



MONTANA DEPARTMENT OF ADMINISTRATION

Director's Office
Greg Gianforte, Governor
Misty Ann Giles, Director

doa.mt.gov
406.444.2460
doadirector@mt.gov

NOTICE OF INTENT TO AWARD

Solicitation Title/Event Name:

Solicitation Number:

Solicitation Close Date:

Notice of Intent to Award Posting Date:

Issuing Contracts Officer/Contact Information:

The State intends to award a contract to the apparent successful offeror(s) of the above-mentioned solicitation. The Notice of Intent to Award shall not be considered a binding commitment by the state.

In accordance with the Montana Procurement Act, the State has made available for public inspection the relevant scoring matrix/bid tab for the above-mentioned solicitation. Comments from the public regarding the proposed award must be submitted to the Contracts Officer listed above within this 7-day notice period.

APPARENT SUCCESSFUL OFFEROR(S)

UNSUCCESSFUL OFFEROR(S)

A&M Public Sector Services LLC, AMN Healthcare Inc., Abt Global LLC, Deloitte Consulting, ECG Management Consultants, Elevate Health Wellness & Leadership Consulting LLC, FinMed Corp., Forvis Mazars LLP, HealthTech Solutions, L.L.C., KPMG LLP, MGT Impact Solutions, LLC, Mamon11 LLC, Manatt Health Strategies, LLC, Mathematica Inc., Naviant, LLC, OC Reilly, Inc., OptumInsight, Inc., Premier Healthcare Solutions Inc., SIA Partners U.S., Inc., Safion Advisory Partners, LLC, Summit Consulting, LLC, Syra Health Corp., nxT IL, L.L.C

DPHHS-RFP-2026-0671NAV									
RHTP Center of Excellence - Strategy & Analytics									
SCORE SUMMARY WORKSHEET									
	CATEGORY	Possible Points	A&M Public Sector Services LLC	ABT Global LLC	AMN Helathcare Inc	Aquila Health PBC	Deloitte Consulting	ECG Management Consultants	Elevate Health Wellness & Leadership Consulting LLC
SECTION	Technical Evaluation / Scope of Work	2,500 points possible							
Scope of Services	1. CoE Governance Strategy	100 points	84	83	89	79	84	74	0
	2. Rural/Frontier Transformation Design	125 points	107	112	105	90	112	96	0
	3. Focus on Tribal Communities	50 points	42	42	40	41	44	39	0
	4. Coordinated Health Care Delivery Design	50 points	39	43	40	37	45	41	0
	5. Financial & Operation Diagnostics	50 points	38	42	40	37	45	35	0
	6. Building CoE Participation	75 points	63	68	62	56	64	55	0
	7. Partnerships & Network Development	50 points	42	43	42	33	40	37	0
	8. On-Site Engagement	50 points	43	44	44	36	43	33	0
	9. Workplan & Milestone Management	50 points	40	45	43	32	40	32	0
	10. Transition & Closeout	50 points	42	40	42	40	43	36	0
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	42	43	39	39	43	38	0
	12. Asset & Capacity Inventory	50 points	43	42	40	41	44	38	0
	13. Data Assessment & Gap Analysis	100 points	87	88	78	87	88	69	0
	14. Restructuring Service Lines	100 points	85	85	80	84	82	70	0
	15. Cost Structure & Efficiency Levers	50 points	40	42	39	42	41	30	0
	16. Dashboards and Data Reporting	50 points	40	40	37	42	45	22	0
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	80	82	80	90	82	58	0
	18. Demand Alignment & Margin Sustainability	50 points	43	41	42	42	42	25	0
	19. Focus Areas in Recommendation Design	100 points	80	80	78	85	86	65	0
	20. Measurable Outcomes & County References	50 points	40	43	41	41	38	35	0
	21. Alignment with RHTP Components	50 points	42	43	33	43	45	25	0
	22. Incentive Payment Program Design	50 points	40	45	40	39	42	38	0
	23. Barrier Identification & Mitigation	50 points	42	40	41	41	41	37	0
	24. Long-Term Sustainability & Alternatives	100 points	87	87	82	84	82	59	0
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	42	41	41	44	41	35	0
	26. Infrastructure & Capability Assessment	50 points	42	41	42	43	44	35	0
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	42	42	42	43	27	0
	28. Department Data Use Strategy	50 points	42	40	42	45	43	37	0
	29. Research & Analysis Framework	100 points	75	80	83	89	90	70	0
	30. Support for ORPA	50 points	42	41	42	46	43	32	0
	31. Stakeholder Collaboration	50 points	42	40	38	43	43	34	0
	32. Data & Analytics Sustainability Plan	100 points	82	85	80	85	87	73	0
Informational-Value Added	33. Value Added Offerings.	N/A							
Offeror Qualifications		400 points possible							
	Reference	100 points	82	82	74	74	90	60	0
	Company Profile and Experience	150 points	109	132	109	111	138	85	0
	Resume	150 points	111	111	110	115	135	100	0
Oral Presentation/Interview	Oral Interview	1,500 points possible							
		1,500 points					1200.00		
Cost Proposal	Cost Proposal	1,000 points possible							
	Cost Proposal	1,000					1000.00		
Proposals that do not receive a score of 80% (2,000) of Points possible (2,500) for Technical Scoring MAY be eliminated from further consideration.	2,500 Points								
Technical Points	2,500 /5,000		2042	2098	2000	2018	4358	1675	0
Technical Subtotal	2,500						2158.00		
Oral Presentations	1,500						1200.00		
Cost Proposal	1,000						1000.00		
Total Points	5,000						4358.00		
FINAL TOTAL	5,000						4358.00		

