



Expression of Interest:

Coordinating Care for Culturally Diverse Communities

Due: 5pm, Monday 23, April 2025

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1. Introduction

COORDINARE, as the South Eastern NSW Primary Health Network (PHN), is dedicated to fostering healthier communities.

We focus our efforts on those who face the biggest inequities. 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.

We invite Expressions of Interest (EOIs) from suitable organisations to apply for funding to support existing local services to develop and pilot an initiative to increase their capacity to support people from culturally and linguistically diverse communities to engage with health services.

Through this funding, COORDINARE seeks to commission a care coordination model for people from culturally diverse backgrounds, that enables navigation of the complex health system, coordinates complex health needs, identifies and addresses barriers to health care and empowers the community in self-management of their health conditions.

2. Who can apply

Organisations eligible to receive funding under this initiative must be 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. Organisations must be currently involved in the delivery of care coordination/care navigation services (or similar) in the South Eastern NSW region, or have the necessary resources skills and experience to deliver this type of service. This may include:

- non-government organisations, including charities and not for profit organisations
- community health providers (non-government funded)
- aged care providers
- individual providers and/or organisations working in consortia or partnerships, with one lead agency nominated as the legal entity.

Submissions from consortia and partnerships will be considered, including with organisations not eligible for direct funding under the initiative.

Organisations not eligible for direct funding include:

- General Practices
- Organisations not currently delivering services in SENSW region.

Note: State government agencies are eligible for direct funding under this initiative if they meet the service delivery requirements.

Funding amounts

A total of **\$466,997 ex GST** is available for this initiative. Funded projects will run for **12 months** from date of execution. All projects will be subject to an evaluation.

Completing the EOI electronic form on TenderLink

Complete all sections of the EOI electronic form on TenderLink and include all relevant documentation. All submissions will be reviewed by a selection panel.

Expression of Interest submissions close 5:00pm (AEST) on 23 April 2025.

Please submit via the **Tenderlink**: <https://www.tenderlink.com/COORDINARE/>

3. Background

COORDINARE – South Eastern NSW PHN

COORDINARE was established in July 2015. It is one of 31 PHNs established across Australia and one of 10 PHNs in NSW.

Our role is to improve the health and wellbeing of our community which is one of the largest rural and regional populations in NSW, with more than 648,000 people.

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

Our priorities

Our three objectives and key priorities are:

1. **Accessible care** – by improving access to services such as mental health, alcohol and other drugs, chronic conditions, after hours and urgent care, especially for priority groups.
2. **Systemised care** – by strengthening linkages between primary care and the broader health system. We support general practice and commission coordination and navigation services that guide individuals through their health care journey.
3. **An activated community** – by fostering health across the lifespan, addressing the social determinants of health, increasing prevention activities, and improving community resilience and social connectedness.

More information about COORDINARE can be found on our [website](#) and specifically [COORDINARE-Strategic-Directions-2024-2027](#).

Issue background

COORDINARE's Needs Assessment 2024-2027 demonstrates that consumers from culturally diverse backgrounds, including refugees and asylum seekers, face various barriers to healthcare access, have high unmet health needs and poor health service utilisation. The Needs Assessment points specifically to a lack of culturally appropriate services to assist navigation and access to health and social services. Language barriers paired with low availability and uptake of interpreter services in primary healthcare settings was identified as a key factor in limiting service access.

Care coordination, as defined by the Agency of Clinical Innovation, is a comprehensive process that involves:

- Helping people understand healthcare services available
- Assessing and tailoring support to consumers' needs and preferences
- Streamlining access to and transition between services
- Improving information sharing between consumers and providers
- Improving consumer stratification
- Reducing service duplication, and
- Help people achieve their desired health outcomes.

Local snapshot

- 9.7% (62,349) of the population is culturally and linguistically diverse people
- Highest percentage of populations can be seen in the Wollongong and Queanbeyan-Palerang regions
- 10.4% of the region's population speak a language other than English at home
- 2182 people arrived in the catchment area between the years 2000-2016 under the Offshore Humanitarian Program. 90% of this cohort is estimated to be in the Wollongong region.

Consultation has highlighted key groups within the CALD Population, including elderly migrants, recent migrants and refugees, with needs in key priority areas i.e.

