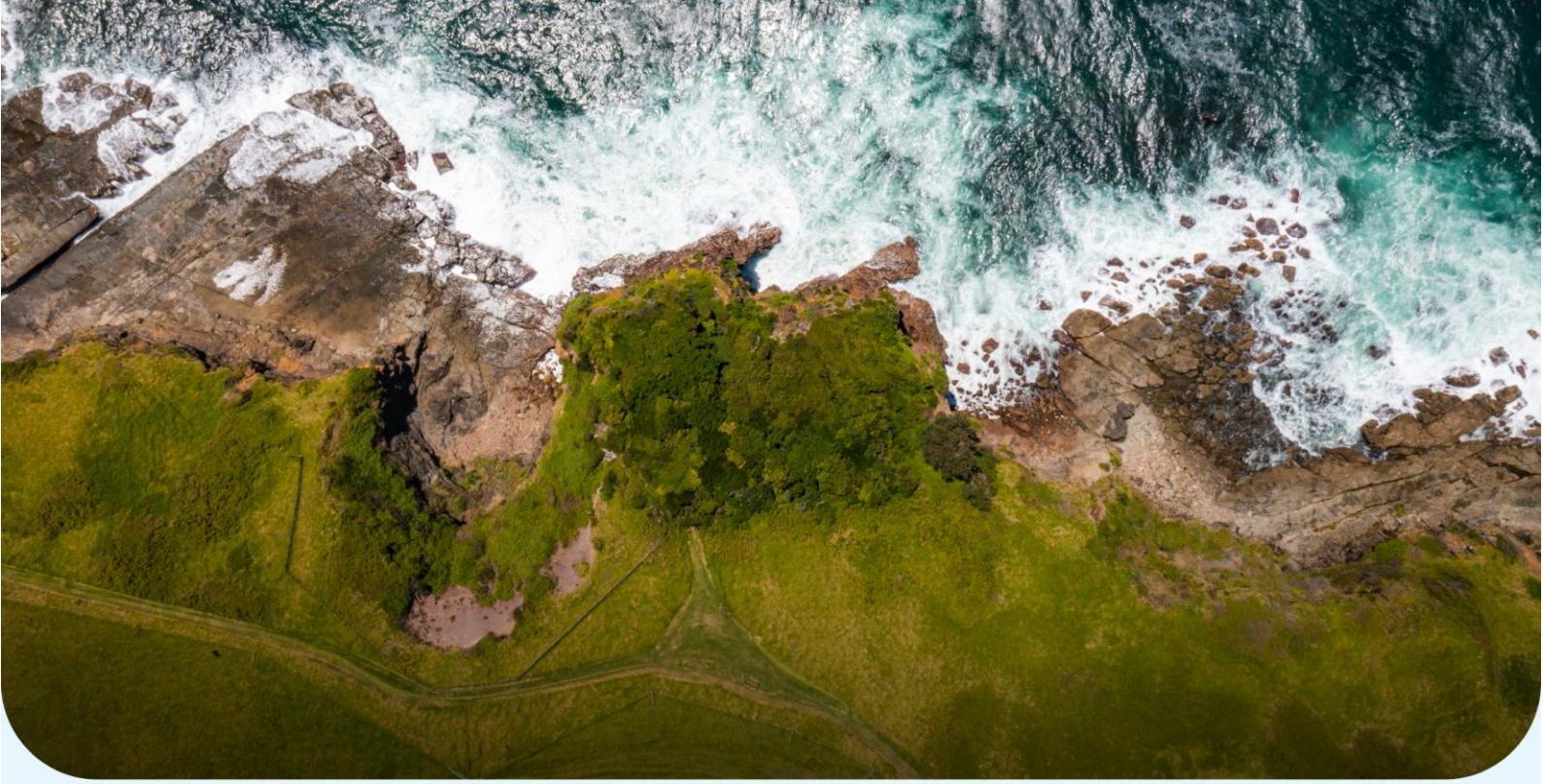

Expression of Interest

EOI-2627-01 – Coordinating Chronic Health Care for High Risk Groups

Activity	Date
Release date / time	28 October 26
Information and Clarification Period via Tenderlink online forum	5.00 pm, 30 November 2026
Closing date and time *Note* late applications will not be accepted*	5.00 pm, 02 December 2026
Eligibility Assessment	December 2026
Clarifications & interview (if required)	December 2026
EOI Outcome	January 2027
RFP Process	Potential RFP process, subject to EOI outcomes