FinMed Corp	Forvis Mazars LLP	Health Tech Solutions LLC	Indelible Health Solutions LLC	KPMG LLP	Mamon11 LLC	Manatt Health Strategies LLC	Mathematica Inc	MGT Impact Solutions LLC	Naviant LLC	nxTIL LLC	OC Reilly Inc
0	70	82	90	88	0	80	83	74	80	0	75
0	80	115	109	100	0	108	110	92	100	0	93
0	35	45	45	39	0	43	43	39	39	0	39
0	37	42	46	40	0	44	44	37	41	0	39
0	36	44	45	44	0	43	43	35	40	0	35
0	53	65	68	66	0	62	63	55	66	0	57
0	39	40	45	39	0	44	43	37	40	0	40
0	36	36	45	40	0	44	41	39	43	0	38
0	34	43	45	36	0	45	42	43	41	0	30
0	36	37	45	45	0	40	44	39	40	0	36
0	37	43	43	43	0	43	42	36	42	0	37
0	37	42	45	45	0	40	43	37	42	0	37
0	72	87	90	86	0	90	87	72	87	0	74
0	78	82	90	87	0	84	84	70	87	0	74
0	35	41	44	41	0	43	40	38	41	0	38
0	35	44	39	43	0	39	44	38	41	0	40
0	75	82	84	70	0	82	83	76	84	0	78
0	36	43	42	39	0	41	44	38	41	0	39
0	73	85	85	80	0	84	80	70	84	0	74
0	38	42	45	36	0	43	41	30	44	0	37
0	35	40	45	45	0	45	40	30	43	0	37
0	36	39	45	46	0	41	40	38	45	0	40
0	36	39	43	41	0	41	40	37	43	0	36
0	73	80	85	85	0	90	82	74	85	0	78
0	37	40	43	44	0	40	43	38	40	0	36
0	38	40	45	40	0	43	39	38	43	0	36
0	37	40	45	41	0	41	41	37	42	0	38
0	36	41	43	40	0	42	40	0	45	0	38
0	72	80	90	80	0	87	82	67	82	0	74
0	33	40	43	42	0	40	39	37	43	0	36
0	35	40	44	40	0	43	40	40	43	0	36
0	70	82	90	82	0	82	80	74	82	0	78
0	80	85	88	85	0	92	85	75	74	0	70
0	120	134	140	107	0	140	138	111	111	0	111
0	120	135	135	125	0	138	135	120	90	0	100
			1470			1160					
			811.26			842.00					
0	1830	2095	4495	2050	0	4149	2108	1811	2034	0	1854
			2214.00			2147.00					
			1470.00			1160.00					
			811.26			842.00					
			4495.26			4149.00					
			4495.26			4149.00					

[illegible]

Cost Worksheet

Lowest overall cost receives the maximum allotted points. All other proposals receive a percentage of the points available based on their cost relationship to the lowest. Example: Total possible points for cost are 300. Offeror A's cost is \$20,000. Offeror B's cost is \$30,000. Offeror A would receive 300 points. Offeror B would receive 200 points ($\$20,000/\$30,000 = 67\%$ x 300 points = 200).

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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
A&M Public Sector Services LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	84	Good response. 4-pillar methodology. Outlined support enable to create to meet this requirement advisory council. Good response. Could have gone further and provided MT specific examples. Visuals were helpful in explaining model. Response was thorough. Included all stakeholders in response. Would like to have seen more MT info.
	2. Rural/Frontier Transformation Design	125 points	107	Addressed the topic but short on sustainability. Included patient flow map, travel patterns. Thorough and touched on the requirements of the question. Visuals were helpful. Data driven approach to assessing healthcare facilities.
	3. Focus on Tribal Communities	50 points	42	Response discussed sovereign team first, community informed approach and cultural alignment. Touched on areas in alignment with our overall RHTP plan. Left out differing nature of tribes in MT.
	4. Coordinated Health Care Delivery Design	50 points	39	Talked about evaluating EMS pieces in quite a bit of detail. Clear escalation of frameworks of community based partners. The proposal needed to include specific details regarding their care models and delivery system. Could have provided more details about transportation strategies
	5. Financial & Operation Diagnostics	50 points	38	Outlined sustainability portion was not sufficient fair response. Vendor showed a fair understanding of the data analytics needed for the proposal. Peer benchmarking.
	6. Building CoE Participation	75 points	63	Vendors proposal outlines the methodology for fulling the scope requirements. Structured framework. Participation management that emphasizes communication. Low burden participation supports not a lot of detail in terms of technical experience in this area.
	7. Partnerships & Network Development	50 points	42	Data informed assessment used to identify where partnerships are most likely to create. Multi-partnership opportunities. Enjoyed visuals.
	8. On-Site Engagement	50 points	43	Schedule was helpful and detailed. Liked that they had the pre visit participation and what they're going to do prior to and what details they're going to have ready to go.
	9. Workplan & Milestone Management	50 points	40	Discussed the different levels that they would be at the county versus facility. Inventory of data availability. Focused approach to the health they would address. good response to project management principles.

of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
A&M Public Sector Services LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	10. Transition & Closeout	50 points	42	Talked about cross walking and data. Documents are complete. could have gone into more detail about the documentation, data models and transition findings to the state upon the sun setting of the Coe. Didn't include concrete metrics. Good dispatching of dashboard templates and report specifications. Mentioned that they were going to engage with the other parties from the very start for coordination with the implementation vendor and involving people throughout the entire process.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	42	Well thought out structured idea for collecting integrating data. Did not go into specific challenges agree with the challenges they will face. Fresh perspective on potentially being able to pull some of those data elements together. Pretty comprehensive.
	12. Asset & Capacity Inventory	50 points	43	Did well touching on different areas of their inventory. Visuals were great for validation workflow. Talked about one record per rural county and per facility. County level assists and facility assets.
	13. Data Assessment & Gap Analysis	100 points	87	Talked about how gaps at the county level will be classified as absent service constraint capacity. Showed understanding of the diversity of MT county and what they can do as far as finding some of those gaps.
	14. Restructuring Service Lines	100 points	85	Did a good job describing needs in MT in terms of burden and utilization to access service line sustainability, review inpatient and outpatient emergencies. Did well with integration across four dimensions and access barriers, community contact, primary care capacity, chronic disease burdens. transportation versus acute inpatient outpatient behavior.
	15. Cost Structure & Efficiency Levers	50 points	40	Provided good examples of data analytics but explanations were not detailed. Financial sustainability dashboard was strong. Peer benchmarking. Price transparency. Clearly illustrated their approach to the core assessment areas. Engages key project participants.
	16. Dashboards and Data Reporting	50 points	40	Met the requirements of outlying self-service capabilities. Not a lot of detail. liked that they acknowledged different dashboards (internal and external). Director level stakeholders. Did not go into detail about specifics that they would use.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	80	Good data and analysis and discussions about stakeholder input. No foundational metrics that would be necessary. They addressed all they needed to, could have had more detail. Good explanation of the scope of work. Did focus on sustainability.
	18. Demand Alignment & Margin Sustainability	50 points	43	Vendor introduces a margin model to project fiscal impacts similar comments already stated. Impact confidence score. similar comments already stated. Missed the mark in terms of inpatient capacity and outpatient access
	19. Focus Areas in Recommendation Design	100 points	80	Sustainability and impact confidence scores will be categorized within 4 priorities. Could have provided more depth in terms of recommendations.