- Mental health

- Preventative health
- Maternal and child health
- Aged and palliative care
- Chronic Conditions

Purpose and objectives

Through this funding strategy, COORDINARE aims to improve access to health care for people from culturally diverse backgrounds, through a care coordination model that will help to identify and address barriers to service access. Service activities may include:

- Health education/health coaching
- Service navigation
- Care Planning
- Case Management
- Advocacy and cultural awareness

Objectives:

- Improve system and service navigation
- Improve service utilization
- Improve consumer satisfaction
- Improve health outcomes
- Improved confidence in self-management through improved health literacy
- Improve equity of access – prioritizing those most at risk of poor outcomes and under-served communities.

4. Scope and specifications

Location

All activities funded must occur within, and target current residents of the **South Eastern NSW region**. Activities may occur within a small or large area within the region if the rationale for priority target groups/areas is outlined in the submission.

Service specifications

Submissions should demonstrate the adaptation of existing service models to deliver a *Care Coordination* service that supports engagement of people from culturally diverse backgrounds i.e.

- Cultural responsiveness of existing program/ staff
- Increase cultural diversity in staffing profile
- Service components may include:
 - Health education/health coaching
 - Service navigation
 - Care Planning
 - Case Management
 - Advocacy and cultural awareness

Proposals may also focus on one or more of the following areas:

- Promote self-management
- Prioritise the most vulnerable people in culturally diverse communities who have difficulty engaging with mainstream services
- Facilitate access to brokerage funds that provide financial assistance to patients to address barriers that may prevent them participating in their health care plans i.e. transport. Submissions that allocate a brokerage fund in their budget should outline:

- how this allocation of funds will fit with other resourcing requirements for the delivery of this program,
- the access barriers that will be targeted by these funds,
- any administrative controls that will be put in place to ensure that funds are prioritised for those with greatest needs, and all other funding sources have been considered
- organisational capacity to capture and report on funding usage.
- Optimise access to existing services and resources
 - Engagement with general practice
 - Interpreter services
- Targeted health promotion within communities
- Advocate for cultural awareness and competency within referral networks
- Strategy can be scaled up/down with minimal risk to community

As part of the project, you must demonstrate willingness to:

- engage consumers, their families and carers in design and/or implementation and evaluation
- co-design the approach with South Eastern NSW PHN as appropriate
- share results, information and resources
- increase utilisation of the My Health Record where relevant and appropriate
- participate in an evaluation.

Preference will be given to submissions which demonstrate:

- **clear alignment between the proposed activities to an identified area of unmet need**
- **strong partnership approaches to achieve optimal outcomes**
- **consideration for the scalability and sustainability of proposed activities.**

Activities that are not considered to be in scope

The following activities are **ineligible** for funding under this project:

- activities which duplicate those funded under other government initiatives
- purchase of vehicles
- depreciation of expenses
- activities already undertaken or expenses already incurred
- research costs
- items of capital equipment valued greater than \$5,000
- items of capital equipment not directly related to consumer outcomes
- payments for professional services (i.e. where a payment is made for a medical service item listed in the Medicare Benefit Schedule)
- conference attendances
- board fees.

The above list is indicative and is not intended to be exhaustive.

Further detail on information to be included in application, and evaluation criteria, can be found in sections *7. Developing and submitting your submission* and *10. Assessment Criteria*

5. Funding

A total Budget of approximately **\$466,997 ex GST** is available for this initiative over the 12-month period of 1 July 2025 to 30 June 2026, with no guarantee of continued funding.

Applications that address service activity across the SENSW PHN Catchment area are being sought through this process. Applications for a proportion of the available funding and /or focusing on targeted areas/groups should demonstrate how the approach is prioritising those in need.

6. Timeline

An indicative timeline is outlined below. COORDINARE reserves the right to modify these timeframes. Registered providers will be notified of key changes via TenderLink.

