



TOBAGO REGIONAL HEALTH AUTHORITY

EXPRESSION OF INTEREST NOTICE (EOI)

The Tobago Regional Health Authority (TRHA), invites Expressions of Interest (EOI) for the services of an Independent Medical Specialist to investigate the care and management of a surgical patient at the Scarborough General Hospital. The issuance of this EOI is made in accordance with the Public Procurement and Disposal of Public Property Act, 2015 (as amended) as well as Public Procurement and Disposal of Public Property (Procurement of Consultants) Regulations 2021

Title of EOI:

INDEPENDENT MEDICAL SPECIALIST INVESTIGATION INTO THE CARE AND MANAGEMENT OF A SURGICAL PATIENT AT SCARBOROUGH GENERAL HOSPITAL.

Date: 16th April 2026

Closing Date for Receipt of EOI: 6th May 2026

EOI Number: CEO SI EOI 001/26

Location:

- **Level 3, #7 Montessori Drive, Glen Road, Scarborough, Tobago.**

Service Category: SPECIALIST MEDICAL CONSULTANCY SERVICES

Address EOI queries/ responses to: tenders@trha.co.tt

Description of Requirements:

The Tobago Regional Health Authority invites qualified Specialist Medical Consultants to conduct an independent investigation into the care and management of a patient who received surgical and Intensive Care at the Scarborough General Hospital. All services and certifications MUST follow guidelines of the Medical Board of Trinidad & Tobago.

Terms of Reference:

The Tobago Regional Health Authority (TRHA), established under Act No. 5 of 1994, is responsible for the delivery of primary and secondary healthcare services across Tobago. Operating under the oversight of the Secretary of Health, Wellness and Social Protection, and governed by a Board of Directors, the TRHA is led operationally by a Chief Executive Officer. The Authority is committed to procuring and delivering safe, effective, and high-quality healthcare services in full compliance with established clinical and regulatory standards in Trinidad and Tobago.

In this regard, an independent review is being requested into the **care and management of a surgical patient at the Scarborough General Hospital**, with specific focus on the clinical events and decisions that contributed to the patient's outcome.

This engagement forms part of the institution's commitment to **accountability, transparency, and continuous quality improvement**.

The Terms of Reference (ToR) document therefore, outlines the scope, objectives, methodology, and deliverables of the investigation, which aims to assess the quality of care provided, identify any potential lapses in clinical practice, and recommend improvements where necessary.

The investigation will focus on a comprehensive review of the patient's surgical journey, specifically examining the following key areas:

1. **Preoperative Care and Management** – Evaluation of the patient's assessment, preparation, and risk stratification before surgery.
2. **Intraoperative Care and Management** – Review of surgical procedures, intraoperative decision-making, and adherence to established clinical guidelines.

Postoperative Care and Management – Examination of post-surgical monitoring, complication management, and overall patient outcome.

Purpose of the Investigation

The primary objectives of this investigation are as follows:

1. Assess the **clinical management of the patient** across all phases of care at the Scarborough General Hospital.
2. Determine whether care provided was **appropriate, timely, and consistent with accepted medical standards**.
3. Review and evaluate **preoperative, intraoperative, and postoperative care and management**.
4. Examine adherence to **institutional protocols, policies, and clinical guidelines**.
5. Identify any **clinical, procedural, or systemic deficiencies**.
6. Establish contributing factors related to the **patient's outcome**.
7. Provide **evidence-based findings and recommendations** to improve clinical practice and patient safety.

Scope of the Investigation

The investigation will be conducted by an independent specialist team with expertise in surgery, anaesthesiology/ICU. The scope will include:

Clinical Case Review

- Conduct a detailed review of all relevant patient records, including:
 - Admission records
 - Clinical notes
 - Diagnostic investigations
 - Surgical and operative reports
 - Anaesthesia records
 - Nursing documentation
 - Postoperative management records
 - Discharge or outcome summaries

Preoperative Care and Management

- Assess:
 - Initial patient evaluation and diagnosis
 - Preoperative investigations and risk assessment
 - Informed consent process
 - Clinical decision-making and surgical indication
 - Timeliness and adequacy of preoperative preparation

Intraoperative Care and Management

- Evaluate:
 - Surgical procedure performed and its appropriateness
 - Intraoperative decision-making
 - Anaesthetic management
 - Monitoring and patient safety practices
 - Management of intraoperative complications (if any)

Postoperative Care and Management

- Review:

- Immediate postoperative monitoring and care
- Management of complications
- Clinical follow-up and escalation procedures
- Communication among healthcare providers

Review of Protocols and Practices

- Examine relevant:
 - Hospital policies and standard operating procedures
 - Clinical guidelines and pathways
 - Compliance with national and international standards

Systems and Process Review

- Assess:
 - Staffing levels and competencies
 - Availability of equipment and resources
 - Communication and handover processes
 - Clinical governance and oversight mechanisms

Stakeholder Engagement

- Conduct interviews, where necessary, with:
 - Medical personnel involved in the patient's care
 - Nursing staff
 - Administrative personnel

Determination of Appropriateness of Care

- Provide an expert opinion on whether:
 - The care delivered met **accepted standards of medical practice**
 - Any deviations occurred and their significance
 - Identified gaps contributed to the patient outcome

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Deliverables

The Specialist shall submit:

1. **Inception Report**
 - Methodology, approach, and work plan
2. **Draft Report**
 - Detailed findings and preliminary conclusions
3. **Final Report**

The investigation will culminate in a comprehensive report detailing the findings, conclusions, and recommendations. The report will include the following key components:

1. Institutional Care and Management Analysis

A detailed assessment of whether the care and management provided by the institution played a role in the patient's outcome. This will include an evaluation of:

- The protocols followed during the patient's care.
- The competency of the staff involved.
- The timeliness of interventions.
- The adequacy of available resources.