of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
A&M Public Sector Services LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	20. Measurable Outcomes & County References	50 points	40	Did a good job answering areas, not enough depth. Liked the descriptions of the multi-phase approach. Did not like the response to the reporting cadence. Will work with the State to determine measures.
	21. Alignment with RHTP Components	50 points	42	Detailed explanation of their approach and visuals to back it up. Outlined cross component dependency mapping matrix. Good, understood how the interactions with work they would be doing. Thin on he sub initiative level
	22. Incentive Payment Program Design	50 points	40	Payment structure, rewarded based on progress not just participation. Multiple milestones. Balancing of outcomes. Recognizing all facilities. Discussed tailored approaches. Implementation drives model. Talked about key stakeholders and program participants. benchmarks for the incentive program.
	23. Barrier Identification & Mitigation	50 points	42	Explained participation of stakeholders and more in depth on potential barriers. Thought their table outlined the barrier category. Listed 7 areas
	24. Long-Term Sustainability & Alternatives	100 points	87	Showed planning framework in the table very well laid out. They addressed the different framework elements and the standard methodology and how it would apply to the Montana RHCP context. Showed all the triggers that they listed out and the comments that they made for each trigger. Did not get into the workforce realities.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	42	Asset inventory would be built on questions related to. Didn't go into detail about the necessary data governance structure that's going to be needed, as well as cataloging and defining.
	26. Infrastructure & Capability Assessment	50 points	42	Good job building on the data asset inventory and sort of falling back aligned with the data asset inventory missed a mark on sort of the processes, capabilities, constraints, other things for evaluating the gaps in the data that we have in the system. Did not take points off for gaps in the system. Good response build on previous question
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Did a good job with four different types of gaps and risk. Vendor described the standard process to the challenges. Functional framework for implementation. Project timeline. Linked back to the assent inventory. Could have gone more in depth to identify gaps and risks.
	28. Department Data Use Strategy	50 points	42	Talked about operationalizing decision making. Similar comments. Lacked details in data governance. Also touched on working with the partnerships with DPHHS, DMO and ORDA.
	29. Research & Analysis Framework	100 points	75	Leaned into ORDA and partnering with them but left out details about the actual types of analysis that they would do. Did lean more into the internal staff and not explaining what they can provide. Generic response.
	30. Support for ORDA	50 points	42	Collaboration and decision making from start to finish. Addressed most of the info. Leaned into how they will work with the office and not specific work they will provide. Generic deliverables.

of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
A&M Public Sector Services LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	31. Stakeholder Collaboration	50 points	42	Cross agency collaboration. Decision making would follow tiered governance structure. Could have provided more depth in terms of stakeholder.
	32. Data & Analytics Sustainability Plan	100 points	82	Provided a more comprehensive description of best practices in terms of CLE. Early middle and late phases detailed. Training listed was good and value added. Could have provided additional details on what those documents would contain. Training and documentation.
Offeror Qualifications		400 points possible		
	Reference	100 points	82	Provided 3 references (all within last 5 years). Arkansas, Rhode Island, New Hampshire.
	Company Profile and Experience	150 points	109	Outlining of similar projects. Did not provide project costs (asked for). Alignment of the other projects was not great. Profile was very detailed. Lots of info.
	Resume	150 points	111	Alignment of resumes with needs of project were not sufficient. Listed 7 leads. No org chart (asked for). Did not see any mention of rural in resumes. No dates of employment.
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RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	83	Talked about 1-on-1 meeting with council members. Coordination around decision making. Related to frontier providers, tribal communities, independent. Did a good job discussing the members, the team members versus community members who they will work with. They provided a plan of how often meetings were going to be held and an idea of what topics we're going to be addressing.
	2. Rural/Frontier Transformation Design	125 points	112	Hands on technical assistance for frontier participation. Gone further into designing strategies. Discussed proven strategies. Provided a table with proven strategies and financial design. Plan proposes using existing relationships for facility engagement. Similar comments already stated.
	3. Focus on Tribal Communities	50 points	42	Good response. Could have provided a few more details. Demonstrate the importance of including tribal leaders. Good response. Missed mark on uniqueness.
	4. Coordinated Health Care Delivery Design	50 points	43	Talked in detail about alternatives and addressed care needs. Transport, workforce demonstrated understanding of MT Could have gone into more depth and diagnosing financial instability. Illustration of their four phases for scaling models

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	5. Financial & Operation Diagnostics	50 points	42	Response outlines methodology. Build facility level profiles. Analyzing out migration. Stakeholder validation process. Did a good job describing costs relative to patient volume.
	6. Building CoE Participation	75 points	68	Could have provided more depth for rural hospitals and clinics. Did a good job addressing treatment. Facility level composite needs scores. Four functions of joint collabs. Visuals were good. Maps and tables were good.
	7. Partnerships & Network Development	50 points	43	Talked about community meetings. Outreach, ensuring partnerships across rural hospitals, health systems.
	8. On-Site Engagement	50 points	44	The vendor response acknowledges the importance of on site visits and the critical information they bring where data cannot. The response explains in detail their approach to segmenting the state to best approach, the vast major. High level of engagements by quarter. Demonstrated ability to have a plan. More info on site meetings with leadership.
	9. Workplan & Milestone Management	50 points	45	Multi-partner teams spanning 5 organizations. described the nature of a particular vendor. Covered all the components required.
	10. Transition & Closeout	50 points	40	Stated they will do this. Gave some timeframes but not much else. Talked high-level about doing the transition. Plan future as an immediate close out approach starting at project inception, highlighting the importance of a thorough knowledge transfer. The strategy is clearly explained through a phased organizational transition framework and outlines multiple tools to ensure a successful hand off.

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Lacked details in terms of identifying, collecting and analyzing large scale data. Data collection plan. Various data resources proposed for consolidation. Roles based framework for data sharing. Different charts and tables outline their approach.
	12. Asset & Capacity Inventory	50 points	42	The plan details are processed for organizing rural health and inventories into functional categories to track local capacity and infrastructure. Detailed plan for inventory and integration. Established a rigorous validated accounting.
	13. Data Assessment & Gap Analysis	100 points	88	Multi-phase. 5-dimensional diagnostic intervention, urgency and tiers. Did not have a good understanding where gaps may be.
	14. Restructuring Service Lines	100 points	85	Reasonable job addressing could have further if they had more detail. Insuring if there's multiple facilities in the same area they consider, might that take into consideration .
	15. Cost Structure & Efficiency Levers	50 points	42	Data analytics for each focus area. Vendor presents an approach to evaluating and profile profiling. Could have had more detail for MT specific. Output was facility specific.
	16. Dashboards and Data Reporting	50 points	40	Liked that this will be hosted within EDW. Support ad hoc data through SaaS. Specifics around access to data. Lacked detail on the methods. Did provide visual of dashboard and examples

