

Development of National Occupational Standards for Job Roles in Allied Healthcare & Paramedics

Issued by:

Healthcare Sector Skill Council 23, Institutional Area, Lodi Road, New Delhi



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HEALTHCARE SECTOR SKILL COUNCIL – AN INTRODUCTION

Healthcare Sector Skill Council (HSSC) is a Not-for-Profit Organization, registered under the Societies Registration Act, 1860. The Council has been promoted by the Confederation of Indian Industry (CII) and leading Healthcare Industry Members across India, with financial support by National Skill Development Corporation (NSDC). The key objective of the HSSC is to create a robust and vibrant eco-system for quality education and skill development in paramedics and allied healthcare space in the country.

The mandate for the HSSC is

- carry out a Functional and Occupational Mapping and develop a Catalogue of Industry
 Occupations / Job Roles in Allied Healthcare & Paramedics
- Develop & Set National Occupational Standards for select Job Roles in Allied Healthcare & Paramedics
- Develop & Put in place an Assessment & Certification mechanism for Accreditation of Training Institutes / Trainees and Trainers
- Set-up Centre of Excellence a simulation centre, to increase safety, efficacy and effectiveness of patient care through innovative, interdisciplinary training of allied health staff, perform training of trainers for simulation based education, provide novel innovative technologies that are safe, affordable and for use in the Indian context and to provide benchmark and standard of curriculum and curriculum delivery methods for wide spread trainin of allied healthcare at centres of excellence across the nation.
- o Put in Place an Effective Labour Market Intelligence System

REQUEST FOR PROPOSAL

- HSSC seeks RFP from reputed consulting firms which can undertake the job of development of "National Occupational Standards" as per the scope given in this RFP document.
- HSSC, through this Request for Proposal (RFP), seeks to select a competent consulting firm with relevant experience and capabilities to develop National Occupational Standards (NOS) for select job-roles in the allied healthcare and paramedics in India.



PROJECT SCOPE & BRIEF

Current Scenario & Objective of the Project

Healthcare sector in India presents unique opportunities and challenges. It has been growing rapidly over the last couple of years and is expected to double its size to US\$ 100 billion by 2015 from its present level of US\$ 60 billion.

Among several challenges, shortage of skilled manpower has been identified as one of the most critical constraints that the sector is confronting with. According to the High Level Group Report on Universal Health Coverage, a substantial scale-up of the healthcare workforce is needed across cadre. There is a need to increase doctor to population ratio from 0.5 to 1 per 1000 population and nurses from 0.9 million to 2.7 million by 2020. The report further accentuated that skilled support services should be provided by suitably trained nurses and allied health professionals.

While there is a huge need and demand for skilled workforce, there are neither national occupational standards nor any mechanism to streamline and standardise education / skill development for Allied Healthcare and Paramedic Profession in the country. As a result, there is an inconsistency in the competency level, affecting efficiency, productivity and delivery of services.

The objective of this Project is to develop National Occupational Standards (NOS), in consultation with all concerned, particularly Healthcare Service Providers, to be used as benchmark of performance, together with knowledge, skills and understanding expected from Allied Healthcare and Paramedic Professionals at different functional levels. These standards will be used to provide a foundation for standardised education & training, assessment & certification of professionals, accreditation and quality assurance of training institutions, laying down career paths, providing placement support through LMIS and so on and so forth; with an overall clear objective of ensuring availability of competent and skilled manpower to the healthcare sector.



Scope of Work

The scope of this project shall include but not necessarily be limited to the following tasks:

A. Research, Analysis and Assessment of the Sector / Sub Sector / Occupations / Functions

Demand Side :

- The size and profile of the sector and geographical location of healthcare service providers (state—wise & city-wise) and workforce at various levels.
- Anticipated changes in employment patterns and future requirements. A study on the number of jobs available in key sub-sectors and verticals and emerging demands.