Contents

Contents

1. Organisation overview 3
2. Project background 3
Background 3
Invitation for Expression of Interest 3
Local snapshot 4
Scope and specifications 5
3. Evaluation criteria 6
Mandatory Eligibility Criteria 6
4. Project funding 8
5. Application guidance and requirements 9
6. Interpretation 10
7. Conditions of this Expression of Interest 11

1. Organisation overview

COORDINARE, as the South Eastern NSW Primary Health Network, is dedicated to fostering healthier communities. Our role is to improve the health and wellbeing of our community which is one of the largest rural and regional populations in NSW. To do this, we collaborate with the community, general practices and other stakeholders to design solutions that make it easier for people to get the health care they need. We also use our knowledge and commissioning expertise to attract new funding partners to expand our impact.

Our region stretches from Helensburgh in the north to the Victoria border in the south and inland to Cooma/Monaro, Queanbeyan, Yass and Goulburn.

More information about COORDINARE can be found on our website, including COORDINARE's Strategic Directions 2024-2027.

2. Project background

Background

COORDINARE has commissioned a Care Coordination program across the South Eastern NSW region since July 2022 to support people living with chronic conditions, complex care needs and barriers to accessing health services. The program was established in response to identified disparities in care coordination approaches across the region, inequitable access to support services, and the need for more comprehensive management of individuals at risk of poor health outcomes.

Since its commencement, the program has established regional referral pathways, developed partnerships across the health and community sector, and delivered coordinated support for people with chronic and complex health needs. The service model includes care navigation, case management, health coaching, and access to brokerage funding to address financial barriers to care where other funding options are unavailable or inappropriate.

COORDINARE is committed to continuing to improve health outcomes, enhancing consumer experience, supporting integrated care, and ensuring services continue to meet the evolving needs of communities across South Eastern NSW.

Invitation for Expression of Interest

COORDINARE is seeking Expressions of Interest (EOIs) from organisations interested in contributing to the delivery of a chronic disease care coordination services across South Eastern NSW. This EOI will help COORDINARE understand the capability, capacity and approaches available in the provider market to inform the future delivery of care coordination services across South Eastern NSW. Findings from this process will inform whether COORDINARE proceeds to a Request for Proposal (RFP) and the scope and requirements of any future service.

The EOI forms part of COORDINARE's ongoing commissioning, planning and procurement activities and is designed to strengthen our understanding of the current service landscape, provider capability, and opportunities to enhance health outcomes for our communities.

Following assessment of EOI responses, COORDINARE may invite selected eligible respondents to submit detailed service proposals through an RFP. This EOI does not seek detailed service proposals or pricing, and does not commit COORDINARE to proceeding with an RFP or awarding a contract. Existing service arrangements will continue during this process.

NOTE: Any subsequent procurement process for a Care Coordination service will be targeted at eligible organisations who register their interest through this EOI process and may not be available to the wider provider market.

Local snapshot

Chronic conditions are a significant and growing health challenge across South Eastern NSW, driven by an ageing population, multimorbidity, preventable risk factors, socioeconomic disadvantage and geographic variation in access to care. Regional evidence indicates a need to move beyond individual disease programs towards a person-centred, integrated approach spanning prevention, early identification, supported self-management and coordinated multidisciplinary care, with greater emphasis on equity and the social determinants of health.