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	82	Did address the topic. Could have more details. Thought this was explained in detail. Restructuring scenarios of each facility
	18. Demand Alignment & Margin Sustainability	50 points	41	Described the margin model designed to project financial outcomes potential sensitivity models. Pro forma financial model. Alignment and margin sustainability in MT's rural populations.
	19. Focus Areas in Recommendation Design	100 points	80	Did address all four. Provided sufficient detail. Use of technology. Standard implementation steps.
	20. Measurable Outcomes & County References	50 points	43	Analytical approach was good and consistent. Could have provided more for us to understand the recommendations. Have necessary measurable outcomes. Notes that final facility recommendations will include specific metrics, identify the impacted counties and outlet outline. Liked how they set it up to be able to continue with measurable framework.
	21. Alignment with RHTP Components	50 points	43	Addressed 5 initiatives and COE alignment. Visuals. Touched on all requirements and good details. Joint cross initiative working group. Good alignment with RHTP. Sub initiatives could have had more.
	22. Incentive Payment Program Design	50 points	45	Incentive payments. Planning operations facility payment CMS framework, evaluation plan. Could have had more info on incentive payment.

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	23. Barrier Identification & Mitigation	50 points	40	Identified in table, mitigation strategy for each barrier. Gave more than one example. Covered 5 areas related to barriers. Met requirements. Thought they could have had more details COE recommendations
	24. Long-Term Sustainability & Alternatives	100 points	87	Wanted more info on sustainability plans. Facility will receive a sustainability plan that lists sustainability risks, mitigation strategies and alternative approaches. Discussed triggers for course correction review.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	41	Exhibit 33 listed data sources by type. Inventory being a living structured workbook. Needed more detail in terms of data dictionary. Liked exhibit 33, very helpful.
	26. Infrastructure & Capability Assessment	50 points	41	Architecture and data sharing approaches and dashboard was all well described. Talked about all the systems. Gap matrix
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Process to document data gap risks and asses accessibility issues. Exhibit 35 was good representation of their prioritization criteria and milestones. Clear record of data gaps. Data asset inventory and capability.
	28. Department Data Use Strategy	50 points	40	Three distinct data streams operational. Operational data. Performance and outcome data. administrative operational and analytical data. Partnership with data management office. Light on details in terms of the overall department strategy and leadership and data governance.

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	29. Research & Analysis Framework	100 points	80	Documented systemic approach. Lacked details with regard to exactly what methodologies would be used. Framework into four phases to apply every analytical product. They just mentioned all the details but did not provide explanations.
	30. Support for ORDA	50 points	41	Plan establishes a collaborative framework analytical domains, engagement in the very beginning. Exhibit 37 was very helpful. Plan set up ORDA quarterly diagnostic. Focus on active teamwork. could have more detail on how they would support ORDA
	31. Stakeholder Collaboration	50 points	40	Did outline various stakeholder groups. Tie back other engagements to the proposal. Had good detail cross agency coordination. Needed more detail in collab with other stakeholders. Does outline structures for decision making.
	32. Data & Analytics Sustainability Plan	100 points	85	Measure progress towards sustainability using the same benchmarks as the State. Liked the 3 phase breakdown. Structured training plan. Stakeholder training was very detailed.
Offeror Qualifications		400 points possible		
	Reference	100 points	82	Scope of references as related to this RFP not that strong. Several references. One from Minnesota just started a similar project. Requirements were there. Provided the required number and were detailed.
	Company Profile and Experience	150 points	132	Did list many projects. Rural health was not mentioned. Subcontract (MPQH) has MT experience.

Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ABT Global LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Resume	150 points	111	Provided a very extensive list of resumes. Included info for all subcontractors. No org chart included. Lack of experience with rural projects. Staffing matrix - no indication of support staff. gave five leads but no detail on what roles would be.
STOP HERE				

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RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	89	Figure 1 & 2 shows PMO framework will be put together. Ensures that advisor council activities are planned, facilitated and documented could have provided more details on governance board. Needed more concrete metrics great visual representation. Six-layered approach. very detailed. Roles of who would be involved
	2. Rural/Frontier Transformation Design	125 points	105	Approach they are taking ensures partnerships. Needed more depth in designing transformation strategies. Talked about how they'll adopt prior rule experience to MT by shifting to short term. Experience and examples were good. Detail on access and distance. Did not focus on frontier nature of MT. Examples not relative to MT frontier conditions. Say they would provide hands on technical assistance
	3. Focus on Tribal Communities	50 points	40	Vendor acknowledges the importance of the tribal governments and their role in the full process. barriers that exist. Talked about barriers facing tribes. Their approach to analyzing those barriers and identified areas needed and then implement implementing. Not barriers needed the barriers that exist. And then implementing. Repeated project process. They didn't mention sort of the specific uniqueness of individual tribes and the differences that exist between them across the state.

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AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	4. Coordinated Health Care Delivery Design	50 points	40	Talked about their approach would be delivered through critical access hospitals, health clinics etc. generic response. Generic and high level. Spoke about designing a coordinated healthcare delivery system. Good response touched on all requirements.
	5. Financial & Operation Diagnostics	50 points	40	Good approach for diagnosing financial and operational drivers of instability across rural areas. Integration of population health data and stakeholder validation.
	6. Building CoE Participation	75 points	62	Explained their plan to encourage participation through a structured relationship driven strategy. Clear focus on communication. Stress importance of participation. Fell short in supporting efforts that enabled other clinics and community based organizations.
	7. Partnerships & Network Development	50 points	42	Approach is really to line independent rule providers with larger health systems. Collaboration for specialty access. Workforce piece supporting facilities that experience sudden loss in staff. Neutral facilitator.
	8. On-Site Engagement	50 points	44	Needed more detail on site meetings. Talked a lot about stakeholder engagement. needed to be on site for various decisions. Engage early. Gave list of those involved in early engagement. Broken up into three phases about engagement and on site meetings. Well thought out plan with continuous field presence

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Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	43	Great detail of 5 components of their execution phase. Each component of the phase described the how through data analytics and the transition to DPHHS. The work plan addresses such items as data analytics, risk management tools and system sustainability. No screen shots about information. lacked detailed info on project management
	10. Transition & Closeout	50 points	42	Lots of bullet points not a lot of detail. Had a strategy to hand over documentation, data, assets and analytical models and governance structures. Touched on transition and knowledge transfer
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	39	Addressed eval criteria. Good list of all the data.
	12. Asset & Capacity Inventory	50 points	40	Liked the bullet points. Listed out the items, list of inventory and that they had it by different categories. Validation steps. Visual representation of the example. Integrating the validated inventory.
	13. Data Assessment & Gap Analysis	100 points	78	Met all requirements. High level. Not a lot of detail. Bullet points, not a lot of details.
	14. Restructuring Service Lines	100 points	80	Focus on preventative care restructuring. High level needed more details. Needed to be right size. High level not a lot of detail. Components of the requirement were mentioned. Outlined what was needed to be done for each requirements.

