# Request for Proposal (RFP)

# CHN Strategic Plan Impact Evaluation (CORP077)

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## Introduction

Capital Health Network (CHN) is the Primary Health Network (PHN) for the ACT. PHNs have been established by the Australian Government with the key objectives of:

- increasing the efficiency and effectiveness of health services for patients, particularly those at risk of poor health outcomes, and
- improving coordination of care to ensure patients receive the right care in the right place at the right time.

# Part A: Reference Schedule

Information in this Reference Schedule must be read in conjunction with **Part E** of this RFP.

| | | |
|---|---|---|
| **Item 1** | **RFP Reference** | **CORP077** |
| **Item 2** | **Key contact during RFP process** | Name: Stacy Leavens, CEO<br>Email: tenders@chnact.org.au |
| **Item 3** | **Timetable** *(may be changed by CHN in accordance with the Conditions of the RFP Process set out in Part E of this RFP)* | |
| | RFP issued | Monday 23, November 2026 |
| | Deadline for Questions | 5.00 pm Friday, 04 December 2026<br><br>*Questions or requests for information **must** be submitted via tenders@chnact.org.au using the subject heading **CORP077– Questions**.* |
| | Closing time and date | 5.00 pm Friday, 11 December 2026 |
| **Item 4** | **Lodgement** | |
| | Lodgement instructions | Responses must be submitted on Request for Proposal template provided and emailed PDF to tenders@chnact.org.au<br><br>Email subject line to include: **CORP077 RFP [respondent name or organisation].**<br><br>All responses must respond to the Statement of Requirements (Part B) in consideration of the assessment criteria (Part C), compliance and assurance requirements (Part D) and the standard Conditions of the RFP Process (Part E). |
| **Item 5** | **Additional materials and information** | The following additional materials have been made available to prospective respondents:<br>1. Capital Health Network's 2025-2027 Strategic Plan<br>2. PHN Program Performance and Monitoring Framework<br>3. PHN Program Logic<br>4. Capital Health Network 2025-2026 Annual Report<br>*Additional materials and information should be considered by the reader alongside this Request for Proposal.* |
| **Item 6** | **Additional Rules** | Where relevant, applicants must adhere to relevant national service safety and quality health standards and guidelines, and the following:<br>• National Aboriginal and Torres Strait Islander Health Plan 2021–2031 \| Australian Government Department of Health and Aged Care for Aboriginal and Torres Strait Islander Health.<br>• The National Redress Scheme Grant Connected Policy<br>• Commonwealth Child Safe Framework<br>• National Child Safe Principles<br>• Multicultural Access and Equity Policy |

# Part B: Statement of Requirements

**Overview of Program**

CHN was established in 2015 as the ACT's Primary Health Network. Under the Department of Health, Disability and Ageing's PHN Program. PHNs assess the needs of their community and use government funding to commission health services so that people in their region can get coordinated health care where and when they need it. PHNs have the 2 key goals of:

- improving the efficiency and effectiveness of health services for people, particularly those at risk of poor health outcomes
- improving the coordination of health services and increasing access and quality support for people.

CHN addresses community needs by collaborating with consumers, GPs, clinicians and sector stakeholders to improve health outcomes. We are unique in our ability to support primary health care professionals and design services that fill gaps. CHN delivers our work through 3 core functions—commissioning, capacity building and coordination. These 3 functions align with health care reform initiatives and the Department of Health, Disability and Ageing's "PHN Strategy 2023-24" and 2025 Primary Health Network Program Logic. They summarise the roles outlined for Primary Health Networks through "Australia's Primary Health Care 10 Year Plan 2022-2032" and "Strengthening Medicare Taskforce Report" and are further defined as:

- Commissioning: An ongoing cycle of developing and implementing services through needs assessments, planning, collaboration, funding, monitoring and evaluation
- Capacity building: Strengthening the skills knowledge, processes and resources that our workforce, communities and primary care need to survive, adapt, and thrive in the future
- Coordination: Organising people, information and partners through the delivery of projects and programs that address identified priorities and outcomes

**Problem Statement**

As CHN approaches the final year of the current 2025-2027 Strategic Plan, CHN is seeking to undertake an independent evaluation to:

- Support accountability, continuous improvement
- Inform future strategic planning

