



25 Years for Better Health Systems

Sub project of the UNDP Governance Reform Fund

On-Demand Consultancy services

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CIF Project components

Two components:

1

Asist MoH in elaborating “Georgia Medical Holding” organizational development strategy

2

Establishment of Clinical QA Mechanism for case management of patients with Covid-19



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Component 1

**Asist MoH in elaborating “Georgia Medical Holding”
organizational development strategy**

Objectives and necessary steps

Identify possible organizational and institutional arrangements

- Identify current service profile delivered by entities already included and planned to be included in GMH
- Undertake SWOT analysis of the current organizational and institutional arrangements of GMH
- In close consultation with key stakeholders and using THE best available evidence on hospital governance develop options for organizational/institutional arrangements
- Evaluate risks and benefits of each option

Identify functional profile of GMH and its role/place in the marketplace

- Identify existing market competitors for GMH in the relevant (a) geographical and (b) product/service markets
- Identify competitive advantage of GMH in the marketplace and/or risks
- Develop recommendations to inform the functional profile of the GMH

Based on the analysis propose GMH organizational development strategy

- After analysis and presentation of all outputs produced on previous stage
- Agreements will inform the GMH development strategy document

Scope of Analytical Work and Data Sources for Objective 1

Prior to identifying possible organizational and institutional arrangements of GMH we will conduct facility analysis/current service profile of the entities included in GMH and planned to be included in GMH

- ❖ Data will be collected through desk review of existing documents and predefined standardized qualitative and quantitative data collection tools
 - ☐ Type and volume of services provided
 - ☐ Capital/ building status and upgrade requirements
 - ☐ Capital/Equipment and upgrade requirements
 - ☐ Etc. TBD
- ❖ Facility financial performance data from audited financial statements that will
 - ☐ Inform current financial standing of the entity
 - ☐ Could be benchmarked against core competitors (in the next phase)
 - ☐ Will help estimate the size of the capital and its state

Scope of Analytical Work for Objective 2

- ❖ For developing functional profile of GMH we will undertake health care market analysis 2016-2018 (2019 will be included if data is available)
- ❖ The Data sources will include:
 - ❖ Statistical Yearbooks from NCDC for facility-specific discharges and outpatient utilization rates to estimate overall service demand in the marketplace
 - ❖ Case-based data from SSA to estimate share of government purchased services in a given (a) geographical and (b) product/service market
 - ❖ Audited financial statements from competitor entities from www.saras.gov.ge to evaluate and benchmark profitability of GMH against competitors
 - ❖ Human resource supply from NCDC to estimate HR availability for GMH and possible risk/challenges it may bring.

June-August

September-November

December

Identify possible organizational
and institutional arrangements
for GMH

Identify functional profile of
GMH and its role/place in the
marketplace

Based on the analysis
propose GMH development
strategy

National
consultation 1

National
consultation 1



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Questions for Clarification

1. Do we need to include in our Scope of Work those public facilities that are planned to be managed by Georgia Medical Holding (GMH) at the second stage? Or we should focus only on three hospitals that are included under the management of GMH at this stage (Tbilisi Republican hospital, Oncology hospital, Tbilisi children infectious disease hospital)?
2. If MoH intends that we should cover hospitals from the second phase as well could we have a full list of hospitals?
 - Batumi Republican Hospital
 - Rukhi hospital
 - Gudauri regional hospitals
 - Psychiatric hospitals
 - TB clinics
 - Anything else????
3. We anticipate that Infectious Disease Hospital/AIDS Center will not be included in our Scope
4. We know that Vienna Group conducted some kind of situation analysis – if the report is available could MoH share with us?

Component 2

Establishment of Clinical QA Mechanism for case management of patients with Covid-19

Implementation phases, process, timelines and outputs

PROCESS & ACTIVITIES

1. INCEPTION PHASE

- Assessment of the strength and weaknesses of the current CQA mechanism through stakeholder in-depth interviews
- Kick off meeting with the regulatory Agency of the Ministry, agreement on implementation strategy, final deliverables and elaboration of detailed action plan

2. SOP DEVELOPMENT PHASE

- Development of CQA implementation Standard Operation Procedure (SOP) & guideline
- Sampling of patient records and coding
- Development of Clinical Auditors (specialists) selection & contracting SOP and guideline including all required standard forms
- Support the Ministry in selection of clinical auditors for CQA of COVID-19 cases
- Development and approval of Criterion Based Clinical Audit Form (general and for COVID-19) and guideline for assessment scoring
- Consultation with the Clinical Auditors for the development of Criterion Based Clinical Audit Form

3. CLINICAL AUDIT PHASE

- Clinical Audit of selected COVID-19 cases
- Period consultation with clinical auditors on the progress of CQA and results
- Discussion of CQA results, scoring and recommendations of each audited case with the group of clinical auditors

4. REPORTING PHASE

- Frequency analysis of observed clinical management weaknesses across the studied sample of cases
- In close collaboration with Clinical Auditors, formulation of recommendations related to further enhancement of the national COVID-19 clinical protocol
- Refinement of all SOPs developed in the Phase 2 as needed

JUNE 2020

JUL-SEP 2020

OCT-DEC 2020

JAN-FEB 2021

OUTPUTS

10

- PPT on the results of CQA assessment
- Implementation Action plan & timeline
- List of final deliverables

- All SOPs and guidelines listed above developed
- Clinical Assurance Auditors selected
- Patient records sampled and coded

- Clinical Audit Reports for all audited cases with recommendations related to improvement of clinical
- Recommendations for enhancement of national COVID-19 clinical protocol

- Final report outlining common weaknesses in clinical management of COVID-19 cases and recommendations
- Recommendations for enhancement of national COVID-19 clinical protocol

Thank You



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