Key issues include:

- **High chronic disease burden:** Cardiovascular disease, diabetes, respiratory disease, cancer, kidney disease and musculoskeletal conditions contribute substantially to illness, disability and health service use across the region.
- **Increasing multimorbidity and complexity:** More people are living with multiple chronic conditions, requiring care organised around the person rather than individual diseases.
- **Ageing population:** An older population is contributing to increasing prevalence of chronic conditions, multimorbidity and demand for coordinated health and community services.
- **Health inequities:** Chronic disease risk and outcomes are influenced by socioeconomic disadvantage, Aboriginal and Torres Strait Islander status, rurality, disability and other social determinants of health.
- **Geographic variation in access:** The mix of regional, rural, coastal and geographically dispersed communities creates differences in access to general practice, allied health, specialist, and preventive services.
- **Fragmented care and navigation:** People with complex needs may interact with multiple health, community and social services, increasing the importance of navigation, continuity and multidisciplinary coordination.
- **Opportunity to strengthen prevention:** Prevention needs to occur across the continuum, from population-level health promotion and risk identification through to secondary prevention and supported self-management for people already living with chronic conditions.
- **Need for an integrated regional response:** Local evidence and Australian Government priorities support integrating care coordination into a broader place-based **risk-stratified** model combining prevention, chronic condition management, social and community supports.

While most people living with chronic conditions have their care effectively managed through general practice and support from family, carers and existing community services, there is a subset of the population whose needs are more complex and who require additional, time-limited support to navigate the health and social care system. Care coordination is intended to complement, not replace, the role of primary care by providing intensive support to people who are at increased risk of poor

health outcomes due to factors such as multimorbidity, frailty, social complexity, limited support networks, disadvantage, housing instability, or barriers to accessing services. Within the broader continuum of chronic condition management, the service acts as a targeted intervention focused on those with the greatest level of need, helping people access the right care, at the right time, while strengthening connections with their usual care providers, family and community supports wherever possible.

Scope and specifications

This Expression of Interest is seeking to identify providers with the capability and capacity to deliver person-centred, needs-based and time-limited care coordination to people living with chronic and complex health conditions who are at increased risk of poor health outcomes and require additional support beyond that reasonably available through general practice, family, carers or existing community services. Priority should be given to people with significant clinical, functional or psychosocial complexity, including those experiencing frailty, social disadvantage, limited support networks or barriers to accessing care.

The service will work with consumers, their usual general practitioner, family and carers (where appropriate), and relevant health and community services to coordinate an integrated response addressing clinical, preventive, psychosocial and social needs. Particular consideration should be given to supporting older adults with increasing care needs, frailty or cognitive impairment.

The service is intended to complement, not replace, ongoing clinical care by improving access to services, reducing fragmentation, supporting self-management, and strengthening the capacity of consumers and their support networks to navigate the health system. It is designed as a targeted intervention for people with the greatest complexity, vulnerability and unmet need.

Core components:

1. Identification and needs-based intake
2. Holistic assessment
3. Shared care coordination plan with other care providers
4. Active coordination
5. Self-management and secondary prevention
6. Social and community connection
7. Planned transition

For this EOI, providers will need to demonstrate that they have the necessary resources and capacity to deliver services in the catchment area, this may include (but is not limited to):

- Appropriately qualified staff (i.e. nursing or allied health qualifications as deemed suitable)
- IT systems and capability to support data collection and reporting
- Clinical governance arrangements for safety and quality
- Experience working collaboratively with care partners to meet an individual's holistic care needs
- Culturally safe practices

Providers assessed as eligible through this EOI process may be required to address the core components in more detail in a subsequent procurement process.

3. Evaluation criteria

Applications will be assessed against the mandatory eligibility criteria outlined in this EOI Guideline and the application form.

Mandatory Eligibility Criteria

Respondents must meet the following mandatory eligibility requirements to be invited to participate in any subsequent procurement process. Organisations that do **NOT MEET** the below 'Eligibility criteria' are encouraged not to apply.

The eligibility criteria will be assessed on a **pass/fail basis**. Respondents must provide sufficient information and evidence to demonstrate compliance with each criterion.

Please refer to Section B – Mandatory Eligibility Criteria on Application Form.