**Key Objectives**

CHN seeks to engage an independent evaluator to undertake an impact evaluation of its activities inline with:

- CHN Strategic Plan outcomes
- PHN Program objectives
- Broader health system outcomes in the ACT

The purpose of the evaluation is to determine:

- The extent to which CHN has achieved the intended outcomes of its Strategic Plan.
- CHN's contribution to PHN Program outcomes and impacts.
- The effectiveness of CHN's commissioning, coordination and capacity-building functions.
- The extent to which CHN has improved access, integration, quality, equity and consumer experience within the ACT primary health care system.
- Opportunities to strengthen future investment, commissioning and system leadership activities.

**Preliminary Evaluation Questions**

| | |
|---|---|
| **System impact** | • To what extent has CHN influenced improvements in the ACT primary care system?<br>• What evidence exists that CHN's activities have contributed to system-level improvements in access, integration, quality, effectiveness, health equity?<br>• What outcomes would likely not have occurred without CHN's intervention? |
| **Commissioning** | • To what extent are commissioned services reaching intended populations?<br>• What measurable outcomes have been achieved through commissioned services?<br>• What evidence exists that CHN's commissioning responds to local needs, both in the development of local models as well as the delivery of national programs. |
| **Coordination** | • How effectively has CHN strengthened partnerships across the ACT health system?<br>• To what extent have CHN initiatives improved care pathways and service integration?<br>• How has CHN contributed to improved patient and provider experiences across the system? |
| **Capacity Building** | • To what extent has CHN strengthened primary care workforce capability?<br>• How effectively has CHN supported use of data, quality improvement and digital health?<br>• How has CHN influenced adoption of evidence-based and innovative models of care? |

| | |
|---|---|
| **Organisational effectiveness** | • What organisational and/or environmental factors have enabled or limited success?<br>• What lessons should inform CHN's next strategic planning cycle? |

**Anticipated timeframes**

This procurement activity will be undertaken in accordance with the below timeframes:

Stage 1 - Request for Proposals:

- Procurement to commence by: Monday 23/11/2026
- Deadline for Questions: 5.00 pm, Friday 4/12/2026
- Proposals closes: 5.00pm, Friday 11/12/2026

Stage 2 - Review of Submissions:

- Review of proposals by: 22/12/2026
- Preferred provider identified by: 15/1/2027

Stage 3 - Contract Negotiation:

- Contract negotiation finalised by: 1/2/2027

**Services Required**

Requirements will include the following.

- Development of an integrated evaluation framework that aligns CHN's four strategic priorities and PHN Program Logic impacts including but not limited to:
  - Refined program logic
  - Evaluation questions
  - Indicators
  - Data sources and collection plan
- Delivery of an independent, mix-methods evaluation against the agreed framework including document review, analysis of data, key informant interviews, focus groups.
- Provision of interim progress reports to the Senior Leadership Team, Executive and Board
  - Emerging findings
  - Risks and issues
  - Early recommendations
- Provision of a final report inclusive of:
  - Findings against strategic priorities
  - Findings against PHN Program outcomes
  - Contribution analysis
  - Case studies
  - Recommendations
  - Summary slide deck
- Brief CHN's Board of Directors and Advisory Councils on the outcomes of the final report

**Service Agreements and Deliverable/Reporting Requirements**

Services Orders will commence on execution of the agreement and continue until 30 July 2027. Indicative deliverable requirements are detailed below. These will be finalised during contract negotiation.

| **Deliverable** | **Timeframe** |
|---|---|
| Project kick off meeting | Within 1 week of contract execution |
| Evaluation framework | Within one month of contract execution date |
| Engagement with PHN Advisory Councils | March 2027 – 3 meetings |
| Interim progress report against project plan | 15 April 2027 |
| Draft report and presentation to Senior Leadership Team | 21 May 2027 |
| Draft findings presentation to Executive and Board of Directors | 17 June 2027 |
| Final report | 25 June 2027 |
| Final report presentation to CHN Board and Advisory Councils<br>Final report presentation to CHN Staff | July 2027- 3 meetings |

