TERMS OF REFERENCE (ToR)
For
Recruitment of National Health Informatics Consultant

1. Background

The Ministry of Health (MoH), Royal Government of Bhutan, successfully rolled out the Electronic Patient Information System (ePIS) to all health facilities nationwide in January 2025. The system has significantly improved patient registration, clinical documentation, pharmacy management, laboratory services, reporting, and continuity of care.

Following nationwide implementation, numerous enhancement requests have been received from healthcare professionals, programme managers, hospital administrators, and technical support teams. These requests reflect evolving clinical workflows, operational requirements, interoperability needs, reporting requirements, and user experience improvements.

The Ministry of Health has received funding support for FY 2026–2027 to undertake the comprehensive enhancement and reengineering of ePIS. The enhancement initiative will involve reviewing existing workflows, redesigning business processes, strengthening interoperability, improving usability, and modernizing the overall system architecture.

To support this initiative, the Health Informatics and Research Division (HIRD), Ministry of Health, intends to recruit a National Health Informatics Consultant to support the Ministry of Health in leading the health informatics aspects of business process reengineering, clinical workflow optimization, requirement validation, and functional review of proposed system enhancements.

The Ministry of Health will engage Thimphu TechPark Limited (TTPL) as the implementation partner responsible for business requirement documentation, system design, software development, testing, and deployment of the ePIS enhancement programme. To ensure independent technical oversight, quality assurance, and alignment with business needs, HIRD will engage a National Health Informatics Consultant to support business process reengineering, provide technical advice, facilitate stakeholder validation, and conduct structured stage-gate reviews throughout the project lifecycle.

2. Objective

The objective of this consultancy is to strengthen the Ministry of Health's business ownership of the ePIS enhancement programme by providing health informatics expertise for business process reengineering, clinical workflow optimisation, stakeholder engagement, and validation of business requirements to ensure that the enhanced system supports healthcare service delivery and national digital health priorities.

3. Scope of Work

The National Health Informatics Consultant shall work under the overall guidance of the Health Informatics and Research Division (HIRD), Ministry of Health, and in close collaboration with GovTech Agency, TTPL, healthcare facilities, programme, divisions, and other stakeholders to ensure that the reengineering is aligned with national healthcare priorities and user requirements.

3.1 Workflow Review and Business Process Reengineering Support

The consultant shall:

- Review existing ePIS workflows and identify gaps, inefficiencies, and improvement opportunities based on user feedback and operational experience.
- Facilitate clinical and administrative workflow discussions with healthcare professionals and programme divisions.
- Ensure proposed workflows align with national healthcare service delivery models, clinical practices, and digital health policies.
- Recommend opportunities for workflow simplification, automation, interoperability, and improved user experience.

3.2 Health Informatics Advisory Support

The consultant shall support MoH by:

- Consolidating enhancement requests from health programmes and healthcare facilities.
- Supporting HIRD in reviewing and validating business requirements prepared by TTPL through consultation with clinical users, programme divisions, and other stakeholders.
- Providing health informatics advice during functional design discussions.
- Advising HIRD on whether proposed functional solutions adequately address validated healthcare service delivery requirements.
- Supporting MoH during requirement clarification meetings.

3.3 Functional Quality Assurance

The consultant shall:

- Review functional specifications from a healthcare service delivery perspective.
- Participate in design walkthroughs and milestone reviews.
- Verify functional alignment between approved workflows and developed system functionality.
- Participate in User Acceptance Testing (UAT) as a business representative.
- Document observations and recommend corrective actions for MoH consideration.

3.4 Additional Health Informatics Activities

- Support the development, enhancement, and administration of the Bhutan Health Research Portal, including requirements gathering, workflow review, user management, and functional testing.
- Support health data administration and quality management, including data validation, data dictionaries, metadata, data quality monitoring, and preparation of approved datasets.
- Support the implementation of health data governance and information management practices, including data ownership, access, sharing, privacy, and security requirements.
- Provide health informatics advisory support for other priority digital health systems, interoperability initiatives, and information management requirements of the Ministry.