Eligibility criteria	Guidance
Legal Entity Status	Respondents must: • hold a valid Australian Business Number (ABN) • Be registered for GST Consortium and partnership applications are welcome. A Lead Organisation must be nominated and will be responsible for the application and will be the primary contact for any subsequent procurement process.
Ineligible legal entity	Applications from state-run entities such as Local Health Districts, NSW Ambulance, or other government-operated services will not be accepted.
Geographic location	The applicant must demonstrate capacity to provide services across the entire SENSW PHN catchment, including face-to-face services. Telehealth may complement, but not replace, the requirement for face-to-face service availability across the catchment. Service delivery may be provided through fixed, outreach, visiting, co-located or other flexible models. The distribution and frequency of services should reflect population need, geographic distribution, travel and transport barriers, existing service availability and identified service gaps. Applicants are not required to have an existing service delivery footprint within SENSW to register an Expression of Interest. However, preference will be given to applicants that can demonstrate a strong understanding of the SENSW region, its communities and local service landscape, and an existing physical presence or established service delivery footprint within the region. If applicable, please outline your current service delivery areas within SENSW.
Service capacity	The service should work collaboratively to integrate within the existing local service landscape to ensure that an individual receives seamless, holistic care. Respondents must demonstrate the capacity to deliver the proposed services, including:

	• Briefly outline a service you have delivered recently (current or within the past 3 years) that involves care coordination, service navigation, case management, integrated care, or similar. • Provide an example of how you work in partnership with other providers (minimum two) in your network to provide a seamless, coordinated consumer experience.
Priority populations	COORDINARE prioritises equitable access by supporting more vulnerable members of our community who might be at risk of poorer health outcomes including (but not limited to) people: • Experiencing family, sexual and domestic violence • Experiencing socioeconomic disadvantage • Experiencing unstable housing or homelessness • From an Aboriginal or Torres Strait Islander background • From culturally and linguistically diverse backgrounds • Living with a disability • Living in rural, remote or isolated communities • Part of the LGBTQIA+ community. The Respondent must demonstrate how they make their services inclusive and culturally safe. One example of how the Respondent adapt service delivery to better meet the needs of priority populations or vulnerable people is required.
Digital capability	Providers must have the ability to use clinical software and digital health tools, such as My Health Record, secure messaging, and telehealth platforms. Please confirm that a Client Management System is currently in use by identifying the relevant system/s.
Data and Reporting	Respondents must demonstrate a willingness and capacity to work with COORDINARE to meet all data and reporting requirements. This includes having an electronic client management system that captures COORDINARE-specified program activity data; supports the extraction of fully de-identified unit record data for all clients, episodes of care and service occasions, and relevant outcome and experience measures (if applicable); and enables the secure upload of cumulative monthly data extracts to a secure site within 15 days of the end of each service month, in the agreed data format. In addition to quantitative data, any commissioned provider will have a contractual obligation to complete regular service reports detailing program/service outcomes in narrative format including the sharing of patient stories and case studies. Further, any commissioned provider must provide all assistance necessary or convenient to facilitate COORDINARE's compliance with its reporting obligations to Funding Bodies in connection with the service. • Confirm your organisation has the capacity to meet data reporting requirements. • Please detail an example of previous or current experience extracting data from your Client Management System for the purpose of reporting to a funding body.
Previous participation	Organisations that have applied for previous funding from COORDINARE may be eligible to apply again, unless they do not meet the eligibility criteria for this EOI.

Standard Compliance requirements ***Note:*** *Respondents* ***are not required*** *to provide the below documents as part of this EOI process. Evidence of the documents may be requested at later stage of procurement.*	
Accreditation	To ensure the Services are provided by appropriately qualified personnel, the Provider must comply with the accreditation and workforce skills registration requirements. Respondents must ensure they have the required documentation and certification detailed in the and must provide these to COORDINARE if requested to do so. Accreditation certificates must demonstrate the respondent's eligibility to deliver services in their chosen fields. Evidence of accreditation under recognised standards, such as QIC Health and Community Services Standards, may also be provided where relevant. Providers must acknowledge the requirement and confirm if their organisation is (or can be) compliant.
Insurances	Respondents must hold and maintain appropriate insurance coverage, including: • Public Liability Insurance - A minimum cover of $20 million for each and every occurrence. • Professional Indemnity Insurance – A minimum cover of $10 million per claim and in the aggregate of all claims. • Workers Compensation Insurance (or equivalent). • Cyber liability insurance (where applicable). • Other insurance appropriate to the nature and scale of the services proposed. Providers must acknowledge the requirement and confirm if their organisation is (or can be) compliant. No submission of evidence is required at this stage.
Financial Capability	Respondent must demonstrate they have the financial capability to establish and deliver the proposed service.
Conflict of Interest	Applicants must declare any actual, perceived or potential conflict of interest. Applications involving conflicts that cannot be appropriately managed may be excluded from assessment. Providers must indicate any known Conflict of interest.