**Anticipated Service Budget**

Funding will be made available following the execution of a relevant services order (contract) until 30 June 2027. The amount of funding (exclusive of GST) available is:

| | 2026-2027 |
|---|---|
| Maximum funding available (GST Excl) | $120,000.00 |

The above budget will be provided on the following payment schedule:

| | Payment made on: |
|---|---|
| Payment 1: $60,000 | Contract execution and provider verified bank details via *Eftsure |
| Payment 2: $25,000 | Delivery of interim progress report due 15 April 2027 |
| Payment 3: $25,000 | Delivery of draft report due 30 May 2027 |
| Payment 4: $10,000 | Delivery of final report due 30 June 2027 |

**Eftsure is bank verification software that helps CHN prevent payment fraud and securely pay our providers.*

## Part C: Assessment Criteria

Words in any graphics, images, and/or tables, unless specifically identified by the Assessment Criteria, will be counted as part of the maximum word count for each response. Attaching additional supplementary documents to the application is not permitted unless specifically identified. The following criteria will be used to access proposals.

| Assessment Criteria | Weighting |
|---|---|
| **1. Experience** *(max 1,500 words)*<br>Experience in delivering strategic impact evaluations in complex organisational and policy environments with a focus on<br>• Health system reform<br>• Commissioning and health service evaluation<br>• Outcomes and impact measurement<br>• Public sector program evaluation<br>• Health economics and value-for-money assessment<br>• Mixed-methods evaluation | **30%** |
| **2. Knowledge and expertise** *(max. 500 words)*<br>Demonstrated knowledge and understanding of the relevant policy environment including<br>• Australian primary health care system<br>• Primary Health Network Program<br>• State and Territory health systems | **25%** |
| **3. Project management** *(max. 500 words plus 2 page project plan)*<br>Capability to deliver the project within time and budget ensuring appropriate levels of stakeholder engagement this should include a draft project plan with a maximum of 2 pages. | **20%** |
| **4. Governance Structure and Systems** *(max. 500 words)*<br>• Summary of organizational governance structures and processes including risk identification and mitigation<br>• Proposed project governance structure and approach | **10%** |
| **5. Budget**<br>The RFP respondent must provide an itemised budget that:<br>• adequately reflects resourcing required for establishment and service delivery<br>• is cost effective, within funding available and provides Value for Money<br>• has been developed in due consideration of the funding available as outlined in **Part B**. | **10%** |

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| **6. Value for Money** (max 300 words) - explain how your proposal and pricing principles demonstrate value for money. This should address quality, efficiency, fitness-for-purpose and expected outcomes. | **5%** |

## Part D: Additional Requirements, Assurance and Compliance Considerations

| **Additional Requirements** |
|---|
| Nil |
| **Assurances and Compliance** |
| The following information should be included in your response to the RFP (space provided in RFP Response Form):<br>a. Conflict of Interest<br>b. Insurances<br>c. Accreditation/Registration certification (as appropriate)<br>d. Referees to support application |

# Part E: Conditions of the RFP Process

**1. Application of these rules**

Participation in the RFP Process is subject to compliance with the rules contained in this **Part E**.

All persons (whether or not they submit an RFP) having obtained or received this RFP may only use it, and the information contained in it, in compliance with the rules set out in this **Part E**.

All Respondents are deemed to accept the rules contained in this **Part E**.

The rules contained in this **Part E** of the RFP apply to:

a. the RFP and any other information given, received or made available in connection with the RFP including any additional materials specified in **Reference Schedule (Part A)** and any revisions or addenda,

b. the RFP Process, and

c. any communications (including any Briefings, presentations, meetings or negotiations) relating to the RFP or Process.

**2. Structure of Request for Proposal**

This RFP consists of the following parts:

**Introduction** – contains an overview of the opportunity presented in, and the objectives of, this RFP.

**Part A – Reference Schedule**

**Part B - Statement of Requirements** describes the Goods and/or Services in respect of which CHN invites proposals from invited suppliers.

**Part C – Assessment Criteria**

**Part D – Additional Requirements, Assurance and Compliance Considerations**

**Part E - Conditions of the RFP Process** sets out the rules applying to the RFP documents and to the Process. These rules are deemed to be accepted by all Respondents and by all persons having received or obtained the RFP.

**3. <u>Request for Proposal</u>**

**3.1 Status of RFP**

This RFP is not an offer. It is an invitation for potential Suppliers to submit a proposal for the provision of the Goods and/or Services set out in the Statement of Requirements contained in Part B of this RFP.

