

Terms of Reference

CHIEF MEDICAL OFFICER

Ministry of Health and Social Services

1.0 Background

Montserrat, a British overseas territory, is a small island in the Leeward Island chain, with a land mass of 39.5 square miles and a resident population of 4922 persons (Census 2011). The eruption of the Soufrière Hills Volcano in 1995 rendered more than half of the island unsafe. As a result, three quarters of the island was declared an exclusion zone, which prohibits anyone from occupying that part of the island. Its capital, Plymouth, which housed a newly refurbished state of the art hospital yet to be fully occupied, was also destroyed. The hospital has been relocated to a school in St. John's in the northern portion of the island. Overtime, the school has been refurbished to improve the functionality of services offered.

The delivery of public health care on Montserrat is the responsibility of the Government and is administered under the Ministry of Health and Social Services (MOHSS). The mission of the MoHSS is to promote health and wellbeing, by empowering individuals and communities and assuring access to quality preventative, curative and rehabilitative health and social care services in partnership with other stakeholders.

In accordance with the Sustainable Development Plan (2008-2020) and the Government of Montserrat's Policy Agenda 2019/2020, the strategic priorities of the Ministry of Health and Social Services are

- **Enhanced Human Development:**
 - Increased access to essential medical services
 - Increased and expanded health promotion services to reduce public health concerns
- **Sustainable Environmental Management and appropriate Disaster Mitigation Practices:**
 - Increased focused on mitigating disasters in addition to strengthening preparedness and emergency response.
 - Physical infrastructure, designed and built for resilience against disasters.

- Increased access to essential and specialized medical services through leveraging technology as well as direct service provision.
- Increased and expanded health promotion services to reduce public health concerns, to reduce incidences and effect of non-communicable diseases, to improve the care of the elderly and including a focus on vector borne diseases.
- Increased focus on mitigating disaster in addition to strengthening preparedness and emergency response.
- Strengthened community-based treatment programs for vulnerable groups of society.

A total of seven resident medical practitioners are responsible for providing services at the health facilities. These include the Chief Medical Officer, the Surgeon Specialist, an Anesthesiologist, and four medical practitioners. Additionally, the public health system is strengthened by the visits of an ophthalmologist and a psychiatrist from other Caribbean countries under contractual arrangements in addition to a visiting specialists programme. There are fifty (50) nurses supporting the physicians in care delivery for the residents of the island. There is also a clinical psychologist and mental health professionals working within the mental health team.

2.0 Purpose of Assignment

The Government of Montserrat is seeking to recruit a highly qualified, visionary Chief Medical Officer (CMO) with a wealth of strategic, technical and operational experience and who will perform his/her duties with integrity, empathy and optimism.

3.0 Scope of Work.

The scope of work includes:

- providing senior leadership to public health and clinical staff on Montserrat ensuring high quality of service delivery at primary and secondary level, and cost-effective links for advice and support off island. This includes quality assurance of medical standards, and acting as head of profession and line manager for medical doctors and senior health staff;
- advising the Governor in Cabinet, the Minister of Health and the Permanent Secretary and other key Health and Social Services staff to further improve health services and health outcomes on island; and

- ensuring that health issues are adequately addressed and responded to, and that the highest possible standards of care are attained, equitable, and within the available budget parameters.

The post holder is also responsible for leading on the review and update of the clinical and medical aspects of the Ministry of Health & Social Services Strategic Plan 2018/19 – 2021/22, in consultation with other health professionals, and ensuring it is appropriate to the needs of the community, takes account of the specific risks and challenges of Montserrat and can be delivered within available resources.

4.0 Professional Tasks

The Chief Medical Officer will be required to perform a range of specific duties in his/her role as Chief Medical Officer to include but not necessarily limited to, the following:

Health Services Management

1. Discharge the functions conferred on the Minister of Health and the CMO as set out in the Public Health Act showing the law as at 1 January 2002.
2. Responsible for leading implementation, routine monitoring and annual review of the relevant sections of the Roadmap for the delivery of health care.
3. Report on the health of the community by means of an Annual Report to Cabinet, using available quantitative and qualitative data, and including community mental health and care of the elderly.
4. Advise the Minister and the Permanent Secretary on the arrangements to implement the Health Strategy and recommendations emerging from the Annual Report as approved by Cabinet, and relevant prioritization of resources. This includes the assessment, planning, management and evaluation of health service provision in Montserrat to ensure an overall high-quality patient care is provided cost-effectively within the allocated budget, in close collaboration and partnership with leading medical and nursing staff.
5. Lead and manage the delivery of primary care programmes and services to the community, including psychiatry, health education, dental and environmental health and be accountable to the Permanent Secretary for delivery and provide advice to the Community Nursing Manager.
6. Maintain oversight of Secondary care by providing professional supervision of

clinical staff and services and provide advice to the Secondary Care Manager, Principal Nursing Officer and Hospital Nursing Manager.

7. Oversee the management of health and social care (in coordination with the Consultant Psychiatrist and Social Services), and access to health care in residential facilities; as well as providing strategic input and advise for the development of new health-related programmes, as appropriate.
8. Ensure the needs of vulnerable groups are met including children, pregnant women, disabled, the elderly, migrants and people experiencing mental ill health in line with universal access to care principles.
9. Review the law and regulations underpinning health and medical practice and articulate recommendations for improvement.
10. Review and update/develop policies, protocols and plans in relation to priority clinical areas.
11. Lead ongoing improvements and ensure accountability in health care provision, including by ensuring that regular clinical audit/reviews of health service take place, and their recommendations to improve performance are implemented.
12. Build the capacity of medical teams to plan, deliver and report in their specific area.