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AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	39	All components were there. Rural to Rual benchmarking. Data planned to be used to come up with rural appropriate benchmarking. Not enough detail provided what was asked. did not get into very much detail or talk about the different funding levels
	16. Dashboards and Data Reporting	50 points	37	Dashboard types and stakeholders. Did not mention specific tools. Did not demonstrate they could deliver based on the level of detail provided.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	80	Developing individualized data backed recommendations through structured multi-step synthesis processes and translating regional analysis into clear. Actions at the facility level. Just again needing a little bit more detail. In terms of individualized data backed recommendations.
	18. Demand Alignment & Margin Sustainability	50 points	42	Multi-year margin modeling and key model inputs. Examples of testing to specific areas. Good job of talking about operating margins going forward.
	19. Focus Areas in Recommendation Design	100 points	78	Talk about how they are going to review the 4 areas for recommendations Needed more detail, more than just bullet points.

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AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	20. Measurable Outcomes & County References	50 points	41	Clear measurable outcomes. Needed more details. Info is there, not enough detail. Metrics are based on Recommendation and then tracking not only to check how performance improved, but how rule care delivery changed as a result.
	21. Alignment with RHTP Components	50 points	33	RHTP component mapping. Had a lot of mapping. They explain upstream parallel and downstream mapping and the dependencies. They talked about how they plan to use all of their various mappings. They briefly touched on their cross component coordination. Sequence mapping coordination. Nothing on the sub initiatives.
	22. Incentive Payment Program Design	50 points	40	Talk about a tiered incentive framework. Recognizes right different starting conditions and accountability but lacked specifics.
	23. Barrier Identification & Mitigation	50 points	41	Described everything we asked for. Not a lot of detail. Which mitigation strategies all components. Needed more than just bullet points.
	24. Long-Term Sustainability & Alternatives	100 points	82	Touched on all the pieces Financial, workforce sustainability operational sustainability.

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AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	41	Outlined each of the areas. Phased approach, timelines, 5 deliverables generally had a good approach. Have a good approach to inventory and data, but didn't go into details on specific data elements and how they would map out. Connections between different data sets.
	26. Infrastructure & Capability Assessment	50 points	42	Good oversight requirements and analytics capability. Lots of bullet points. Would like to have seen more analysis on existing data infrastructure. Phased approach. Broken down by timeline. Infrastructure and analytics capabilities scorecard.
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Included standard recommendations for improving data. Documentation is clear. 4-phase execution plan. High level timeline for sequencing. More detail than some of their other answers.
	28. Department Data Use Strategy	50 points	42	Phased approach. Two phase strategy. Output of 5 deliverables. Described what we asked for. Utilization of plan was not clear.
	29. Research & Analysis Framework	100 points	83	Discussed some data concerns, including small sample sizes, missing data. Problems with definition inconsistency, but didn't really address how they would solve for those problems. Also that they would rely quite a bit on ORDA. This is the research and analytics framework really is operationalizes. The infrastructure assessment in the data you strategy, which were the right, the previous three questions. Into a repeatable analytical life cycle.

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AMN Helathcare Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	30. Support for ORDA	50 points	42	Talk about side by side collab. Roles and accountability for everyone involved. Timeframe of the contract. List of deliverables could be provided at the end. Gave details on roles, engagement and support. Mention a lot about ORDA. Did not see clear evidence they could actually do that.
	31. Stakeholder Collaboration	50 points	38	Talk about a tiered collab structure by stakeholder group. Outline for 6 different groups.
	32. Data & Analytics Sustainability Plan	100 points	80	High level, bullet points, best practices not described. Three phase handoff. Transition for hand off readiness deliverables and post support. Meets requirements. Reference back to previous questions.
Offeror Qualifications		400 points possible		
	Reference	100 points	74	Lacked sufficient rural experience for this project. Did provide, FEMA, Michigan,(COVID) NY and Kaiser (workforce related) analytics perspective.
	Company Profile and Experience	150 points	109	Same projects as outlined above. That does demonstrates both some ability to do healthcare projects and analytics but not to the degree requested in this RFP. Overall response was very limited and lacked info. Near the top of fair but not good info.
	Resume	150 points	110	No ORG chart. 5 named resources. Additional they were people that they have identified as going to be on this project but they were blinded candidate profiles.

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
Aquila Health PBC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	79	Indicated they would develop a governance support plan. Met requirements. similarly met baseline criteria. Talked about an advisory counsel. Discussed potential issues. How would solutions apply.
	2. Rural/Frontier Transformation Design	125 points	90	Coordinated healthcare delivery design. Explanation of the scope was good. Response touched on how they would use analytics. However, the response did not go into detail on a plan of action once the determinations were made, the response explained in detail the conditions of frontier communities are facing with a method to identify the issue through data. Analytics the response mentioned previous experience, however, more details on how the work was relevant or needed. Mentioned previous experience but did not provide fully.
	3. Focus on Tribal Communities	50 points	41	Vendor demonstrates the importance of including tribal leader. 4-pillars of engagement. Unique tribal challenges. Not a lot of mention of the differences between the tribes and how they are impacted.
	4. Coordinated Health Care Delivery Design	50 points	37	Analytical work that will be done will drive what this and strategies will be designed from past performance models. Talked about their capability to help the State actively manage the rural health system. Provided high level response and not specific details. Delivery system plan to align providers and community coordinators or their plan to scale the models to Montana.
	5. Financial & Operation Diagnostics	50 points	37	Need to further develop financial recommendations that were not very detailed and that wouldn't go towards supporting long term sustainability. Demonstrated a good understanding of the necessary data analytics by outlining key data
	6. Building CoE Participation	75 points	56	Combined 3 requirements into one section. Discussed technical tool kit, prebuilt templates and different facility capabilities. lacked info about enable rural hospitals to participate.