Nothing in this RFP is to be construed as creating any binding contract for the supply of the Goods and/or Services (express or implied) between CHN and any Respondent until CHN and a Respondent enter into a final, binding contract.

### 3.2 Accuracy of RFP

While all due care has been taken in connection with the preparation of this RFP, CHN does not warrant the accuracy of the content of the RFP and CHN will not be liable for any omission from the RFP.

### 3.3 Additions and amendments

CHN reserves the right to change any information in or to issue addenda to this RFP.

### 3.4 Representations

No representation made by or on behalf of CHN in relation to the RFP (or its subject matter) will be binding on CHN unless that representation is expressly incorporated into any contract(s) ultimately entered into between CHN and a Respondent.

### 1.3 Licence to use and Intellectual Property Rights

Suppliers obtaining or receiving this RFP and any other documents issued in relation to this RFP may use the RFP and such documents only for the purpose of preparing a proposal.

Such Intellectual Property Rights as may exist in the RFP and any other documents provided to Respondents by or on behalf of CHN in connection with the Process are owned by (and will remain the property of) CHN except to the extent expressly provided otherwise.

### 1.4 Availability of additional materials

Additional materials (if any) may be accessed in the manner set out in the **Reference Schedule (Part A)**.

## 4. Communications during the RFP Process

### 4.1 Key contact

All communications relating to the RFP and the Process must be directed to the Key Contact by email to tenders@chnact.org.au

### 4.2 Requests for clarification or further information

Any communication by a Respondent to CHN will be effective upon receipt by the Key Contact (provided such communication is in the required format).

CHN may restrict the period during which it will accept questions or requests for further information or for clarification and reserves the right not to respond to any question or request, irrespective of when such question or request is received.

Except where CHN is of the opinion that issues raised apply only to an individual Respondent, questions submitted and answers provided will be made available to all potential Suppliers via email from tenders@chnact.org.au at the same time without identifying the person or organisation having submitted the question.

A Respondent may, by notifying the Key Contact in writing, withdraw a question submitted in accordance with this **section 4.2**, and only if the question remains unanswered at the time of the request.

### 1.5 Improper assistance

Respondents must not seek or obtain the assistance of Directors, employees, agents, contractors or service providers (with respect to this RFP) of CHN in the preparation of their proposal. In addition to any other remedies available to it under law or contract, CHN may, in its absolute discretion, immediately disqualify a Respondent that it believes has sought or obtained such assistance.

### 4.3 Anti-competitive conduct

Respondents and their respective officers, employees, agents and advisers must not engage in any collusion, anti-competitive conduct or any other similar conduct with any other Respondent or any other person in relation to the preparation, content or lodgement of their proposal. In addition to any other remedies available to it under law or contract, CHN may, in its absolute discretion, immediately disqualify a Respondent that it believes has engaged in such collusive or anti-competitive conduct.

### 4.4 Complaints about the RFP Process

Any complaint about the RFP Process must be submitted to the Key Contact in email to tenders@chnact.org.au immediately upon the cause of the complaint arising or becoming known to the Respondent. The written complaint statement must set out:

a. the basis for the complaint (specifying the issues involved)

b. how the subject of the complaint (and the specific issues) affect the person or organisation making the complaint

c. any relevant background information, and

d. the outcome desired by the person or organisation making the complaint.

## 5. Submission of Proposals

### 1.6 Lodgement

Respondent proposals must be lodged only by the means set out in the **Reference Schedule (Part A)**.

### 5.1 Late proposals

Proposals must be lodged by the Closing Time set out in the **Reference Schedule (Part A)**. The closing time may be extended by CHN in its absolute discretion.

Proposals lodged after the closing time or lodged at a location or in a manner that is contrary to that specified in this RFP will be disqualified from the Process and will be ineligible for consideration, except where the Respondent can clearly demonstrate (to the reasonable satisfaction of CHN) that late lodgement of the proposal:

a. resulted from the mishandling of the Respondent proposal by CHN; or

b. was hindered by a major incident and the integrity of the Process will not be compromised by accepting a proposal after the closing time.

