



An Australian Government Initiative

Request for Expressions of Interest

E096 – Unified Program

Eastern Melbourne Healthcare Network Limited trading
as Eastern Melbourne PHN



Acknowledgement

Eastern Melbourne PHN acknowledges the Wurundjeri people and other peoples of the Kulin Nation on whose unceded lands our work in the community takes place. We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past and present. EMPHN is committed to the healing of country, working towards equity in health outcomes, and the ongoing journey of reconciliation.

Recognition of lived experience

We recognise and value the knowledge and wisdom of people with lived experience, their supporters and the practitioners who work with them and celebrate their strength and resilience in facing the challenges associated with recovery. We acknowledge the important contribution that they make to the development and delivery of health and community services in our catchment.



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Purpose of this Request for Expressions of Interest

This Request for Expressions of Interest (REOI) being conducted by Eastern Melbourne Primary Health Network (EMPHN) is the mandatory first step in a two-stage procurement process for the Unified Program. This document outlines the scope of the opportunity and provides key information about the procurement process.

Two accompanying documents (Part D Attachment 1: Unified Program Essentials and Part D Attachment 2: Unified Program Cohort Roadmaps) have been prepared to provide you with the essential information as it relates to the Unified Program.

Please carefully read these materials to assist with the questions and ideas you may have.

We're also holding a briefing session to support development of your response (being your Expression of Interest or EOI) to the REOI. The session will provide an overview of Unified Program and serve as a forum to answer questions about the program and REOI process. Details and registration links are in the Details Schedule.

Submitting an EOI is a prerequisite for participating in the subsequent Request for Tender (RFT) process. This means that an organisation would not be able to participate in the RFT process unless it has been successfully evaluated in the REOI process.

This REOI serves two primary purposes:

1. **To inform and engage providers:** We are sharing the intent of the Unified Program, including key elements like the proposed regions, cohorts, funding model and logics (see Part D Attachments 1 and 2). This allows you to understand the opportunity, consider your alignment with our objectives, and start building partnerships (if required) in preparation for the RFT process.
2. **To confirm provider interest and market readiness:** The REOI process will give us insight into the level of provider interest to deliver the model. This process also identifies those who wish to participate in the RFT process, whether individually or in collaboration.

Table 1: REOI purpose overview

This REOI process is:	This REOI process is not:
✓ A required part of the procurement process. You must submit an EOI to be eligible for the RFT process. ✓ An overview of the opportunity that EMPHN is seeking to progress through the RFT process. ✓ The opportunity to ask questions of EMPHN about the Unified Program as described in the REOI. ✓ The opportunity to express your interest to be (if successfully passing through evaluation) invited to participate in the RFT process. ✓ An opportunity to identify questions, concerns or clarifications regarding the proposed approach prior to release of the RFT.	✗ A mechanism to change the proposed approach or methodology. ✗ An assessment of your organisation's capability or capacity to deliver the model. ✗ A legally binding contract or formal tendering process leading to a contract.

The opportunity

The EMPHN team is committed to improving the health and wellbeing of the communities that we serve. Part of this is the design of a new commissioning approach - Unified Program (note this is a working title and a new program name will be introduced). We believe this redesign of the way primary health care is commissioned and delivered across our catchment is an innovative way to achieve the goal of improved health and wellbeing for people in the east and north east of Melbourne. The approach to implementation will be phased, beginning with an initial scope aligned to four key cohorts (Phase One) with the intention to continue to build over time towards a mature and integrated model of care. Note future phases are subject to planning.

We are seeking providers (who may be solo organisations or partnerships of multiple organisations) who share our vision and commitment and who are ready to deliver the initial scope of Phase One and grow with us as the model expands to its full vision.

This REOI is the first step to registering your interest in being part of this new program that is:

- **Equity-driven** – prioritising hardly-reached populations, including First Nations peoples, culturally and linguistically diverse (CALD) and LGBTQIA+ communities, people from lower socioeconomic backgrounds, and those facing systemic barriers.
- **Integrated and place-based** – delivering multidisciplinary care aligned with consumer needs, general practice and the wider system.
- **Flexible and outcomes-focused** – tailoring services to community strengths while being accountable for outcomes that matter.
- **Collaborative** – building partnerships with hospitals, general practice, equity and specialist providers, and community organisations.
- **Innovative** – co-designing with consumers, with outcome-linked funding enabling providers to test and scale new approaches.
- **System-oriented** – strengthening networks, governance and accountability to drive collective impact.