4. Deliverables

SN	Deliverable	Description
1	Inception Report	Consultancy approach, methodology, workplan and stakeholder engagement plan
2	Health Workflow Assessment Report	Assessment of existing workflows, gaps, and improvement opportunities
3	Business Process Reengineering Report	Validated current-state and future-state workflows for agreed priority areas
4	Workflow Validation Reports	Documentation of stakeholder validation and agreed workflow decisions
5	BRD Review and Validation Reports	Review findings, recommendations, and alignment assessment of BRDs prepared by TTPL
6	Business Requirement Traceability Support	Support MoH in tracking requirements against approved BRDs and workflows
7	User Acceptance Support Reports	Summary of validation activities, feedback, and recommendations

5. Qualifications

The consultant should possess:

Education

- Master's degree in Health Informatics, Medical Informatics, Health Information Management, Information Systems or related discipline.

Professional Experience

- Minimum 10 years of experience in health informatics or digital health.
- Demonstrated experience in Hospital Information Systems or Electronic Medical Record systems.
- Experience in Business Process Reengineering.
- Experience reviewing, validating, or developing Business Requirement Documents (BRDs), Functional Requirement Specifications (FRS), or equivalent system requirement documentation.
- Experience working with clinicians and multidisciplinary healthcare teams.
- Experience in digital health system implementation.

Technical Competencies

Knowledge of:

- Electronic Medical Records
- Hospital Information Systems
- Clinical workflows
- Health system operations
- Digital transformation

6. Duration of Assignment

- **Duration:** Nine (9) months or until 30 June 2027, whichever is earlier, with the possibility of extension subject to satisfactory performance, availability of funds, and project requirements.
- **Duty Station:** Health Informatics and Research Division (HIRD), Ministry of Health, Thimphu

7. Reporting and Coordination

The consultant shall report to:

Chief Program Officer
Health Informatics and Research Division
Ministry of Health

The consultant shall work in close collaboration with:

- GovTech Agency
- TTPL Development Team
- Programme Divisions
- National Medical Services
- JDWNRH and Regional Referral Hospitals
- District Health Offices

- Healthcare Facilities
- Development Partners

8. Selection Method and Evaluation of Qualifications

SN	Criteria	Weight	Remarks
1	Academic qualification and relevant professional certifications	20%	Master's degree in Health Informatics, Medical Informatics, Health Information Management, Information Systems or related discipline. Additional relevant professional certifications and specialized training may also be considered. The candidate shall submit a CV, academic certificates and/or transcripts, and relevant professional certifications.
2	Professional experience in health informatics and digital health implementation	30%	Demonstrated professional experience in health informatics, digital health, health information systems, ICT-enabled health programmes, or related areas, including experience in planning, implementation, management, enhancement, monitoring, or technical support of digital health initiatives.
3	Experience in EMR/HIS implementation and healthcare workflow redesign	30%	Demonstrated experience in the implementation, enhancement, integration, or management of Electronic Medical Records (EMR), Hospital Information Systems (HIS), or comparable health information systems, including requirements analysis, healthcare workflow mapping/redesign, system testing, user engagement, training, and implementation support.
4	Relevant training, certifications and assignment-specific competencies	20%	Relevant training, certifications, and demonstrated competencies in areas such as health information system interoperability, HL7/FHIR and other health data standards, health data management and governance, system

			integration, data quality, information security, business process analysis, project management, technical documentation, and stakeholder coordination.
	Total	**100%**	

The evaluation shall focus on the quality, relevance, depth and adequacy of the candidate's qualifications and experience in relation to the specific requirements of this assignment.

9. Remuneration and Reimbursable

The Consultant's remuneration and any applicable reimbursable expenses shall be determined and negotiated in accordance with the applicable Procurement Rules and Regulations and the terms of the individual consultancy contract.

10. Contract Termination

The consultancy contract may be terminated in accordance with the terms and conditions of the signed contract and applicable laws and regulations, including where:

1. The Consultant is found to have misrepresented qualifications, experience or other information submitted during the selection process.
2. The Consultant fails to deliver agreed outputs within the specified timeframe without reasonable justification.
3. The quality of work consistently fails to meet the agreed requirements.