Activity	Date
Expression of interest released	28 March 2025
Information sessions via webinar industry briefing * Please sign up to attend by submitting your request through link Industry Briefing Registration	3 April 2025
Last day for questions addressed to COORDINARE (via TenderLink)	14 April 2025
Last day for applications to be received – late applications will not be accepted	5.00 pm 23 April 2025
Evaluation of Applications	24 April - 8 May 2025
Clarification / negotiation with shortlisted providers	May 2025
Contracts awarded	June 2025
Contracts commence	July 2025

7. Developing and submitting your submission

Responses to this EOI should be submitted via <https://www.tenderlink.com/COORDINARE/>. You will need to register on the site before you can access the submission portal. Registration is free. You will receive a time and date stamped confirmation after successful submission.

Respondents should outline a proposed approach aligned to the scope and specifications and address all of the assessment criteria outlined in this document.

Please ensure you read each assessment criterion carefully and answer each component and section of the submission form by considering all information provided.

Documents can be attached which are directly relevant to your response. **Please avoid attaching large documents as only the first five (5) pages will be read by the Evaluation Panel.** If the documents are large, please specify the relevant page number(s)/section(s) to your response.

If you do not wish to upload a file in a mandatory section, please upload a blank letterhead document with 'NA' typed to indicate you do not wish to provide a response (or it is not relevant to you). This will ensure that you can continue moving through the application. There is an upload limit of 2GB per attachment.

File formats accepted: word, excel, pdf and jpg files are all acceptable formats.

Please see the TenderLink guide provided for more information (**Appendix 2**).

Submissions from groups planning to work with a specific focus on identified priority populations, including, but not limited to, Aboriginal and Torres Strait Islander peoples, and people from culturally and linguistically diverse communities are encouraged to apply.

8. Respondent questions

All questions about the EOI process or content can be submitted anonymously via the online forum following registration on TenderLink at <https://www.tenderlink.com/COORDINARE/>. Please note that any questions, answers and points of clarification will be shared with all other providers participating in the EOI. Any identifying information about the organisation submitting the question will be removed.

9. Evaluation of submissions

Successful respondents will be selected through a competitive process. An evaluation panel will consider each submission against the mandatory requirements as well as the Assessment criteria outlined in section 10.

If additional information to that requested in this document is required by COORDINARE when submissions are being considered, written information and/or interviews may be requested to obtain such information at no cost to COORDINARE.

10. Assessment criteria

All items listed in the table below must be addressed as part of the Application.

Required Response	Weightings
<p>1. Organisational Capacity</p> <p>Provide a brief overview of existing services, skills and networks that support the proposed service model, including the following key components:</p> <ul style="list-style-type: none"> • Outline the existing skills and expertise within your organisation that will ensure the delivery of the proposed service model • Outline existing networks that support engagement with priority groups • Describe how your approach will expedite service implementation within the limited time frame. • Demonstrated experience administering brokerage funding to support patient participation in health care plans (if applicable to your application). • Demonstrate an organisational commitment to continuous quality improvement 	30%
<p>2. Service Delivery Model</p> <p>Outline your proposed service delivery model, clearly articulate how it will operate in the target region and demonstrate:</p> <ul style="list-style-type: none"> • Service components to be included in the model • Resourcing, including staffing profile that will support the delivery of the proposed model • Prioritisation of vulnerable groups and needs within the community • How the strategy addresses barriers to service access with existing service providers including General Practice • Rationale for target area if a region wide service is not proposed. • Estimated service reach and capacity 	30%
<p>3. Monitoring and evaluation</p> <p>Describe how your plan to evaluate the proposed service model including:</p> <ul style="list-style-type: none"> • Proposed service activities • Experience and outcome measures • Capacity within IT systems to support appropriate data capture for monitoring and evaluation for activities outlined in the proposed service model • Sustainability and potential for long-term impact, scaling or replication. 	20%
<p>4. Governance and Leadership</p> <p>Outline the proposed governance (including clinical governance) and leadership structure for the service, including:</p> <ul style="list-style-type: none"> • An overview of your organisation's existing operational and clinical management functions and how they will relate to this project 	10%

