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# A1-1 Sample terms of reference (TOR) for the toolkit project team

***Core Project Team***

1. **The team leader (Toolkit Champion)**

**Time commitment**: 50-75% of time 2 to 4-weeks and then a percentage of time (e.g., 10%) dependent on actions to be taken for up to 6-8 months to support implementation of prioritized action plan.

The team leader is a facility staff person (e.g., member of infection prevention and control (IPC) committee or quality improvement department) who acts as the overall lead for the planning and implementation of the toolkit activities. The selected person should**:**

* Have knowledge of the facility IPC activities: typically, a staff person who is already a member of the facility IPC team or committee should be selected for this role.
* Be an experienced staff member: ideally, with leadership and management experience. During the toolkit implementation process, they will need to communicate regularly with the IPC committee, as well as with facility leadership, administration and department or ward supervisors (e.g., nurse in-charge, laboratory manager); therefore, this person should be **a high level of seniority**.
* Have a good understanding of the facility organizational and management structure and the services provided at the facility.

The team leader responsibilities are to:

* + Acquire approval from facility leadership and administration for the toolkit process and identify team members and additional stakeholders as needed
  + Lead major meetings during the toolkit process (e.g., kick-off meeting)
  + Lead the risk assessment and engage stakeholders to identify the priority ward for the toolkit implementation
  + Assign assessment roles to team members and oversee the baseline assessment
  + Provide oversight of development of the action plan and assign specific activities to team members
  + Lead presentation of final results from the toolkit implementation to facility leadership/administration

1. **The IPC team representative (Deputy Team Lead)**

**Time commitment**: full-time 2-4 weeks; then part-time (% of time dependent on actions to be taken) for up to 6-8 months to support implementation of prioritized action plan.

This role is responsible for assisting with all elements of toolkit planning and implementation together with the team lead and acts as a deputy team lead as well as liaison between the IPC committee and the project team.

The IPC team representative/Deputy Team Lead responsibilities are to:

* Develop TORs for each team member and assign roles
* Develop a timeline for the toolkit implementation process
* Deputy lead the risk assessment, document the process and engage stakeholders to identify the priority ward for the toolkit implementation
* Facilitate all team meetings as required by the toolkit champion, documenting action items and next steps, taking minutes, etc.
* Coordinate and conduct the baseline assessment with other team members and facility staff and document results
* Lead the development of the action plan and assign specific activities to team members
* Facilitate working meetings with the core project team during implementation phase
* Implement prioritized program improvement activities as appropriate (e.g., revise cleaning policy, develop/review IPC training plan and curriculum, and revise cleaning SOP and other materials)
* Conduct follow-up monitoring in the target ward to determine status of program improvement activities after completion of action plan
* Communicate regularly with the IPC committee, as well as with other facility staff (e.g., administration, nurse in-charge, laboratory manager), including documentation of the process and reporting
* Support development of the final results presentation for facility leadership/administration

1. **The nursing department representative**

**Time commitment**: part-time (% of time dependent on actions to be taken) for up to 6-8 months to support implementation of prioritized action plan.

This role will ensure that aspects of cleaning where nursing staff are implicated are represented in the planning and implementation of the toolkit activities and will act as liaison with the nursing department as needed.

Responsibilities of the nursing department representative are to:

* Participate in the risk assessment and subsequent identification of the priority ward for the toolkit
* Participate in the kick-off meeting
* Participate in the baseline assessment with other team members as appropriate (e.g., participate in leadership and cleaning staff interview, support ward and services assessment)
* Support the implementation of program improvements as appropriate (e.g., review cleaning SOPs, checklists and other processes in which nursing staff are implicated; support staffing needs calculations in the priority ward)
* Communicate regularly with the nursing department and priority ward nursing staff about the implementation of the toolkit
* Attend planning meeting and other toolkit team meetings as needed

1. **The selected priority ward(s) representative** (e.g., senior nurse)

**Time commitment**: part-time (% of time dependent on actions to be taken) for up to 6-8 months to support implementation of prioritized action plan.

This role acts as liaison between the identified priority ward and the toolkit team, to support the assessment and implementation of activities as needed and facilitate ward-level engagement as needed.

The responsibilities of the selected priority ward representative are to:

* Participate in the kick-off meeting

Participate in the baseline assessment as needed (e.g., ward and services assessment, cleaning staff interview)

Support the implementation of program improvement activities as needed (e.g., support occupancy assessment for staffing calculations; review cleaning SOP, checklist, and other materials)

* Participate in team meetings as needed to provide ward input on program improvement activities
* Communicate regularly with other ward staff and leadership about the implementation of the toolkit

***Additional Stakeholders***

1. **The facilities management representative** (e.g., WASH)

**Time commitment**: part-time (% of time dependent on actions to be taken) for up to 6-8 months to support implementation of prioritized action plan.

This role will ensure that someone with an engineering or maintenance background provides their expertise to the relevant aspects of the toolkit activities. Ideally, this representative would be someone with a water, sanitation and hygiene (WASH) background, who supports infrastructure and the built environment within the facility.