The determination of CHN as to the actual time that a proposal is lodged is final. Subject to **Section (a) and (b)** above, all proposals lodged after the closing time will be recorded by CHN, and will only be processed for the purposes of identifying a business name and address of the Respondent. CHN will inform a Respondent whose proposal was lodged after the closing time of its ineligibility for consideration.

## 6. RFP documents

### 6.1 Format and contents

Respondents must ensure that:

a. their proposal is presented on the required template, and

b. all the information fields in the RFP template are completed and contain the information requested

c. links to websites or online documents must not be included in the proposal as they will not be reviewed by CHN.

**CHN may in its absolute discretion reject a proposal that does not include the information requested or is not in the format required.**

Unnecessarily elaborate proposals beyond what is sufficient to present a complete and effective RFP are not desired or required.

Word limits where specified should be observed and CHN reserves the right to disregard any parts of the proposal exceeding the specified word limit.

Respondents should fully inform themselves in relation to all matters arising from the RFP, including all matters regarding CHN's requirements for the provision of the Goods and/or Services.

### 1.7 Illegible content, alteration and erasures

Incomplete proposals may be disqualified or evaluated solely on the information contained in its proposal.

CHN may disregard any content in a proposal that is illegible and will be under no obligation whatsoever to seek clarification from the Respondent.

CHN may permit a Respondent to correct an unintentional error in its proposal where that error becomes known or apparent after the Closing Time, but in no event will any correction be permitted if CHN reasonably considers that the correction would materially alter the substance of the proposal.

### 6.2 Obligation to notify errors

If, after a proposal has been submitted, the Respondent becomes aware of an error in the proposal (excluding clerical errors which would have no bearing on the assessment of the proposal) the Respondent must promptly notify CHN of such error.

### 6.3 Preparation of proposals

CHN will not be responsible for, nor pay for, any expense or loss that may be incurred by Respondents in the preparation of their proposal.

### 6.4 Disclosure of Respondent contents and information

All proposals will be treated as confidential by CHN. CHN will not disclose proposal contents and information, except:

a. as required by Law

b. for the purpose of investigations by the Australian Competition and Consumer Commission (ACCC) or other government authorities having relevant jurisdiction

c. to external consultants and advisers CHN engaged to assist with the Assessment Process

d. to other government departments or agencies in connection with the subject matter of the related Commonwealth programme or Process, or

e. general information from proposals required to be disclosed by government policy.

CHN does however, reserve the rights to benchmark costings against relevant industry standards and across other primary health network organisations.

### 6.5 Use of proposals

Each Respondent, by submission of their proposal, is deemed to have licensed CHN to reproduce the whole, or any portion, of their proposal for the purposes of enabling CHN to evaluate the proposal.

### 6.6 Withdrawal of proposal

A Respondent who wishes to withdraw a proposal previously submitted by it must immediately notify CHN of that fact. Upon receipt of such notification, CHN will cease to consider that proposal.

## 7. Capacity to comply with Statement of Requirements

**Part B** of this RFP gives a statement of CHN requirements with regard to the Goods and/or Services the subject of this RFP. It will be assumed that each Respondent will be capable of providing all of the Goods and/or Services in full. Where Respondents believe they will not be capable of providing all the Goods and/or Services in full or will only comply with the Statement of Requirements subject to conditions, they should either not apply or set out any potential limitations in their proposal.

## 8. Assessment of proposals

### 8.1 Assessment process

Following the Closing Time, CHN intends to evaluate all proposals received.

Proposals will be evaluated against the Assessment Criteria specified in Part B of the RFP.

### 8.2 Clarification of proposal

If, in the opinion of CHN, a proposal is unclear in any respect, CHN may in its absolute discretion, seek clarification from the Respondent. Failure to supply clarification to the satisfaction of CHN may render the proposal liable to disqualification.

CHN is under no obligation to seek clarification to a proposal and CHN reserves the right to disregard any clarification that CHN considers to be unsolicited or otherwise impermissible in accordance with the rules set out in this **Part E**.