4. Project funding

Funding for delivery of these services is subject to Commonwealth funding. No guarantee can be provided regarding the availability, duration, scope or value of any future funding. The release of this EOI does not constitute a commitment by COORDINARE to award a contract, allocate funding, or proceed with any subsequent procurement process.

Information gathered through this EOI will assist COORDINARE in future service planning and commissioning activities should funding become available.

Any future commissioning opportunity arising from this EOI will be subject to:

- Commonwealth funding and related funding conditions;
- COORDINARE governance and approval processes;
- Service priorities and community needs; and
- Any procurement requirements applicable at that time.

COORDINARE reserves the right to amend, suspend or discontinue this EOI process if funding arrangements, policy settings, service priorities or organisational requirements change.

5. Application guidance and requirements

Respondents are advised to carefully review all sections of this EOI document and follow the outlined instructions, timelines, and documentation requirements to ensure a complete and compliant submission.

Requirement	Details
Important documents	To download the below documentation, refer to Tenderlink and/or website. 1. Appendix 1 - Application form 2. Appendix 2 - Tenderlink User Guide for Supplier Response
Obtain further information	**Online Tenderlink forum** All questions regarding the EOI process or content can be submitted anonymously/public via the online forum, accessible after registration on TenderLink. All questions submitted via the TenderLink forum will receive a response within **three (3) business days.**
Guidelines to Provider	- Review this EOI in full before preparing your submission. Evaluation of submission carefully and respond to all components within the specified word limits. - Complete the TenderLink application form and address all assessment criteria and mandatory requirements.
Further clarification with Respondents / Panel interview	Submissions will be evaluated against the published mandatory requirements and the selection criteria outlined Section 3. Evaluation of submission. During the evaluation process, COORDINARE may seek clarification of a submission or request additional information from respondents via email panel interview. Panel interviews may be used to clarify, verify, explore or obtain further information regarding any aspect of a respondent's submission, including organisational capability, proposed service approach, partnerships, geographic reach, workforce capacity, innovation, and alignment with the objectives of this EOI. Participation in a panel interview does not constitute selection, preferred respondent status, or an offer of funding. Any panel interview will form part of the evaluation process and will be conducted consistently and fairly across invited respondents. Questions

	asked during panel interviews will be based on the information contained within the respondent's submission and the published evaluation criteria. Respondents must provide all requested information and participate in any requested panel interview within the timeframe advised and at no cost to COORDINARE. Failure to provide requested information within the specified timeframe may be taken into consideration during the evaluation process.
Complete and Accurate Submission	Applications must be complete and include all required information and supporting documentation. Applications containing false, misleading or incomplete information may be excluded from assessment.
Submission method	Applications must be submitted via **Tenderlink.** Respondents register themselves via Tenderlink – registration is free and required to access the portal. Please see Appendix 2 – Tenderlink User Guide for Supplier Response for more information. Submission via other channels will not be accepted. Late or non-compliant submissions will not be considered.
Contracting	This Expression of Interest is intended to inform COORDINARE's future service planning, commissioning and procurement activities. Participation in this EOI process does not guarantee that a subsequent procurement process will be undertaken, nor does it guarantee an invitation to participate in any future procurement process, contract negotiations, funding allocation or contract award. Should COORDINARE decide to commence a subsequent procurement process, respondents may be invited to participate in accordance with the requirements of that process. Any future contracting opportunity will be subject to available funding, organisational approvals, procurement requirements and COORDINARE's commissioning priorities.

6. Interpretation

The following table includes key term definitions relevant to this EOI.