Key requirements

At this REOI stage we're not asking you to demonstrate your capability or capacity. Instead, we encourage you to consider the key requirements of the Unified Program and reflect on your ability to deliver, report, collaborate and innovate as the program evolves. Providers that feel well-placed to meet these requirements are encouraged to express their interest to enable participation in the upcoming RFT process.

Deliver

- Design and implement service delivery models across the four cohorts:
 - Child and Youth Wellbeing and Resilience
 - Adult Wellbeing and Resilience
 - Older People
 - Chronic and Complex Needs
- Deliver specified programs as required under funding agreements (e.g. CareFinder, Medicare Mental Health Centre). Deliver care across a range of settings, including clinic-based, outreach, telehealth and residential aged care.
- Embed equity as a core principle, ensuring targeted and culturally safe approaches that address the needs of priority populations and hardly reached communities, while actively identifying and responding to emerging equity needs within local communities.
- Manage transitions between current and new programs, working with EMPHN to maintain continuity of care, minimise disruption for consumers and staff, and ensure safe handovers.

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- Maintain safe, effective, and sustainable workforce models.
- Ensure safe, appropriate and high-quality services with robust clinical governance.
- Operate a streamlined, responsive and consumer-centred intake and referral system that is aligned across the catchment.
- Align and adhere to branding guidelines that will be provided by EMPHN.

Report

- Partner with EMPHN on clinical governance, data collection, and evaluation.
- Meet EMPHN's minimum dataset and program logic requirements (see Part D Attachments 1 and 2), aligning delivery with cohort logics to ensure activities are tied to outcomes that matter to communities.
- Use data to inform continuous service improvement.

Collaborate

- Actively contribute to structured collaboration within and across regions to support system-wide coordination, including participation in regional planning, advisory groups and cross-region forums.
- Build partnerships with primary care, hospitals and specialist providers (organisations with expertise in serving specific priority populations) to strengthen local service ecosystems.
- Where you choose to partner, we expect it to be genuine partnership recognising roles in leadership and the role in delivering integrated pathways of care and cultural authority. This may include active engagement, collaboration and partnering with relevant Aboriginal Community Controlled Health Organisations (ACCHOs) and Aboriginal Community Controlled Organisations (ACCOs), or other specialist organisations, in the local area to support the right to self-determination and cultural safety for Aboriginal and Torres Strait Islander peoples across all health services.
- Work within and across regions as part of a joined-up system that fosters integration, coordination and collective impact.
- Support the phased introduction of co-location with general practice.

Innovate

- Co-design services with consumers and stakeholders.
- Contribute to ongoing service redesign and broader system improvement.
- Test, adapt and scale locally relevant, sustainable models of care that can adapt to changing community needs
- Access and apply innovation funding linked to outcomes.

Scope of services

The scope of services under the proposed contracts resulting out of the RFT process, includes:

- Delivery of services across the four identified cohorts (see UPA Essentials).
- Provision of services within one or more of three defined regions across the EMPHN catchment (North, East, Inner South – names subject to confirmation).
- Implementation of integrated, multidisciplinary, place-based models of care that are tailored to local community strengths and needs.
- Operation of streamlined intake, referral, and navigation systems that reduce fragmentation.
- Partnership with equity and specialist providers in integrated pathways of care – ensuring culturally safe and responsive models of care that strengthen access and improve outcomes of priority populations.

- Participation in EMPHN-led governance, planning, and innovation activities.

The above scope of services is indicative and subject to change.

Timeline

Table 2 shows the indicative timelines for the REOI, RFT, and program commencement phase (Phase One). These timeframes may change; the REOI or RFT periods may be extended, and the program start date may be adjusted depending on procurement outcomes and operational requirements. For example, should it be clear that more time is required to solidify partnerships in a particular region, timelines may be extended to support this.

To maintain continuity of care and ensure a smooth transition for consumers, current programs and services will be aligned and transitioned with the phased roll-out of the Unified Program. An intentional overlap will allow existing services to scale down as the Unified Program scales up, minimising disruption and supporting safe, reliable transitions. Further detail on future phases is available in the Unified Program Essentials document.