## 9. Next stage

### 9.1 Options available to CHN

After assessment of all proposals, CHN may, without limiting other options available to it, do any of the following:

a. prepare a shortlist of Respondents and invite further response to the RFP from those Respondents,

b. prepare a shortlist of Respondents and call for tenders for Goods and/or Services or any similar Goods and/or Services,

c. call for tenders from the market generally for the Goods or Services or any similar or related goods or services,

d. enter into pre-contractual negotiations with one or more Respondents without any further need to go to tender,

e. decide not to proceed further with the RFP or any other procurement process for the Goods or Services,

f. commence a new process for calling for proposals on a similar or different basis to that outlined in this invitation, or

g. terminate the process at any time.

### 1.8 No legally binding contract

No legal relationship will exist between CHN and a shortlisted Respondent relating to the supply of the Goods or Services unless and until such time as a binding contract is executed by them.

## 2 Additional rules

Any rules governing this Request for proposal Process in addition to those set out in this **Part E**, are set out in the **Reference Schedule (Part A)**.

## 10. Respondent warranties

By submitting a proposal, a Respondent warrants that:

a. in lodging its proposal it did not rely on any express or implied statement, warranty or representation, whether oral, written, or otherwise made by or on behalf of CHN, its

officers, employees, agents or advisers other than any statement, warranty or representation expressly contained in the RFP documents,

b. it did not use the improper assistance of CHN employees or information unlawfully obtained from CHN in compiling its proposal,

c. it has examined this RFP, and any other documents referenced or referred to herein, and any other information made available in writing by CHN to Respondents for the purposes of submitting a proposal,

d. it has sought and examined all necessary information which is obtainable by making reasonable enquiries relevant to the risks and other circumstances affecting its proposal,

e. it has otherwise obtained all information and advice necessary for the preparation of its proposal,

f. it is responsible for all costs and expenses related to the preparation and lodgement of its proposal, any subsequent negotiation, and any future process connected with or relating to the RFP Process,

g. it otherwise accepts and will comply with the rules set out in this **Part E** of the RFP,

h. it will provide additional information in a timely manner as requested by CHN to clarify any matters contained in the proposal, and

i. it is satisfied as to the correctness and sufficiency of its proposal.

## 11. CHN rights

Notwithstanding anything else in this RFP, and without limiting its rights at law or otherwise, CHN reserves the right, in its absolute discretion at any time, to:

a. vary or extend any time or date specified in this RFP for all or any Respondents or other persons, or

b. terminate the participation of any Respondent or any other person in the Process.

## 12. Governing law

This RFP and the Process is governed by the laws applying in the Australian Capital Territory.

Each Respondent must comply with all relevant laws in preparing and lodging its proposal and in taking part in the Process.

## 13. Interpretation

### 14.1 Definitions

**Respondent** means an organisation that submits a proposal.

**Briefing** means a meeting (the details of which are specified in the **Reference Schedule**) that may be held by or on behalf of CHN to provide information about the RFP and the Process.

**Capital Health Network (CHN)** means the organisation responsible for the RFP and the Process.

**Closing Time** means the time specified as such in the **Reference Schedule** by which proposals must be received.

**Proposal(s) and/or Response(s)** means a document lodged by a Respondent in response to this RFP containing a proposal to provide Goods and/or Services sought through this Process.

**RFP Process** means the process commenced by the issuing of RFP and concluding upon formal announcement by CHN of the selection of shortlisted Respondent(s) or upon the earlier termination of the process.

**Assessment Criteria** means the criteria set out in **Part C** of the RFP.

**Goods** means the goods or other products required by CHN, as specified in **Part B** of this RFP.

**Intellectual Property Rights** includes copyright and neighbouring rights, and all proprietary rights in relation to inventions (including patents) registered and unregistered trademarks (including service marks), registered designs, confidential information (including trade secrets and know how) and circuit layouts, and all other proprietary rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.

**Request for Proposal (RFP)** means this document (comprising each of the **Parts A, B, C, D and E**) and any other documents so designated by CHN.

**Statement of Requirements** means the statement of CHN requirements contained in **Part B** of this RFP.

**Reference Schedule** means the schedule so designated forming part of **Part A** of the RFP.

**Services** means the services required by CHN, as specified in **Part B** of this RFP.

### 14.2 Instruction

In this RFP, unless expressly provided otherwise a reference to:

- "includes" or "including" means includes or including without limitation, and
- "$" or "dollars" is a reference to the lawful currency of the Commonwealth of Australia, and
- if a word and/or phrase is defined its other grammatical forms have corresponding meaning.