2. External Contributing Factors

An analysis of whether any factors beyond the institution's control contributed to the patient's death. This may include:

- Patient-specific conditions.
- External circumstances affecting treatment.
- Limitations in available treatments or technology.

3. Recommendations for Improvement

A set of evidence-based recommendations aimed at improving surgical care at Scarborough General Hospital. These recommendations will cover:

- **Personnel** – Staffing levels, qualifications, training, and performance.
- **Systems** – Review of existing processes and protocols, including communication and coordination mechanisms.
- **Equipment** – Evaluation of the adequacy, availability, and condition of medical equipment and technology used.
- **Additional Measures** – Any further recommendations to enhance patient care and safety within the institution.

Report Timelines

1. Interim/Draft Report

An interim report outlining preliminary findings will be prepared and submitted to the Chief Executive Officer of the TRHA within two weeks of the conclusion of the investigation, based on the timeframe for the completion of the investigation.

2. Final Report

A comprehensive final report, including findings, conclusions, and recommendations, must be submitted within **two weeks** of the interim report.

The final report will be shared with:

- The Board of Directors of the TRHA.
- The Executive Management of the TRHA.
- The Obstetrics and Gynaecology Team at Scarborough General Hospital.
- Relevant authorities, ensuring confidentiality and respect for all involved parties.

Responsibilities

The TRHA will be responsible for facilitating the investigative process by providing the following:

1. **Logistical Support** – Air and ground transportation for the opening meeting and throughout the investigation.
2. **Meals** – Arrangements for meals for the investigative team during their stay.
3. **Access to Records and Personnel** – Ensuring that all necessary medical records, protocols, and key personnel are available for the investigation.

Fees

Fees for the investigative team will be determined **as applicable, appropriate, and agreed upon** in accordance with the terms outlined by the TRHA.

Eligibility Criteria:

- Interested Medical Consultants must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills, etc).
- Registration Certificate from the Medical Board of Trinidad and Tobago

Submission of EOI:

The EOI and accompanying documents must be submitted **no later than 12.00 noon** on May 6th 2026 and must be clearly labelled **“INDEPENDENT SPECIALIST INVESTIGATION INTO THE CARE AND MANAGEMENT OF A SURGICAL PATIENT AT SCARBOROUGH GENERAL HOSPITAL.”**

Proposal Submission:

Please ensure your proposal includes the following mandatory documents:

1. **Curriculum Vitae (CV)**
 - Updated and detailed professional resume.
2. **Qualification/Certification**
 - Copies of relevant academic and/or professional certificates.
3. **Minimum of 2 References**
 - At least two professional references (letters or contact details).
4. **Evidence of Previous Work Experience** (Please See Appendix)
5. **Methodology**
 - A clear explanation of how you plan to approach and execute the task/project. Include timelines, tools, and processes.
6. **Certification of Incorporation/Registration**
7. **VAT Clearance Certificate**
8. **National Insurance Board (NIB) Compliance Certificate**
9. **Board of Inland Revenue (BIR) Clearance Certificate**
10. **Evidence of Company’s Annual Return**

The EOI document must be addressed to:

**The Chief Executive Officer
Tobago Regional Health Authority
Level 3, #7 Montessori Drive
Glen Road
Scarborough Tobago**

The email address for submission is tenders@trha.co.tt

Clarification:

Any clarification/queries should be directed to the officer at: tenders@trha.co.tt or via phone at 660-4744 ext. 7515 or 7500 from Monday to Friday between the hours 8:00am to 4:00pm.

Disclaimer:

This EOI does not entail any commitment on the part of TRHA, either financial or otherwise. TRHA reserves the right to accept or reject any or all EOI without incurring any obligation to inform the affected applicant/s of the grounds.

Additional information can be obtained from the Procurement Office at 660-4744 (7515, 7500) or visit the TRHA's Website at <https://trha.co.tt/alpha/tenders/>

Appendix**WORK EXPERIENCE/ TRACK RECORD/ RELIABILITY**

Using the document below, provide information on assignments of similar nature and complexity completed by your firm/entity over the past three (3) years. Tenderers are advised that all fields must be completed, as the information provided therein is required to ensure the achievement of maximum points during the evaluation of Proposals.

Contract of a Similar Nature:	
Contract Name:	
Award Date	Completion Date
Total Contract Value	
Client Information:	Client Address:
Client Name:	
Contact Name: Client Representative	
Client Contact Number (Mobile and Fixed Line)	
Client Email address:	

Description of Contract similarity:

- Description of services provided
- Contract Duration
- Number of professional and support staff assigned to the engagement
- Proposed and actual start and end dates
- Contract variance (amount and reasons)

Name of Consultant: _____

(BLOCK LETTERS)

Signature of Tenderer: _____