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Aquila Health PBC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	7. Partnerships & Network Development	50 points	33	Stated they could do it but did not provide enough info and does not demonstrate they meet the requirement. Not full explanation of what was expected. Hard to pull out the requirement when mutiple were lumped together in the response.
	8. On-Site Engagement	50 points	36	Would be engaged through structured on site and remote engagement models maintained by the team to the 30 month engagement. Model is remote first not remote only
	9. Workplan & Milestone Management	50 points	32	Responses 9 and 10 were combined into one section. The vendor provided name personnel for the project, but also discussed staffing up for the contract If awarded. The response lack details for their work plan. The vendor did show a clear plan for data work transition and hand off to DPHHS. The response discussed a clear phasing out timeline and detailed list of sunset items.
	10. Transition & Closeout	50 points	40	Talked about structured handoff sessions with DPHHS. Provide three to four months of working. have a plan, engages ORDA.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	39	Plan would leverage experience with data privacy and protections and provide certain types of analysis. Covers approach to data integration, quality control, validation and data governance.
	12. Asset & Capacity Inventory	50 points	41	Inventory template with fields ensuring alignment with CoE, templates organized across six data domains. Mentioned MT possessing multiple fragmented inventories and registries
	13. Data Assessment & Gap Analysis	100 points	87	Map offers accounting facility analysis identifying. Integrated rural health system. Outlined multi-step approach noting the utilization trends to find data gaps, risk assessment framework, and how they formulate recommendations
	14. Restructuring Service Lines	100 points	84	Details on evaluating the needs of rural communities. Provided a 5-stage approach for restructuring service lines. Clearly defined. Showed clear knowledge. Do account for small county suppression seemed to account for a lot
	15. Cost Structure & Efficiency Levers	50 points	42	Proposal outlines their method for profiling rural hospitals. Includes a validation process. Did not identify all funding streams

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Aquila Health PBC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	42	Talk about the environment is built for self service. Static reports. DPHHS will have direct query access. Four sets of dashboards. Team will assist in creation of dashboards. Did not talk about specific programs to do the analysis. Visuals, examples or mock-ups would have been helpful.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	90	Individualized and dated back to facility and county level recommendations addressed duplication issues. Plan for putting all pieces together and then reviewing overall plan. Explained analytical approach to implementation by vendor. Structuring the recommendation packages and how it will work operationally.
	18. Demand Alignment & Margin Sustainability	50 points	42	Described in detail their data approaches to ensure positive operating margins beyond the RHTP. The vendor describes a margin model which will project what would happen if the facility participates versus if it chooses not to. 3 potential sensitivity models. Could have done more to align patient and outpatient services to match the projected healthcare demand
	19. Focus Areas in Recommendation Design	100 points	85	Actionable steps immediately without capital investment. Addressed approach to restructuring service lines ana staffing, provide recommendations and discussed clear three piece approach
	20. Measurable Outcomes & County References	50 points	41	Response discusses how their metrics for measurable outcomes will be organized in four categories. Described each category with clear understanding of metrics, financial access, pop, Health and operational.
	21. Alignment with RHTP Components	50 points	43	Described in detail on how they will align with RHTP initiatives. Clear understanding. Shared data foundation across all our RHTP initiatives.
	22. Incentive Payment Program Design	50 points	39	Talked about payments should go where transformation is the hardest for dedicated rural health strategy. Payment tier timing. Provided a higher level description. Three tiered milestone based incentive structure with program safeguards.
	23. Barrier Identification & Mitigation	50 points	41	Mentions financial barriers. Not a lot of details on mitigation strategies. Discussed numerous potential barriers. Thought out plan of mitigation. Addressed policy for regulatory, operational, financial, and workforce barriers and mitigations.
	24. Long-Term Sustainability & Alternatives	100 points	84	Plan for early identification if recommendations are not working. Pointed out the facts surrounding hospitals in the state and those operating at financial deficits.

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Aquila Health PBC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	44	Discusses conducting data set in four steps in the first 90 days, asset reporting and validation.
	26. Infrastructure & Capability Assessment	50 points	43	Team will asses analytical and infrastructure capability across state partners. Would like to have seen Beter understanding response shares in detail their plan to assess infrastructure across 4 organizational layers. The vendor clearly articulated the role infrastructure of each. Enlisted explanations in detail for their three parallel stream approach. The vendor's response has a well defined plan to address infrastructure and capability assessments. HIE mentioned in response.
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Describes a gap in risk register include eight standard fields. Each field is described clearly in a table addressing how they plan to document, assess, prioritize, improve, and the status of the gap. Their plan clearly organizes improvement recommendations into 3 categories and prioritizes using 4 categories. The vendor's response shows a clear understanding of the scope of work, including prioritization criteria and timelines. Wanted more details in potential gap, risks and issues.
	28. Department Data Use Strategy	50 points	45	Include a comprehensive data governance framework. Make data access predictable and efficient. Provided a few timeframes, the response shows an understanding of the importance of a data use strategy through their standardized access protocol framework and addresses privacy, security and compliance thoroughly.
	29. Research & Analysis Framework	100 points	89	team will maintain documented library of analytical methods used. Describes 4 foundation principles guide approach to data collection processing and interpretation.
	30. Support for ORDA	50 points	46	Established a collaborative integrated partnership across all four functional areas, diagnostics, analysis, modeling and reporting. The vendors plan to support is structured around 3 principles. Access over delivery collaboration over reporting and documentation as a product, not an afterthought. The response ensures that ORDA retains full strategic oversight and data governance.

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Aquila Health PBC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	31. Stakeholder Collaboration	50 points	43	They maintain a tiered communication protocol that matches the frequency, format and content of communication to each stakeholder group's role and information needs. Good description of stakeholder engagement. Needed more with internal agency stakeholder
	32. Data & Analytics Sustainability Plan	100 points	85	Thorough approach to building state ownership of the tools, skills and relationships. States that infrastructure will be built to be state owned and done over a 30 month engagement with three phase transition plan.
Offeror Qualifications		400 points possible		
	Reference	100 points	74	One reference showed decent rural experience. However, references are not for the company - they are for individuals of the company (CEO who built an HIE). References overall did not meet size and scope of this project
	Company Profile and Experience	150 points	111	Founded 6 month prior to RFP closing. 16 employees. Developed True platform. All centered around the CEO building the HIE in Nebraska, lacked experience.
	Resume	150 points	115	Resumes provided were plentiful but missing exact amount of detailed experience as it relates to this project. Also didn't include Org chart.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
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Offeror (Company) Name:				Total Points Awarded:
Deloitte Consulting				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	84	Good response preparing materials and facilitating sessions of the council. High level submission. FQHC and other rural facilities. Great job of going through their process including who participates and how they participate.
	2. Rural/Frontier Transformation Design	125 points	112	Identified team members have frontier experience including in MT and related to rural experience.
	3. Focus on Tribal Communities	50 points	44	Talk about working with MT tribal nations. Respect for independent authority and ownership. Talked about not using One size fits all plan. Lacked specifics about the specific MT tribes.
	4. Coordinated Health Care Delivery Design	50 points	45	Various care models as mutually inclusive. Combining hub and spoke for regional access and how different care models deliver system alignment
	5. Financial & Operation Diagnostics	50 points	45	Excellent representation of approach and visuals were good.
	6. Building CoE Participation	75 points	64	Plan is three part approach based on meaningful participation to turn real world feedback from rural and tribal health care workers into practical recommendations. Provides support at each starting point to implementation for independent rural hospital and tribal providers
	7. Partnerships & Network Development	50 points	40	Focused on partnerships with rural hospitals and larger hospitals but didn't provide specifics.
	8. On-Site Engagement	50 points	43	Talked a lot about different organizations for onsite engagement. Good mentioned office in Helena. Outline of plan for onsite visits to participating facilities.

