDB Lab

Is the innovation laboratory of the IDB Group. We mobilize financing, knowledge, and connections to drive innovation for inclusion in Latin America and the Caribbean. We believe innovation is a powerful tool that can transform our region, providing today unprecedented opportunities to populations that are vulnerable due to economic, social, or environmental factors. IDB Lab has a commitment to gender quality and diversity as part of its development mandate. The Strategy and Impact unit supports IDB Lab in the development of strategy, connections and knowledge, and impact measurement and reporting.

Follow us:

https://www.linkedin.com/company/idblab/

https://www.facebook.com/IDBLab

https://twitter.com/IDB_Lab

About IDB Invest

IDB Invest, a member of the IDB Group, is a multilateral development bank committed to promoting the economic development of its member countries in Latin America and the Caribbean through the private sector. IDB Invest finances sustainable companies and projects to achieve financial results and maximize economic, social, and environmental development in the region. With a portfolio of $14.1 billion in asset management and 325 clients in 25 countries, IDB Invest provides innovative financial solutions and advisory services that meet the needs of its clients in a variety of industries.

Follow us:

https://www.linkedin.com/company/idbinvest/

https://www.facebook.com/IDBInvest

https://twitter.com/BIDInvest

Terms of Reference

Digital Health Case Study Consultant: Belize, Jamaica, and Suriname

Post of Duty: Remote

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

We are looking for a creative storyteller and strategic communicator to author case studies on digital health projects in Belize, Jamaica and Suriname. As the Digital health Case study Consultant you will review documentation, interview team members and author a case study following SPH and KIC guidelines. You will work with the Digital Health Team as part of Social Protection and Health (SPH) division.

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Social Protection and Health Division (SPH) is tasked with the preparation and supervision of IDB operations in borrowing member countries in the areas of social protection (safety nets and transfers and services for social inclusion which include: early childhood development, youth programs, care services for dependency, among others), health (health capital investment strategies, health networks strengthening, health system financing, organization and performance, etc.) and nutrition.

What you'll do:

Author case studies on the digital health projects in Belize, Jamaica and Suriname as part of the SPH Digital Health Case Study Series:

- Create workplan and methodology for the consultancy
- Review existing materials on the project and previous IDB publications in case study series and SPH Digital Health Flagship
- Create survey instrument and map key stakeholders to collect key information regarding processes, costs, and impacts of the project, among other information
- Travel to the identified countries and conduct and transcribe in-person and virtual interviews with key stakeholders
- Draft case study in English, answering questions such as: what was achieved; how did they do it (link to the 6 dimensions of the IDB digital house); lessons learned during implementation; what now/next steps; scale/sustainability
- Identify, source and systematize photos, video, websites and other media available to include in the case study

Terms of Reference

- Finalize each case study in English following review and feedback from KIC, SPH and country focal points.

Deliverables and Payments Timeline:

Deliverable #	Percentage	Deliverable Name	Planned Date to Submit
1	25%	Workplan & Methodology	July 2024
2	25%	Case study outline, Survey instruments & stakeholders	Sept 2024
3	15%	1st Draft of Case Studies 1 and 2	October 2024
4	10%	1st Draft of Case Study 3	November 2024
5	15%	2nd Draft of Case Studies 1 and 2	January 2025
6	10%	2nd Draft of Case Studies 3	February 2025

What you'll need

Education: Master's degree (preferred) in communications/journalism, history, politics or related fields

Experience: at least 10 years of professional experience

Languages: Excellent Written and Spoken English (Required) / Working knowledge of Dutch and/or Spanish a plus

Core and Technical Competencies: Experience in writing policy briefs for international audience; experience conducting research in digital health; Experience working in an international context is highly desirable; Strong project management skills; Strong writing and communication skills; Demonstrated ability to work independently without direct supervision.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Terms of Reference

Requirements:

- **Citizenship:** You are either a citizen of one of our 48-member countries
- **Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** 90 days in a period of 8 months
- **Work Location:** Remote

Our culture

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Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

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