<ul style="list-style-type: none"> Details of existing clinical governance arrangements including relevant policies and procedures. 	
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Required Response	Weightings
5. Budget –complete an itemised estimate on the template provided	
The total funding available for all projects is approximately \$466,997 ex GST . Please provide an estimate amount of the anticipated budget.	10%
Please ensure that you have completed and included the budget template provided (Appendix 1) with your application.	
Total scored criteria	100%
6. Provide copies of your current accreditation certificate(s) from your professional body.	Compliance
7. Provide copies of required insurances <ul style="list-style-type: none"> Public liability insurance \$20 million per claim and in the aggregate of all claims Professional indemnity insurance \$10 million per claim and in the aggregate of all claims Copy of your workers compensation insurance policy for NSW. Cyber Security insurance - not less than \$1 million in the aggregate of all claims (optional) 	Compliance
8. Provide most recent financial audited statement (2023/2024 FY)	Compliance
9. Include at a minimum three (3) professional referees <i>Not required if a current service provider with COORDINARE, or have previously received funding from COORDINARE (greater than \$100,000)</i>	Compliance
10. Aboriginal and Torres Strait Islander Impact Statement, Aboriginal and Torres Strait Islander Health Strategy or a Reconciliation Action Plan (optional)	Compliance

COORDINARE reserves the right to work with shortlisted bidders, to clarify and finetune submissions, and in some cases request revised submissions, prior to a contract being awarded.

11. Contracting arrangements

Successful respondents will be required to enter into a Service Agreement with COORDINARE. The final agreement and schedule, however, will be subject to negotiation with shortlisted Respondents. Funding recipients will be required to provide progress reports on agreed milestones. The format and framework for progress reports may take account of the size, costs, complexity and relative risks of the project being undertaken.

12. Service monitoring and evaluation

The successful service provider will be required to work with COORDINARE to establish and agree on a data collection and reporting protocol which allows COORDINARE to assess the performance of the service against agreed measures in the following domains:

- improved health outcomes;
- better consumer experience;
- enhanced provider satisfaction; and
- increased value for money.

This project will require the **upload of raw data (de-identified unit record data) to a secure site held by COORDINARE**. The successful provider will be required to adhere to 100% compliance with all data

submission and reporting requirements to COORDINARE at an agreed frequency and will participate in regular service monitoring, review and evaluation activities.

Key Performance Indicators

Key Performance Indicators (KPIs) will be included in the contract with the successful provider to enable performance monitoring against outputs and outcomes. All KPIs are underpinned by the Quintuple Aim and allow the service to be monitored against performance in the domains of access, efficiency, appropriateness and effectiveness. Final KPIs will be negotiated and agreed upon during the contracting phase with the successful provider, however indicative KPIs for this service or program are listed below:

No.	Performance Domain	Performance indicator
1	Access	Outputs – Number of clients serviced
2	Access	Outputs – Number Episodes/Service contacts/occasions of service delivered
3	Access	Number and distribution general practices / practitioners and other professionals referring clients to the program
4	Access	Geographic distribution of participants across the SENSWPHN catchment
5	Access	Outputs – Number of brokerage services for specified cohorts. <i>(if applicable to your application)</i>
6	Effectiveness	Outcome readiness – Completion rates for outcome measures in completed episodes
7	Effectiveness	Proportion of completed episodes of care showing improvement in outcomes.
8	Effectiveness	Proportion of clients discharged from the program as self-managing their condition needing no further support
9	Appropriateness	Participants represent diverse population cohorts
10	Appropriateness	Net Promoter Score
11	Appropriateness	Services delivered were culturally appropriate
12	Efficiency	Cost effective program based on overall figures of cost per participant
13	Efficiency	Wait time to receiving service

13. Interpretation

Definition of key terms

Term	Meaning
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 containing a response to provide Goods or Services sought through this EOI process. Also referred to in this document as 'submission'.
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 the selection of a preferred respondent(s) or upon the earlier termination of the EOI process
Expression of Interest (EOI)	This document and any other documents designated by SENSW PHN

14. Conditions of this Expressions 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 submission and may not accept any submission.
Additional information	If additional information to that requested in this document is required by COORDINARE when submissions are being considered, written information and/or interviews may be requested to obtain such 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.
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 submission 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 submission shall not bind COORDINARE.
General	Respondents should familiarise themselves with this document and the separate online Submission Form and ensure that their submission 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 response.
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 submission 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 Probrity 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 Director of Commissioning 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 submission 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.