Table 2: Indicative timeline for Phase One of Unified Program

	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Mar 26	Apr 26	May 26	Jun 26	Q1 Jul - Sep 26	Q2 Oct - Dec 26	Q3 Jan - Mar 27	Q4 Apr - Jun 27
Expression of Interest													
Eoi Open													
Industry Briefing													
Eoi Evaluation													
Request for Tender													
RFT Open													
RFT Evaluation													
Service Delivery													
Current commissioned programs													
New service delivery													

Procurement approach

We are taking a two-stage approach to procurement process for establishment of the Unified Program.

Stage 1 – The Request for Expression of Interest (REOI) Process

The first stage is open to all providers. Submitting an EOI is the mandatory first step in this process – providers who do not complete an EOI will not be eligible to participate in the RFT as a solo or lead respondent. Nonetheless, an organisation that has not participated in the REOI process may collaborate with a provider invited to participate in the RFT process.

As part of your EOI, you will be asked to indicate the region/s that you intend to deliver in and whether you plan to apply individually or as part of a consortium. These early indications help us understand market interest and anticipated RFT respondents to refine effective transition planning.

Please note, you are not bound by what you nominated in your EOI – you can adjust your proposed regions or partnership approach to reflect your final position as part of your response subject to the requirements of the RFT (Stage 2).

Stage 2 – The Request for Tender (RFT) Process

The RFT process will be a closed process, and only open to providers who submitted an EOI and were confirmed as eligible to proceed to the RFT process.

Submissions lodged in response to the RFT will be evaluated through a formal evaluation process, with all RFT applicants advised of the outcome. Contract negotiations will then be undertaken with successful providers.

What you need to know

Details schedule

REOI Reference No.	E096
REOI Name	Unified Program
Communication Protocols	Once the REOI is released, all communications, including questions about the REOI, must be posted online via the Questions Tab in eProcure in the first instance.
REOI Date Issued	2:00 pm AEDT on Tuesday 21 October 2025
Industry Briefing	1:00 pm AEDT on Tuesday 28 October 2025 Link to attend briefing: EOI market briefing registration
REOI Closing Time & Date for Questions	2:00 pm AEDT on Tuesday 11 November 2025
REOI Closing Time & Date	2:00 pm AEDT on Tuesday 18 November 2025
EOI Lodgement Instructions	This REOI has an ONLINE EOI FORM to be completed. This can be located under the RESPONSE TAB.
EOI result notifications to respondents	Mid December 2025
Stage 2 – RFT indicative dates	
RFT issue date	Subject to the REOI response, this will be no earlier than Monday 5 January 2026
RFT closing Time & Date for questions	February 2026
RFT Closing Time & Date	March 2026
Evaluation of RFT submissions	March 2026

The REOI submission

Submission requirements

The REOI asks providers to indicate their intention to participate in the upcoming RFT process. It also captures information on which region/s providers are considering and whether they intend to apply individually or as part of a partnership.

Due diligence questions are also included to confirm that potential providers can meet EMPHN baseline requirements for commissioned providers. All EOI submissions must meet these requirements.

Respondents that do not meet any of the due diligence criteria will not progress to the RFT stage. If you are unable to meet any of the criteria listed in the table below, it is unlikely that submitting an EOI will be beneficial.

Please read all parts of the REOI carefully so you understand the process for lodging your EOI submission.

Submission process

All EOIs must be submitted through the eProcure platform, where this REOI is published.

Table 3. REOI questions and due diligence requirements.
For your reference. Please refer to eProcure for online form for completion.

	REOI questions
1	Are you interested in applying for any aspect of the request for tender (RFT)? Yes/No If yes, please proceed to Question 3
2	If No, please briefly tell us why you are not interested in applying, noting that this precludes you from submitting a response to the RFT.
3.A	Are you interested in responding to the RFT for the North region : (covering LGAs of Nillumbik, Murrindindi part A, Mitchell, Banyule, and Whittlesea) Respond Yes/No to all that apply in 3.A.1 to 3.A.4 below
3.A.1	Yes, as a solo respondent
3.A.2	Yes, as the lead provider of a partnership
3.A.3.	Yes, as a partner
3.A.4	Yes, as a subcontractor
3.B.1	Do you have a <i>preferred</i> role for the North Region (please choose one): a. Yes, as a solo respondent b. Yes, as the lead provider of a partnership c. Yes, as a partner d. Yes, as a subcontractor e. No