<u>Clarification</u>: In addition to using secondary data, the HSSC is expecting the consulting firms to do a survey of healthcare service providers (minimum size 150 healthcare service providers) across India. The survey should cover 30 tertiary / multi-specialty hospitals – both private and public, 60 mid-size healthcare service providers (having capacity of 100-200 beds) – both private & public, 60 small scale healthcare service providers (having capacity of 20-50 beds). The objective is to ascertain

- Size & Profile of the Sector
- Expected growth of the sector
- Existing workforce (categories+ numbers) and work Specifications / Job Roles
- Anticipated Changes in the employment patterns and future requirements (categories + numbers)

Supply Side :

- Identify the existing supply sources (formal & non-formal education, training institutes, nursing colleges, etc) – How the existing demand is met?
- Develop a database of training programs across academic levels, 'Under-graduate', 'Post Graduate' and 'Vocational' in allied healthcare and paramedics.

B. Occupational Mapping

- Identify all the Occupations & Job Roles across Allied Healthcare and Paramedics
- Profiling of Job Roles, including expected out come and competencies required to achieve the expected outcome.
- Career paths / Opportunity for progression, commencing from entry level to the senior positions.
- Identification and Elucidation of skill deficiencies / gaps- soft, generic and domain specific.
- Employment opportunities for undergraduate level (job roles which could be offloaded to 10th / 12th standard students)



C. Functional Analysis

- Functional analysis is the main tool used to develop National Occupational Standards.
- It involves analysing areas of work and identifying the <u>outcomes</u> that people should achieve
- Functions mean the activities a person is expected to do as part of their job. They must have a clear purpose and outcome that are valuable to the employer.

So the function analysis should follow the stages given below

- Key purpose
- Identification of Functions (Tasks): "What needs to happen to achieve the key purpose"
- Identification of Possible NOS title: "What needs to happen to achieve each function"
- For each NOS, identify performance (Skill) and Knowledge criteria :
 - Performance / Skills : What are the activities in each NOS, which are to be performed?
 - Knowledge: What are the underpinning knowledge attributes which are to be understood to perform each of the above activities

D. <u>Development of National Occupational Standards</u>

- Develop National Occupational Standards & Qualification Packs for occupations which cover 80% of workforce segments of allied healthcare and paramedics
- Validation through Key Stakeholders
- Final Version of NOS and Sustainability Plan to Maintain the relevance and currency of NOS
- While preparing occupational standards, all existing standards in allied healthcare, including those in other countries, shall be studied and assessed and best practices be taken into consideration.
- National Occupational Standards should categorically mention Function Description and Competencies - Knowledge (Generic and Domain Specific), Skills (Generic and Domain Specific).

Occupational Standards should also have :

- Unique Reference Number: A combination of 3 letter and 4 numbers code that identifies the standards has been set up by Healthcare Sector Skill Council
- Qualification Packs to define the set of NOS which are aligned to one Job Role.

(Please refer to the attached "NOS Protocol", prepared by NSDC)



SCHEDULE OF EVENTS

The following table provides a schedule of Events relating to this request.

Event	Target Date
Pre-Bid Meeting with Consulting Firms	7 September, 2012
RFP issued to the Vendors / Published on the website	1 October 2012
Last date of submission of Proposals	19 October, 2012
Award of Contract by HSSC	29 October, 2012
Commencement of implementation of project	1 November, 2012

^{*}The dates furnished above are subject to revision by HSSC

PROJECT DELIVERABLES & TIMELINES

S.	Activity	Timeline
No.		
1	Commencement of Implementation of Project	1 November 2012
2	Presentation on Research, Analysis and Assessment of the Sector / Sub Sector and Draft Report on Functional & Occupational Mapping	1 December 2012
3	Presentation of Interim Report on NOS for Functions / Job Roles	8 January 2013
5	Presentation of the final report on NOS after taking into consideration the advice / views of HSSC and also after extensive consultation with stakeholders to ensure their validation	4 February 2013
6	Presentation of NOS + QP + Sustainability Plan to maintain relevance of NOS	15 February



PROPOSAL OPENING AND EVALUATION CRITERIA

HSSC has constituted a National Committee on NOS (comprising industry members and CEO of HSSC) to open and evaluate the responses of the bidders to the RFP. Select bidder would be required to make a presentation to the HSSC National Committee on NOS.