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Offeror (Company) Name:				Total Points Awarded:
Deloitte Consulting				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	40	Discussed using a single centralized tracking tool to manage timelines, catch risks early and coordinate different work groups. milestone management, risk management, stakeholder reporting project work plan. Proposal had a host of assumptions and project plan was not aligned with MT.
	10. Transition & Closeout	50 points	43	Good discussion of the transition. Table at the end with Deloitte's support of each one of the scopes. Clear transition of knowledge.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Detailed proposal for strategic acquisition plan and executing six step process they outlined.
	12. Asset & Capacity Inventory	50 points	44	Planning to build a standardized statewide inventory of MT rural health assists by collection and validating data.
	13. Data Assessment & Gap Analysis	100 points	88	Gave example of Phillips County med center. Reliable transportation. social determinants of health. Could have provided more depth good explanation of the phases they would go through.
	14. Restructuring Service Lines	100 points	82	Indicated how they would restructure service lines with distance to hospitals to account for lack of reliable transportation
	15. Cost Structure & Efficiency Levers	50 points	41	Plan addresses rising rural hospital costs by building detailed financial profiles and benchmarking them against similar national peers to separate true inefficiencies from unavoidable local operating costs. They use scenario models to stress test how hospitals will handle the future financial risks. Could have gone in more detailed into the specific rural nature of MT hospital cost structure

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Deloitte Consulting				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	45	Provided a detailed table identifying groups that would utilize the dashboard.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	82	Provided visuals that gave good depth of the facilities in MT and addressed all the requirements.
	18. Demand Alignment & Margin Sustainability	50 points	42	Provided proactive financial model with long term medical demand and addressing service gaps. Thought they could've discussed a little bit more about the differences between inpatient and outpatient care delivery in Montana.
	19. Focus Areas in Recommendation Design	100 points	86	They talked about how the outputs from questions 14 and 15 are the foundation into this which makes sense. For each facility they define options and how they would be implemented and the sequencing. Discussed expanding cross training and team based care, reducing administrative burden to also good.
	20. Measurable Outcomes & County References	50 points	38	While outlined proess for measurable outcomes it was a prettty high level.
	21. Alignment with RHTP Components	50 points	45	Plan aligns their work on recommendations with RHTP initiative. Use data dashboards, project management tools to ensure a highly coordinated approach backed by local data. Rolled out in manageable phases. Did provide good detail of barriers and how to mitigate
	22. Incentive Payment Program Design	50 points	42	Plan would break providers into three segments. Primary inputs would be community needs profiles. By the close of phase one - fully designed payment system. Good response overall but was difficult to follow opt incentive payment program.

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Deloitte Consulting				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	23. Barrier Identification & Mitigation	50 points	41	Good table including barrier examples. More detail on barrier identification and strategies. table addressed various areas and mitigation.
	24. Long-Term Sustainability & Alternatives	100 points	82	Outlined how vendor evaluates against local data to evaluate sustainability. Scenario testing and measurable triggers. Talked about building a data analytics platform. They did talk about building a centralized data analytics platform. Within the state's existing system, and then gradually transferring complete ownership to Montana's internal teams.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	41	creating a shared process and templates as well as data asset inventories
	26. Infrastructure & Capability Assessment	50 points	44	Good approach to assessing the agency's data. Will use the same tool they have successfully applied for multiple state health agencies.
	27. Gap/Risk Documentation & Improvement Plans	50 points	43	Identified data gaps. Checks on data completeness and accuracy. Each issue is scored based on its urgency and impact to create a prioritized step-by-step improvement road map. Would protect patient privacy and smaller frontier communities without losing valuable information, they plan to apply special regional grouping and data methods tested in that have been tested in other states.
	28. Department Data Use Strategy	50 points	43	Prevents over collecting data. It doesn't improve decision making. Final product ensures the department has a trusted fact based data requests.
	29. Research & Analysis Framework	100 points	90	Described a defensible, reproducible, and decision-ready analyses for RHTP including design, data acquisition validation and takeholder discussion. Great job with details.

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Offeror (Company) Name:				Total Points Awarded:
Deloitte Consulting				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	30. Support for ORDA	50 points	43	Talks about using an embedded team model. Data integration and dashboard building. Joint division of responsibilities.
	31. Stakeholder Collaboration	50 points	43	Outlined fairly well. Mentioned multiple stakeholders. MOU's for data sharing. General outline of specific experience in other states
	32. Data & Analytics Sustainability Plan	100 points	87	talked about staff integration and discussed three phases of the project
Offeror Qualifications		400 points possible		
	Reference	100 points	90	NY and CMS references were closely tied to this scope of work, however references had a lack of rural and frontier references.
	Company Profile and Experience	150 points	138	good response. Can meet expectations impressed with all qualifications. Provided all that was asked for. significant organization lots of experience in healthcare.
	Resume	150 points	135	very detailed org chart. All key personnell have the experience, data analytics and education. Worked with rural population and named one person that has Montana experience but gave no detail on that experience. Gave time periods in positions. Would have been helpful to have role titles/dates in resumes.
	DEMO	1500 points	1200	Key personnel were strong. Demonstrated their experience & MT connections rural, best partner - focused on MT project that were not related to the scope of this project were answered at a high level and did not cover all aspects of the questions (example ensuring recommendations form a cohesive statewide rural health delivery system) Kansas example, not to the level of what MT is asking (also eastern KS and western MT) levers for efficiencies - revenue cycle, purchasing service, workforce was good. All good rural MT with that type of message. Data governance - no mention of leadership involvement State owned data and dashboards were good. Experience in MT on unrelated scope
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ECG Management Consultants				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	74	Did outline at a very broad overview. Stakeholder engagement light on process. Would have liked to see a little more depth scope was mentioned but lacked detail.
	2. Rural/Frontier Transformation Design	125 points	96	Did mention a lot of frontier nature of MT and some more detail in transformation strategies . Central factors to develop a plan. 5 examples of work.
	3. Focus on Tribal Communities	50 points	39	Scope was mentioned but lacked detail. Provided good context for balancing access sustainability. Specific issues were not discussed in detail
	4. Coordinated Health Care Delivery Design	50 points	41	Recommend approach supported network with redirect during acute higher acuity cases to more regional hubs. Provided a good explanation of their 5 phase approach with example participants
	5. Financial & Operation Diagnostics	50 points	35	Outlined key data categories with potential including long term sustainability but did not provide sufficient detail to meet requirements
	6. Building CoE Participation	75 points	55	Provided proposed strategies of interviews and engaged with other CoE vendors, interviews and surveys. Did not have implementation info.
	7. Partnerships & Network Development	50 points	37	Would utilize focus groups through hospitals existing partnerships and identifying opportunities. Didn't expand on how to determine who to engage and the importance
	8. On-Site Engagement	50 points	33	Outlined site interactions with rural facilities but lacked detail in scheduling and engagement objectives
	9. Workplan & Milestone Management	50 points	32	Key milestones and data tracking data were mentioned but no details included.