Human Resource planning, management and development.

13. Lead the Government's medical staff, advising on training requirements, conditions of employment and future resourcing needs and advise the PS Health on the appropriate medical complement required to support the local health system and facilitate the recruitment process of medical officers.
14. Develop the skills of primary and secondary care staff through facilitating/mentoring and the organization of in-service training and continuation of professional development as required to ensure skills set on island meets the health care needs of the population.
15. Prepare the medical staff to operate in a modern health sector environment paying careful attention to quality improvement and patient safety.
16. Develop a succession plan that takes into account existing medical staff in addition to present and aspiring medical students that is in keeping with GoM's Human Resources Policy.
17. Advise the Governor, Cabinet and Registrar, as appropriate on registration of Medical Practitioners and other health professionals.

18. Agree on performance targets at the commencement of engagement and thereafter on an annual basis and undertake performance reviews of all medical professionals twice a year.
19. Agree on performance targets at the commencement of engagement and undertake performance reviews of all medical locum officers at the conclusion of tenure.
20. Review the Visiting Specialist Programme and make appropriate recommendations taking into consideration available data and cost effectiveness.

Professional leadership

21. Regulate the conduct of medical professionals in private practice in Montserrat by developing protocols and monitor standards.
22. Facilitate the registration and licensure of Health Sector Organizations to operate on Montserrat.
23. Support the Permanent Secretary as a major contributor to meetings of Ministry officials and by advising on value for money in health care.
24. Communicate with all sectors of the community on health matters and obtain their views.
25. Maintain effective professional links with relevant regional and international health organizations, to enhance on island capacity including UN agencies, DFID, OECS, CARICOM, Public Health England and UK Department of Health
26. Serve as Chairman of the Nurses and Midwives Board as outlined in the Nurses and Midwives Act as at 1 Jan 2013 Section 3 (1).

OTHER DUTIES AND RESPONSIBILITIES

- Perform duties as outlined in General Orders 1986 in section 622(2), 624. 634 (ii) and 1010
- Perform any other statutory duties.
- Build the capacity of the Medical Team and initiate a programme for mentorship and support for the most appropriate Montserratian Medical Officer on the Establishment to take up the post of Chief Medical Officer.
- Liaise with MOHSS staff in order to provide optimum support to Health Operations.

- Adhere to the Public Health Act, Medical Code of Ethics, GoM Employee Code of Conduct and other relevant rules and regulations
- Work with the Health Development Manager in advancing the work on the Health Systems and Finance Reforms
- Perform any other related duties as assigned by the Permanent Secretary, Ministry of Health and Social Services
- Demonstrate behavior that is professional, ethical and responsible and serve as a role model for the Medical and Clinical staff

5.0 QUALIFICATIONS, SKILLS AND EXPERIENCE

Education

- Must hold a Degree in Medicine with a post graduate qualification in public health
- Have a Medical Qualification with a Professional Licensing Organization.

Experience

Essential

- Minimum 10 (ten) years' post-graduate experience in clinical care
- Minimum of 5 (five) years' experience in health care management, with demonstrable experience in achieving organizational goals including safety, effectiveness, efficiency, and equity in health care.
- A proven track record of success with health care reforms including motivating and leading a team to achieve organizational goals within a health care environment.
- Demonstrable experience with evidence-based decision making and strategic planning
- Must possess current registration as a Medical Officer.

Desirable

- Experience in the public sector at a Senior Management level
- Substantive experience in a specialist clinical field will be an advantage

Knowledge

Essential

- Knowledge of health care administration and programme development
- Knowledge of computers and relevant software applications

Desirable

- An understanding of change management processes and approaches.
- A thorough understanding of the Government of Montserrat policies, roles and functions.

Skills and abilities

- Demonstrated skills in health service management
- Demonstrated ability to manage budgets, and use value for money considerations to shape service planning and delivery
- Demonstrated ability to manage personnel, including staff supervision, performance appraisal, and motivating, inspiring and supporting staff teams to deliver their best.
- Excellent technical and analytical presentation skills. Knowledge and experience in quantitative and qualitative analysis would be an advantage.
- Excellent verbal and written communication, interpersonal and negotiation skills
- Excellent time management and organizational skills, and the ability to lead, prioritise and manage various initiatives while meeting deadlines.
- Change Management
- Lead and oversee review and dissemination of protocols
- Exercise good judgement, integrity and discretion when handling confidential information
- Ability to travel both locally and internationally to represent the GoM on medical and clinical related matters

6.0 Remuneration

Remuneration will be commensurate with qualifications and experience of the successful applicant.

7.0 Duration

The terms of engagement will be for a contractual period of two (2) years

8.0 Reporting and Management Arrangements

The Chief Medical Officer will report directly to and be accountable to the Permanent Secretary, Ministry of Health and Social Services but to the Minister for Professional and statutory responsibilities.

Will produce monthly written reports in accordance with the outputs and agreed objectives to keep the Permanent Secretary abreast of accomplishments, challenges and projections.