Evaluation of Bid

- A two-stage Evaluation Criteria will be adopted in evaluating the bids.
 - The commercial bids will be opened and evaluated of only those consortia / consulting firms which fulfil the following conditions
 - ✓ Prior Experience with regard to Preparation of NOS for Healthcare Sector either in India or Abroad and
 - ✓ Secure at least minimum technical score of 70% of the obtainable score of 100 points.
 - **Financial Bid:** The Bidder shall indicate the prices of services it proposes to supply under the contract.

<u>Clarification</u>: The financial bids should cover the following, as given in the Scope of Work

Services	Fee for Services (Indian Rs)
 Research, Analysis and Assessment of the Sector / Sub Sector / Occupations / Functions Occupational Mapping Functional Analysis 	
Creation of NOS for 25 Job Roles	
Total	

 The contract will be awarded to the consulting firm which qualifies the technical bid and quotes lowest Total Price (L1) for the services



Technical Bid

Consortia / Consulting Firms must

- A. have Prior Experience with regard to Preparation of NOS for Healthcare sector either in India or Abroad, and
- B. secure minimum technical score of 70% of the obtainable score of 100 points

S. No.	Evaluation Criteria / Definition		Point Score
1	Profile of the Consultants Executing the Project		25
	Members executing the project having minimum 5 years of relevant	20	
	experiences (NOS, HR, Vocational Education, Talent Supply Management, etc) Head of the Project having experience of Healthcare Sector	5	
2	Spread and Reach of the Consortium / Consulting Firm		4-
	(Presence of operations across states / regions).		15
3	Experience of the Consortium / Consulting firm in projects in healthcare in (any project in addition to experience of creating NOS in Healthcare Sector in		15
	and abroad which is a must – as given above "A"). The objective is to understand the		
	depth and knowledge base available with the consortium / consulting fi	rm in	
	healthcare sector, necessary for successful execution of the project. Every re	levant	
	project to get 5 marks, Maximum 3 Citations		
4	Overall Understanding of the Project		
	(Overall Understanding of the project and knowledge of National Occupa	itional	15
	Standards & Qualification Packs and ability to meet the project objectives)		
5	Approach & Methodology of Execution		
	(Description of the methodology to be adopted to execute the project. This incl	udes	15
	approach, processes, research, access to date primary and secondary, key activit	ies,	
	work plan with timelines, and reporting and control mechanism to be used to		
	efficiently manage the project)		
6	Timelines for Execution		
	(Capacity to achieve milestones and complete the project timelines as defined in RFP)	the	15
	TOTAL POINTS		100

Financial Bid: The Bidder shall indicate the prices of services it proposes to supply under the contract. All costs shall be inclusive of all taxes, duties, charges and levies of State or Central Governments, as applicable, at the date of signing the Agreement and subject to deduction of all statutory deductions applicable, if any. In case of upward revision to duties and taxes the Bidder will be responsible to incur the additional cost. The Bidder has to include all costs like Travel, Lodging & Boarding, Local Travel expenses, etc incurred during the implementation and HSSC will not bear any additional costs on these.



PROPOSAL CONTENT GUIDELINES

In order to facilitate the evaluation by the HSSC National Committee on NOS and to ensure each proposal receives full consideration, proposals should be accompanied by the documents as listed below.