	REOI questions
4.A	Are you interested in responding to the RFT for the East Region : (covering LGAs of Murrindindi part B, Manningham, Maroondah, Yarra Ranges, and Whitehorse) Respond Yes/No to all that apply in 4.A.1 to 4.A.4 below
4.A.1	Yes, as a solo respondent
4.A.2	Yes, as the lead provider of a partnership
4.A.3.	Yes, as a partner
4.A.4	Yes, as a subcontractor
4.B.1	Do you have a <i>preferred</i> role for the East Region (please choose one): a. Yes, as a solo respondent b. Yes, as the lead provider of a partnership c. Yes, as a partner d. Yes, as a subcontractor e. No
5.A	Are you interested in responding to the RFT for the Inner South Region : (covering LGAs of Knox Monash, and Boroondara) Respond Yes/No to all that apply in 5.A.1 to 5.A.4 below
5.A.1	Yes, as a solo respondent
5.A.2	Yes, as the lead provider of a partnership
5.A.3.	Yes, as a partner
5.A.4	Yes, as a subcontractor
5.B.1	Do you have a <i>preferred</i> role for the Inner South Region (please choose one): a. Yes, as a solo respondent b. Yes, as the lead provider of a partnership c. Yes, as a partner d. Yes, as a subcontractor e. No
6.A	Do you currently deliver services in the North Region of EMPHN's catchment? Please respond Yes/No, to the following North LGAs that you provide in-reach or out-reach to in 6.A.1 to 6.A.5 below.
6.A.1	Banyule
6.A.2	Mitchell
6.A.3	Murrindindi (A)
6.A.4	Nillumbik
6.A.5	Whittlesea
6.B	Do you currently deliver services in the East region of EMPHN's catchment? Please respond Yes/No, to the following East LGAs that you provide in-reach or out-reach to in 6.B.1 to 6.B.5 below.
6.B.1	Maroondah
6.B.2	Manningham
6.B.3	Murrindindi (B)
6.B.4	Whitehorse

	REOI questions
6.B.5	Yarra Ranges
6.C	Do you currently deliver services in the Inner South region of EMPHN's catchment? Please respond Yes/No, to the following Inner South LGAs that you provide in-reach or out-reach to in 6.C.1 to 6.C.3 below.
6.C.1	Boroondara
6.C.2	Knox
6.C.3	Monash
7.A	Do you currently deliver services for the four identified cohorts? Please respond Yes/No, to the following Cohorts that you provide in-reach or out-reach to in 7.A.1 to 7.A.4 below.
7.A.1	Child and Youth Wellbeing and Resilience
7.A.2	Adult Wellbeing and Resilience
7.A.3	Older Persons
7.A.4	Chronic and Complex
8	Do you have any outstanding questions regarding the contents of Part D Attachment 1 – Unified Program Essentials. EMPHN will not respond directly to your questions at this REOI stage but will consider your questions and clarifications as a part of finalising the RFT documentation.
9	Are you comfortable with your organisation's details to be shared with other providers who submit an EOI, to enable collaboration (if desired) between interested organisations as part of the RFT process? Yes/No Note that your answer to this question will not affect eligibility to progress to the RFT.

#	Due diligence
A	Respondent eligibility
A.1	Legal entity name
A.2	Trading name
A.3	Registered business address
A.4	Postal address
A.5	ABN number and ACN number (if applicable)
A.6	Registered for GST
B	Financial
B.1	Respondents must provide the organisation's audited financial statements for the previous two financial years (i.e. a set of financial statements for each year). For organisations that can only provide non-audited financial statements for this period, these will be accepted by the EMPHN in lieu of audited statements, these however will need to be signed off by the Company Directors and include as minimum: Statement of profit and loss, Statement of financial position and statement of cash flows. For newly established businesses or businesses who have been operating for less than two years please provide equivalent financial information that shows the financial strength and

