

CALL FOR EXPRESSION OF INTEREST

Methadone clinic staff efficiency study

Date of issue: November 8, 2012

Due date for expression of interest: November 22, 2012

Please email questions or expression of interest to:

thuvan@fhi360.org

Issued by FHI 360/ Vietnam

I. Background

Vietnam has been implementing a pilot methadone maintenance therapy (MMT) model since 2008. While the country prepares for rapid expansion of the program nationwide, the government and partners are examining ways to increase efficiency in human resources and service provision via a variety of MMT models. As part of this effort, the Vietnam Authority of HIV/AIDS Control (VAAC) requested the support of the President's Emergency Plan for AIDS Relief (PEPFAR) to examine human resource needs based on the current pilot. PEPFAR has assigned FHI 360 to work with the VAAC, in consultation with the PEPFAR MMT technical team, to conduct the analysis.

II. The study

a. Goal

To examine the time that MMT clinical, counseling, pharmacy and administrative staff spend on service delivery and operations, calculate minimum staff needs for different MMT treatment modalities, and produce recommendations for improved staff and cost efficiency

b. Specific objectives

- Describe the specific daily tasks performed by each MMT clinic staff member (doctors, nurses, counselors, receptionists, pharmacists)
- Using interviews and observations, measure the actual time staff direct to client services and administrative tasks, and calculate the average amount of time that staff members use for specific tasks; identify redundant, overlapping and/or unnecessary tasks that could be reduced or eliminated to increase staff efficiency and reduce costs, based on different MMT staffing and service provision scenarios
- Use observations to measure the actual time that MMT clients spend on each activity at the clinic (i.e. taking medication, counseling, undergoing a physical, taking a urine test, etc.), stratified by treatment induction and maintenance periods
- Conduct a sensitivity analysis and simulation to determine staff needs for a variety of MMT service delivery scenarios

Data from the objectives above will be used to estimate the optimal time required for service delivery and administration, and to identify essential staff structures for a variety of MMT models. The findings will serve as recommendations for MMT clinic organizational and staffing

models to meet the needs of the expanded MMT program in diverse settings within the Vietnamese context.

III. Scope of work

The purpose of this contractual work is to implement the study outlined above according to the approved protocol, which combines qualitative methods (in-depth interviews), and quantitative methods (direct observation and measurement).

Qualitative component: The research team will interview staff at nine clinics in nine provinces (Hanoi, Hai Phong, Ho Chi Minh City, Can Tho, Thanh Hoa, Dien Bien, Hai Duong, Thai Nguyen and Quang Ninh). These clinics are representative of the 41 MMT clinics nationwide. Staff in-depth interviews (IDIs) will address workload, time commitments, efficiencies, inefficiencies, redundancies, and opportunities for synergy. Client IDIs will address awareness of, and opinions about, clinic procedures, access, obstacles to treatment, and inefficiencies. The team will conduct up to 80 IDIs with clinic staff, and 90 IDIs among MMT patients, depending on the depth of discussions and quality of the interviews.

Quantitative component: The team will conduct a *time-motion* study to capture all activities that staff perform in a single work day, and activities of patients while at the clinic. Full-day time-motion captures will be conducted three times in each of the nine clinics for a total of 27 daily captures. The study will record the time that staff spend on providing services and conducting administrative/operational tasks, and the time that patients spend receiving each service (including waiting time). The average time for each activity will be used to conduct a sensitivity analysis and to determine staff needs for a variety of MMT service delivery scenarios.

The selected agency/ group of consultants will implement *and* disseminate results of the study. Responsibilities under the agreement will include minor revisions of the protocol (as needed), data collection at sites, data management, data analysis, presentation of findings, and a written report.

IV. Timeline

The expected timeframe for this study and dissemination is three (3) months.

V. Preparing the expression of interest

Technical component

The technical component should include the following sections, and must be **limited to no more than 10 single-spaced pages, printed on A4 paper with 1-inch margins on all sides** (not including CVs of key staff):

1. Agency / group of consultants experience and capabilities

- Please include a description of your agency / group of consultants and why it is qualified to undertake this study. Also include prior experience and a list of significant projects your agency / group of consultants has accomplished in the last two years, including project names, brief description(s) of the project(s), accomplishments, and the names, addresses, and telephone numbers of at least three references.

2. Approach and activities

- Describe your agency/ group's **approach** to this study and the **activities** your agency /group would conduct to implement according to the goal, objectives and criteria above.
- Include in your approach potential obstacles you may face in implementing this study, and how your agency/ group will overcome those obstacles.
- Please include a **tentative work plan** that provides details on the timing, content, and key players for each main activity.

4. Staff qualifications and management approach

- Include a description of the management structure and approach your agency/ group will use to implement this study. Please include the names and CVs of the staff who will be involved in this study. CVs should outline educational background and relevant work experiences. CVs will not count toward the page limit.

Cost component

Agencies / groups are requested to provide an estimated budget and a one-page budget narrative explaining how it was developed.

Submission

Interested agencies/ groups should submit (1) hardcopy and an electronic version of their expression of interest to FHI 360/Vietnam by **close of business (5:00pm) on November 22, 2012.**

Please submit or send the hardcopy to the following address:

FHI 360/ Vietnam
Att: Nguyen Thu Van
7th floor, Hanoi Tourist Building,
18 Ly Thuong Kiet Street
Hanoi, Vietnam

Electronic versions should be emailed to **thuvan@fhi360.org** with the subject line “*Expression of interest: MMT staff efficiency study*”.

Submissions received after the deadline will not be accepted. In fairness to all agencies / groups, no extension will be granted under any circumstances.

VI. Selection

Evaluation of expressions of interest will be conducted by a review and selection committee. Scores will be tabulated based on the following values:

Technical proposal: 80 points

- Agency / group experience and capabilities: 30
- Approach and activities: 20
- Anticipated complications and proposed methods of addressing them: 10
- Staff qualifications and management approach: 20

Cost proposal: 20 points

Total: 100 points

VII. Award process

After the final selection has been made, FHI 360/Vietnam will notify the selected agency/ group (and those that were not selected). FHI/360 will work with the selected agency / group to develop a sub-award under which the agency / group will implement the project. The selected agency / group is expected to commence work as soon as the sub-award has been signed.

The selected agency may be required to undergo a pre-award review prior to signing the sub-award. The purposes of the pre-award review are to 1) determine if the agency can manage and account for the amount of funds FHI 360 will award, 2) determine if the agency can comply with the terms and conditions of the agreement, and 3) inform the agency of FHI 360's accounting requirements.

FHI 360/Vietnam reserves the right to reject any and all proposals and to negotiate the terms of the sub-award, including the sub-award amount, with the selected agency / group, prior to entering into an award. If sub-award terms cannot be agreed upon, FHI 360/Vietnam may negotiate with the next highest-scoring agency / group. FHI 360/Vietnam makes no obligation, expressed or implied, by issuing this call for EOI or by receiving any submissions. Mutual obligations and responsibilities of FHI 360/Vietnam and the successful agency / group will be detailed in the sub-award. FHI 360/Vietnam is under no obligation to sign a sub-award with any agency/ group should negotiations regarding terms be unsuccessful.