- Proposal Submission Letter along with Table of Contents, Executive Summary, Vendors Profile
- Technical Proposal along with
 - A Descriptive Note on the Project & deliverables as per your understanding.
 - Approach Paper with details on methodology: This section should demonstrate the Bidder's responsiveness to meet or exceed the specifications, given by HSSC. The description below briefly describes the proposed methodology. The selected vendor may suggest changes/ additions/ modification for more effective achievement of the objective by:
 - Referring to the research studies which have already been conducted so as to have an overall understanding of the Human Resource structure in the healthcare industry.
 - o Industry Survey to determine the emerging demands for various Occupations / Job Roles in Allied Healthcare and Paramedics.
 - Discussions with Industry stakeholders to carry out Occupational Analysis and develop Occupational Maps.
 - Carry out functional analysis to identify all purposeful activities required to perform the function.
 - Identification of existing NOS, if any available, and refer to the same for carrying out functional mapping and developing NOS for the allied healthcare and paramedics.
 - Referring to NOS already in existence in other countries (US, UK, Canada, Australia) so as to ensure benchmarking
 - Development of NOS with the following characteristics:
 - i. Clear, concise and readable, in unambiguous language
 - ii. Flexible to accommodate changes in future
 - iii. Self sufficient with minimum cross references
 - Matching the NOS required as per current skills and projected Skills and incorporating potential education and training need in the future to fill in the gap.
 - The Format of NOS and Qualification Pack would be exactly as laid down in NSDC NOS Protocol attached.
 - Prior Experience with regard to Preparation of NOS Details to be attached
 - Profile of Consultants Executing the Project Details to be attached
 - > Spread and Reach Details of office / operations across states / regions
 - > Time-lines for Execution of the Project Your estimates / preference



PROPOSAL PREPARATION COSTS

- The bidder is responsible for all costs incurred in connection with participation in this process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings/discussions/presentations, preparation of proposal, in providing any additional information required by HSSC to facilitate the evaluation process, and in negotiating a definitive Contract or all such activities related to the bid process. HSSC will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- This RFP does not commit HSSC to award a contract or to engage in negotiations. Further, no reimbursable cost may be incurred in anticipation of award or for preparing this bid.
- All materials submitted by the bidder become the property of HSSC and may be returned completely at its sole discretion.

BIDDERS' INQUIRIES AND HSSC'S RESPONSES

 All enquiries / clarifications from the bidders related to this RFP, must be directed in writing exclusively to Mr. Babu Khan, CEO, Healthcare Sector Skill Council at his email ID babu.khan@healthcare-ssc.in

VENUE AND DEADLINE FOR SUBMISSION

Proposals must be received at the address specified below by 1715 hours on 19 October,
 2012 by the authorized representative mentioned in the document.

Mr. Babu Khan, CEO
Healthcare Sector Skill Council
Mantosh Sondhi Center
23, Institutional Area, Lodi Road
New Delhi

- Any proposal received by the HSSC after the above deadline shall be rejected and returned unopened to the Bidder.
- The bids submitted by fax/e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- HSSC shall not be responsible for any postal delay or non-receipt/ non-delivery of the documents. No further correspondence on the subject will be entertained.
- HSSC reserves the right to modify and amend any of the above-stipulated condition/criterion depending upon project priorities vis-à-vis urgent commitments.



GENERAL INSTRUCTIONS

- Consulting Firms / Consortia submitting the proposal must be a legal entity duly incorporated under the law
- Must have a Permanent Account Number (PAN) from Income Tax authorities.
- All the communication to HSSC including the proposal and the bid documents shall be signed on each page by the authorized representative of the bidder and authority letter should be attached with the bid.
- The bidders should submit their proposals in 2 sets of printed copies and a non-rewritable CD as a single file in PDF format.

The Bid should be submitted in two separate envelops;

- Technical Proposal
- Financial Bid
- All pages of the proposal must be sequentially numbered and shall be initialled by the Authorized Representative of the bidder.
- The technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the Financial Bid.
- Information which the Bidder considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.
- All prices shall be guoted in Indian Rupees (INR).
- Proposals shall remain valid for One Hundred and Twenty (120) days after the date of Proposal submission prescribed by the HSSC. A Bidder granting the request will not be required nor permitted to modify its Proposal.
- The Bidder shall seal the Proposal in one outer and two inner envelopes, as detailed below.
- The outer envelope shall be addressed to –

Mr. Babu Khan CEO, Healthcare Sector Skill Council Mantosh Sondhi Center 23, Institutional Area, Lodi Road New Delhi 110 003

Marked Clearly Proposal for – "Development of National Occupational Standards (NOS) for Job Roles in Allied Healthcare & Paramedics"

(a) Both inner envelopes shall indicate the name and address of the Bidder.