#	Due diligence
	viability of the organisation. If the Financial information provided is not considered adequate EMPHN may seek further information as required.
C	Insurance The respondent must have appropriate insurance compliance. Please check the boxes to confirm and provide proof of current insurance for:
C.1	Public liability: minimum \$20 million per claim - please submit the certificate of currency
C.2	Professional indemnity: minimum \$10 million per claim - Please submit the certificate of currency
C.3	Cyber security: minimum \$2 million per claim and aggregated - Please submit the certificate of currency
C.4	Insurance - medical indemnity (for all medical practitioners working): minimum \$20 million per claim
C.5	Victorian WorkCover insurance - Please submit the certificate of currency
D	General compliance
D.1	Legal Proceedings Is there any litigation, arbitration, mediation, conciliation or proceeding including any investigations ('Proceedings') taking place, pending or threatened, against your organisation, where such proceedings will or have the potential to impact adversely upon either the organisation's capacity to perform and fulfil its obligations if contracted for these services, or adversely affect the reputation of the organisation or the PHN as a contracted party? If yes, complete and upload Part D – Attachment 3 Tenderer Legal Proceedings provided in the documents section.
E	Conflict of interest
E.1	Do any current, perceived or potential conflict of interest exist? If yes, please provide details of conflict and recommendations for managing the conflict
F	Organisational declaration
F.1	☐ I am an authorised representative who can submit an application on behalf of the organisation.
F.2	☐ The information provided in this form is true and correct.
F.3	☐ I have read, understood and agree to the procurement terms and conditions.
F.4	Authorised representative details: name, position title, email

Conditions of REOI

REOI process, terms & conditions

By submitting a EOI in response to this REOI, you agree that you as the Respondent are bound by these REOI conditions:

- You may not submit questions about this REOI after the closing date for questions in Details Schedule (pg. 9).
- That you will lodge your EOI using the lodgement method and by the closing time and date in accordance with Details Schedule.
- That these conditions, together with the specification, and the REOI form and any other documents declared by EMPHN to form part of the Request for EOI ("REOI"), comprise the EOI.
- To submit all documents as required by the REOI ("REOI Documents").
- That the REOI documents becomes the property of EMPHN upon lodgement.
- That the REOI documents are succinct and free from elaborate artwork, or any other forms of unnecessary presentation.
- To keep confidential all information provided by EMPHN in connection with the REOI.
- Not to reproduce the REOI (or any part of it) except where necessary for preparation and submission of your EOI.
- To license EMPHN to use and reproduce the whole or any portion of the EOI documents for evaluation and audit.
- That your response to this REOI will remain open for acceptance by EMPHN for three months from the closing time and date (and for any further period or periods agreed) even if EMPHN negotiates with you or others.
- That you have declared all actual or potential conflicts of interest in your EOI.
- That you will direct all communications, including questions, relating to this REOI through the Communication Protocols identified in Details Schedule.

EMPHN will:

- Subject to the requirements of the law and the purposes of evaluation, keep confidential your EOI.
- Assess EOIs and determine eligibility for participation in the proposed RFT process.
- Promptly advise in writing the outcome of the REOI process.
- Not warrant the accuracy of the REOI.
- Not be liable for any deficiency within the REOI.

EMPHN may:

- Cease to proceed with or suspend the REOI process.
- Issue addenda and/or change any details in the REOI.
- Extend the closing time and/or date.
- Reject any unacceptable EOI including your EOI.
- Require any respondent to provide additional information or clarification of any matter raised in their EOI.
- Call for a new REOI (or another process or processes).

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- Reject any EOI that is received after the closing time (or by means other than the specified means), unless the respondent can demonstrate to EMPHN's satisfaction that there has been a technical issue out of the respondent's control that has caused the delay and the probity of the REOI process would not be impacted.

EMPHN Code of Conduct

Respondents are required to comply with EMPHN's Code of Conduct Policy. The key obligations under the Code of Conduct are summarised in the following extract.

EMPHN staff and contractors will:

- When representing EMPHN, maintain the highest levels of professional conduct during interactions with each other and in representing EMPHN to all stakeholders including the community in which they operate, such as clients, Respondents, consultants, contractors, GPs, practice staff, other business partners and all other stakeholders you may come in contact with.
- Maintain business relationships (internal and external) in a manner which is consistent with the principles of respect for others, courtesy, integrity and fairness and which meet, as a minimum, the laws applicable to behaviour in the work environment. All forms of discrimination and harassment are prohibited.
- Comply with all relevant Australian laws.
- Report any unethical behaviour or wrongdoing by any other employee to the appropriate manager or director. This may include behaviour believed to:
 - Violate any law, standard or regulation.
 - Conflict with established standards of professional or clinical practice.
 - Represent gross mismanagement.
 - Be a danger to public health or safety.
 - Be contrary to the operational or financial interest of EMPHN.
- The Code of Conduct also requires reporting of Conflicts of Interest by personnel should they arise during the engagement.
- Link to EMPHN's Code of Conduct: <https://emphn.org.au/about-us/frameworks-and-policies/emphn-policies-and-procedures/#code-of-conduct>