The responsibilities of the facilities management representative are to:

* Participate in the kick-off meeting
* Participate in the baseline assessment with other team members as appropriate (e.g., support ward and services assessment)
* Support the implementation of program improvements as appropriate (e.g., support physical space assessment at ward level to support staffing needs calculations; develop a plan to address identified infrastructure deficiencies, such as environmental services area, sluice area and WASH infrastructure)
* Attend the planning meeting and other toolkit team meetings as needed

1. **The facility administration staff representative**

**Time commitment**: part-time (% of time dependent on actions to be taken) for up to 6-8 months to support implementation of prioritized action plan.

This role acts as liaison between facility leadership/administration and the toolkit team, as well as with the external company (if cleaning is externally contracted), to support the assessment and implementation of activities as needed and facilitate leadership review of all toolkit activities.

The facility administration staff representative responsibilities are to:

* Ensure that the resources (e.g., staff, material, budget) are available to support the implementation of the toolkit
* Communicate with the contracted cleaning company as needed throughout the toolkit process
* Facilitate approval of the project team TORs and project timeline for the toolkit
* Participate in the kick-off meeting
* Participate in the baseline assessment as needed (e.g., facilitate the leadership interview, provide documents for the document review)
* Support implementation of program improvement activities as appropriate (e.g., facilitate validation of cleaning policy, revised SOPs, budget and staffing needs approval)
* Participate in the planning meeting and other team meetings as needed to provide leadership input on program improvement activities
* Communicate regularly with other facility administration staff and leadership about the implementation of the toolkit

1. **The contracted cleaning company representative (as applicable)**

**Time commitment**: part-time (% of time dependent on actions to be taken) for 1-2 weeks over a period of up to 6-8 months.

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This role serves as liaison between the contracted cleaning company and the toolkit project team to support the toolkit activities as needed, in terms of obtaining documents and other information as needed from the company that may not be available at the facility level.

The external company representative responsibilities are to:

* Participate in the kick-off meeting
* Support the baseline assessment as needed (e.g., provide materials for the document review such as training records, cleaning product specifications and supplier information; obtain approvals from the company for the cleaning staff interview, etc.)
* Support the implementation of program improvement activities as needed and feasible within the project timeline
* Participate in team meetings as needed to provide information from the contract company
* Communicate information as needed from the toolkit project team to the contract company about the implementation of the toolkit (e.g., to obtain approvals for the cleaning staff interviews, etc.)

# A1-2 Sample agenda for the planning meeting

**Environmental Cleaning Toolkit Implementation Planning Meeting Agenda**

Date: Time: Location:

Attendees:

1. Roll Call / Introduction *(all)*
2. Overview of the project *(team leader)*
   * Provide background and objectives of the project
   * Share the goal of the meeting (e.g., clarify the role of each member, agree on the next steps)
3. Timeline for the toolkit implementation
   * Prepare the draft timeline prior to the meeting (also see the sample timeline)
   * Discuss feasibility and revise the draft
4. Key roles of core team members
   * Review TOR for each member (also see the sample TOR for the project team)
     + Team leader
     + 1-2 representatives from the IPC committee
     + 1-2 representatives from the nursing department
5. Overview of risk assessment process
   * Review the risk assessment criteria
   * If there is time, conduct table-top risk assessment to identify high-risk wards for in-depth (walkthrough) assessment
6. Action plan and the next meeting
   * Next step – conduct walk-through risk assessment of high-risk wards

# A1-3 Sample timeline for toolkit process

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Toolkit Process Section/Step** | **Month 1** | | | | **Month 2** | | | | **Month 3** | | | | **Month 4** | | | | **Month 5** | | | | **Month 6** | | | | **Month 7** | | | | **Month 8** | | | |
| **A. Prepare for action** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Stakeholder (e.g., Ministry of Health) engagement |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify team members and acquire approvals |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Assign roles and develop TORs |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conduct risk-assessment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify priority ward |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Kick-off meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **B. Conduct baseline assessment** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Basic program assessment (Part 1) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Advanced program assessment Part 2 (if applicable) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Leadership interview |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cleaning staff interview |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Ward and services assessment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **C. Develop action plan** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **D. Implement program improvements\*** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **E. Evaluate impact/sustain** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare the project report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Final report/presentation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Follow-up monitoring |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# A3-1 Sample agenda for the kick-off meeting

Date: Time: Location:

Attendees:

1. Roll Call / Introduction *(all)*
2. Overview of the project *(team leader)*
   * Provide background and objectives of the project
   * Share the goal of the meeting (e.g., clarify the role of each member, agree on the next steps)
3. Timeline for the toolkit implementation
   * Present the draft timeline
   * Discuss feasibility and revise the draft
4. Review of results and key findings from the risk assessment
   * Show results of table-top exercise and in-depth assessments of selected high-priority wards
   * Review final criteria and selection of priority ward for the toolkit process
5. Decide and validate the selection of the priority ward for the toolkit process
6. Key roles of team members for each activity step
   * Review TOR for each member (also see the sample TOR for the project team)
     + Team leader
     + A representative from the IPC team / Deputy Team Lead
     + A representative from the nursing department
     + A representative from the selected priority ward(s)
     + A representative from facility administration
     + A representative from the external cleaning company – as applicable
     + A representative from facilities management (e.g., WASH)
     + A representative from the quality improvement or quality management team
7. Action plan and the next meeting
   * Next step – baseline assessment in selected priority ward