- (b) The first inner envelope shall contain the technical information with 2 hard copies duly marked "Original" and "Copy" and one soft copy
- (c) The second inner envelope shall include 2 copies of the Financial Bid duly marked "Original" and "Copy".
- (d) The hardcopies of the Technical proposal and Financial Bid should be in separate sealed envelopes, clearly marked as "Response to RFP for Development of NOS for Job Role in Allied Healthcare & Paramedics" (Technical proposal or Financial Bid as the case maybe)
- (e) The outer envelope shall indicate the name and address of the bidder to enable the proposal to be returned unopened in case it is declared "late." Both inner and outer envelopes shall be addressed to HSSC at the address specified above.

The Bidder may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the HSSC prior to the deadline prescribed for submission of Proposals.

RIGHTS OF HSSC

- At any time, HSSC may, for any reason, modify the RFP Document by an amendment.
- The amendment will be intimated to all proposers who confirm their intention to participate, by email.
- In order to accord prospective Bidders reasonable time to take the amendment into account in preparing their bids, HSSC may, at its discretion, extend the last date for the receipt of Bids.
- The bidders are allowed to resubmit their bid- if required, after such amendments.
- If HSSC deems it appropriate to revise any part of this RFP or to issue additional data to clarify an interpretation of provisions of this RFP, it may issue supplements to this RFP.
- HSSC may, at it's discretion, extend the deadline for submission of proposals by issuing a
 corrigendum through email to all confirmed proposers, in which case all rights and obligations
 of the project and the bidders previously subject to the original deadline will thereafter be
 subject to the deadline as extended.
- HSSC may terminate the RFP process at any time without assigning any reason. HSSC makes no commitments, express or implied, that this process will result in a business transaction with anyone.
- HSSC reserves the right to accept or reject any proposal, and to annul the short listing process and reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected bidder or bidders of the grounds for HSSC's action



PAYMENT TERMS AND CONDITIONS

- 1. The contract(s) signed with the successful consultant(s) will be a fixed price contract.
- 2. In consideration of the contractor satisfactorily completing all of its obligations under this contract, the contractor shall be paid a firm price based on deliverables.
- 3. Payments shall be made within 15 days by HSSC after submission of the invoice or claim by the Service Provider and upon verification and certification by the concerned official. HSSC Advisory Committee on NOS shall certify corresponding milestones agreed and achieved.
- 4. Payments shall be made in Indian Rupees/INR.
- 5. Amount payable to the Service Provider as stated in the Contract shall remain non-negotiable and fixed during the tenure of the Contract.
- 6. It is proposed to enter into a deliverables based payment with the Bidding Agency selected to conduct this exercise details of which are as under:

Presentation of the detailed Plan of Action with schedule & Signing of Contract	5%
Functional & Occupational Mapping Report & Functional Analysis and Development of Functional Maps for functions / job roles covering 80% of the workforce requirement	10%
Development of NOS for functions and Job Roles covering 80% of the workforce requirement – Presentation of Interim Report to HSSC to seek their advice / views	25%
Presentation of the final report on NOS after taking into consideration the advice / views of HSSC and also after extensive consultation with stakeholders to ensure their validation	20%
Presentation of NOS + QP + Sustainability Plan to maintain relevance of NOS	40%