Requirement	Details
COORDINARE	The South Eastern New South Wales Primary Health Network and the organisation responsible for the EOI and the EOI process.
Closing time	The time specified by which EOI responses must be received.
Response(s) to EOI	A document/s lodged by a Respondent in response to this EOI. **Responses to EOI** means all information and documents submitted by a Respondent through TenderLink in response to this EOI, including the completed application form, attachments, supporting evidence and any clarification or additional information subsequently provided at COORDINARE's request.
Respondent	An entity that submits a response to this EOI.

EOI process	The process commenced by the issuing of this EOI and concluding upon formal announcement by SENSW PHN of EOI outcome or upon the earlier termination of the EOI process. It includes the receipt, assessment and clarification of Responses to the EOI but excludes any subsequent procurement process.
Expression of Interest (EOI)	This document and any other documents designated by SENSW PHN.

7. Conditions of this Expression of Interest

ABN/Taxation requirements	COORDINARE will only deal with Respondents who have an Australian Business Number (ABN).
Acceptance	Non complying submissions may be rejected. COORDINARE may not accept the lowest priced proposal and may not accept any proposal.
Additional information	COORDINARE reserves the right to request additional information from respondents. If additional information required by COORDINARE when, written information and/or interviews may be requested to obtain such information. Respondents are required to provide additional information at no cost to COORDINARE. COORDINARE may also provide additional information or clarification.
Assessment	COORDINARE reserves the right to engage a third party to carry out assessments of a Respondent's financial, technical, planning and other resource capability. COORDINARE is entitled to consider all information known to COORDINARE in relation to a respondent and their submissions when assessing submissions.
Conflicts of interest	Respondents must declare to COORDINARE any matter or issue which is or may be perceived to be or may lead to a conflict of interest regarding their submission or participation in the EOI process, or in the event their proposal is successful.
Expenses	All expenses and costs incurred by a Respondent in connection with this EOI including (without limitation) preparing and lodging a submission, providing COORDINARE with further information, attending interviews and participating in any subsequent negotiations, are the sole responsibility of the Respondent.
Explanations	Verbal explanations or instructions given prior to acceptance of a proposal shall not bind COORDINARE.
General	Respondents should familiarise themselves with this document and the separate online Submission Form and ensure that their proposals comply with the requirements set out in these documents. Respondents are deemed to have examined statutory requirements and satisfied themselves that they are not participating in any anti-competitive, collusive, deceptive or misleading practices in structuring and submitting the proposal.

Legal entity	COORDINARE will only enter into a contract with an organisation or individual with established legal status (e.g. under Corporations Law, Health Services Act, Trustee Act), or a natural person at least 18 years of age with mental capacity to understand the agreement.
Lobbying	Any attempt by any Respondent to exert influence on the outcome of the assessment process by lobbying COORDINARE staff, directly or indirectly, will be grounds for disqualification of the proposal from further consideration.
Ownership	All submissions become the property of COORDINARE once lodged. COORDINARE may copy, or otherwise deal with all or any part of a submission for the purpose of conducting evaluation of submissions.
Negotiation	COORDINARE reserves the right to negotiate with short-listed Respondents after the EOI closing time and allow any Respondent to alter its submission. Contract negotiations are strictly confidential and not to be disclosed to third parties.
No contract	Nothing in this EOI should be construed to give rise to any contractual obligations or rights, express or implied, by the issue of this EOI or the lodgement of a submission in response to it. No contract will be created unless and until a formal written contract is executed between COORDINARE and a Respondent. Respondents will not be considered approved until a final service agreement is in place.
Notification of Probity Breach	Should any supplier feel that it has been unfairly excluded from responding or unfairly disadvantaged by the process, the supplier is invited to write to the Business Team at commissioning@coordinare.org.au
Part applications	COORDINARE reserves the right to accept applications in relation to some and not all of the scope of activity described, or contract with one, more than one or no Respondent on the basis of the proposals received.
Process	COORDINARE reserves the right to withdraw from, or alter, the EOI process described in this document for whatever reason, prior to the signing of any agreement/contract with any party.
Relevant Information	COORDINARE reserves the right to consider any information in its possession which it consider may be relevant to a decision to enter into a contract with a successful provider.