AWARD OF CONTRACT

- To assist in the examination, evaluation and comparison of Proposals, HSSC may at its discretion, ask the Bidder for clarification / seek information on the Proposal.
- Arithmetical errors in the proposal will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its Proposal will be rejected.
- Review Meeting with HSSC will be held within 2 Weeks of Start of the Project and every two
 weeks in the following weeks or as and when required.
- The decision of the HSSC Advisory Committee on NOS in the evaluation of proposals shall be final. No correspondence will be entertained outside the process of negotiation/ discussion with the Committee.
- HSSC reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.
- The Contract would clearly mention the Service Levels Agreement for all milestones with defined tasks and timelines.
- The Bidders performance to Service Levels will be assessed as per agreed Service Level Agreements (SLAs). Default will occur if Bidder fails to meet the target service levels, as measured on a monthly basis, for a particular Service Level.
- All delays, failures to adhere to the SLAs will attract a financial penalty. This will be mutually
 decided by the selected bidder and HSSC while signing the contract
- Within 3 days of receipt of the contract the successful Bidder shall sign and date the contract and return it to the Purchaser.
- The HSSC reserves the right to:
 - Reject any or all proposals received
 - Enter into negotiations with one or more applicant on any aspects of the proposal
 - Accept any proposal in whole or in part
 - Award or negotiate one or more consultancy agreements
 - Verify any or all information provided in the proposal
- The contract to be entered into will be finalised mutually between selected vendor and HSSC and will contain standard terms and conditions. If, in the opinion of the HSSC, it appears that a contract will not be finalized with the selected vendor within three (5) days, negotiations with other vendors submitting responsive proposals may be undertaken.
- Final Report will be validated by the HSSC National Committee on NOS & Governing Council of HSSC



Proposal Submission Letter

(RFP for Developing National Occupational Standards for Select Job Roles in the Allied Healthcare and Paramedics)

(to be on Proposer's letterhead)

To:

Mr. Babu Knan CEO
Healthcare Sector Skill Council
23, Institutional Area
Lodi Road
New Delhi 110 003
Dear Sir/Madam,
We, the undersigned, as Proposer, having examined the complete RFP document do hereby offer to Develop National Occupational Standards for selected Job Roles in the Allied healthcare and Paramedics by HSSC in full conformity of your requirements as elaborated in RFP for the amounts mentioned by us in the Financial bid or such other sums as may be agreed to between us.
We hereby agree to all the terms and conditions stipulated in the RFP and submit herewith our proposal for the said Project.
Yours faithfully,
(Authorised Signatory) In the capacity of Duly authorized to sign the proposal for and on behalf of Principal Proposer.



Letter for Submission of Technical Bid

(to be on Proposer's letterhead)

To:

Mr. Babu Khan CEO Healthcare Sector Skill Council 23, Institutional Area Lodi Road New Delhi 110 003

Dear Sir

Sub: Your RFP for "Developing National Occupational Standards for Select Job Roles in the Allied Healthcare and Paramedics"

With reference to the above RFP, having examined and understood the instructions, terms and conditions, we hereby enclose our offer. We also hereunder submit the required information:

- ➤ A Descriptive Note on the Project & Deliverables
- Approach Paper with details on methodology
- Details of Prior Experience with regard to Preparation of NOS
- Profile of Consultants Executing the Project
- > Company Profile, including date of establishment
- Nature of Business
- Turnover and Profits of last 3 years
- Details of office / operations across states / regions

We certify that all statements made with regard to the education and the experience of individuals proposed for completing the subject work are accurate and factual, and we are aware that the HSSC reserves the right to verify any information provided in this regard and that untrue statements may result in the proposal being declared non-responsive or in other action which the HSSC may consider appropriate. We understand that HSSC is not bound to accept the offer and that HSSC has the right to reject the offer without assigning any reasons whatsoever.

Yours faithfully,

Authorised Signatory of Proposer (Name & Designation, seal of the firm)



Letter for Submission of Financial Bid

(to be on Proposer's letterhead)

To:	Date
Mr. Babu Khan	
CEO	
Healthcare Sector Skill Council	
23, Institutional Area	
Lodi Road	
New Delhi 110 003	

Dear Sir/Madam,

Sub: Your RFP for "Developing National Occupational Standards for Select Job Roles in the Allied Healthcare and Paramedics"

Having examined and understood the proposal Documents and terms and conditions, the undersigned, offer to **Developing National Occupational Standards for Job Roles in the Allied Healthcare and Paramedics"** inconformity with the said proposal documents for the sum of(Rs.)

We undertake, if our proposal is accepted, to deliver in accordance with the delivery schedule specified in the RFP. Until a formal contract is prepared and executed, this proposal, together with your written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

(Signature)
(Name) (in the capacity of)
Duly authorized to sign proposal for and on behalf of the Proposer.
Schedule of prices (Financial Bid)