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ECG Management Consultants				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	10. Transition & Closeout	50 points	36	Generic outline of basic framework for handoff
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	38	Outlined standard methodologies and listed tools they would use. Generally discussed benchmarks but did not have a solid plan for acquiring data or identify potential sources for consolidation.
	12. Asset & Capacity Inventory	50 points	38	Discussed workforce inventory, developing local relevant data profiles and general approach. Lacked detail on barriers. No templates of validation.
	13. Data Assessment & Gap Analysis	100 points	69	Overview of applying proprietary benchmarks but no detail on gaps. Included analytics hub visual was a value added but explanation of how the Hub worked would have helped.
	14. Restructuring Service Lines	100 points	70	Discuss right sizing hospital but felt it was a restatement of the scope of work no detailed methodology
	15. Cost Structure & Efficiency Levers	50 points	30	Re-directed back to question 11 and did not find answer sufficiently detailed
	16. Dashboards and Data Reporting	50 points	22	Only mentioned they would do this where possible.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	58	Response seems to provide overview for aggregating inpatient and outpatient services and performance metrics at county and regional levels. However, redirects to #12 and confusing organization of information.
	18. Demand Alignment & Margin Sustainability	50 points	25	Minimum level response and seemed to fail to address the majority of requirements from SOW.
	19. Focus Areas in Recommendation Design	100 points	65	Explained how their hub and spoke focused approach in Frontier, counties will inform how select service lines will be restructured. Regionalizing Select Services will reduce administrative burden. discussed rural and frontier partners
	20. Measurable Outcomes & County References	50 points	35	Mentioned EMS providers, public health and outlined the basic methodology for localized metrics
	21. Alignment with RHTP Components	50 points	25	Minimum level response and seemed to fail to address the majority of requirements from SOW.

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ECG Management Consultants				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	22. Incentive Payment Program Design	50 points	38	Did outline 3 tiers, baseline and implementation milestones, bonus payments for media metrics listed, guard rails provided.
	23. Barrier Identification & Mitigation	50 points	37	Discussed potential workforce barriers and provided some detail on the workforce.
	24. Long-Term Sustainability & Alternatives	100 points	59	Broadly mentions recommendation of risks but nothing else.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	35	Seems to restate SOW and say they will meet, without providing sufficient detail on how they would actually do it.
	26. Infrastructure & Capability Assessment	50 points	35	Repeat of the scope. Needed more detail. more of an acknowledgement
	27. Gap/Risk Documentation & Improvement Plans	50 points	27	Minimum level response and seemed to fail to address the majority of requirements from SOW.
	28. Department Data Use Strategy	50 points	37	Did provide more info on use strategy and encrypted database, GIS

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
ECG Management Consultants				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	29. Research & Analysis Framework	100 points	70	Mention overview of the framework that they would rely on
	30. Support for ORDA	50 points	32	Provided overview of first activity would focus on and mentioned data management office.
	31. Stakeholder Collaboration	50 points	34	Included paragraph about what they would do. talked about various stakeholders.
	32. Data & Analytics Sustainability Plan	100 points	73	Discussed the description of best practices for centers of excellence and improving data analytics. Talked about roll based training and document handoff tools and how they would go about that.
Offeror Qualifications		400 points possible		
	Reference	100 points	60	Did provide three references. Only one sentence descriptions. response was not sufficient for references and lacked details
	Company Profile and Experience	150 points	85	Reasonable outline of profile and experience but lacked any tie in to scope and scale of project as stated in the requirements.

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Offeror (Company) Name:				Total Points Awarded:
ECG Management Consultants				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Resume	150 points	100	Org Chart detailed info on named people but didn't show where any roles or experience for this project.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Elevate Health Wellness & Leadership Consulting LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	0	Consensus Discussion: FAILED RESPONSE
	2. Rural/Frontier Transformation Design	125 points	0	Consensus Discussion: FAILED RESPONSE
	3. Focus on Tribal Communities	50 points	0	Consensus Discussion: FAILED RESPONSE
	4. Coordinated Health Care Delivery Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	5. Financial & Operation Diagnostics	50 points	0	Consensus Discussion: FAILED RESPONSE
	6. Building CoE Participation	75 points	0	Consensus Discussion: FAILED RESPONSE
	7. Partnerships & Network Development	50 points	0	Consensus Discussion: FAILED RESPONSE
	8. On-Site Engagement	50 points	0	Consensus Discussion: FAILED RESPONSE
	9. Workplan & Milestone Management	50 points	0	Consensus Discussion: FAILED RESPONSE
	10. Transition & Closeout	50 points	0	Consensus Discussion: FAILED RESPONSE
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	0	Consensus Discussion: FAILED RESPONSE
	12. Asset & Capacity Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	13. Data Assessment & Gap Analysis	100 points	0	Consensus Discussion: FAILED RESPONSE
	14. Restructuring Service Lines	100 points	0	Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Elevate Health Wellness & Leadership Consulting LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	0	Consensus Discussion: FAILED RESPONSE
	16. Dashboards and Data Reporting	50 points	0	Consensus Discussion: FAILED RESPONSE
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	0	Consensus Discussion: FAILED RESPONSE
	18. Demand Alignment & Margin Sustainability	50 points	0	Consensus Discussion: FAILED RESPONSE
	19. Focus Areas in Recommendation Design	100 points	0	Consensus Discussion: FAILED RESPONSE
	20. Measurable Outcomes & County References	50 points	0	Consensus Discussion: FAILED RESPONSE
	21. Alignment with RHTP Components	50 points	0	Consensus Discussion: FAILED RESPONSE
	22. Incentive Payment Program Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	23. Barrier Identification & Mitigation	50 points	0	Consensus Discussion: FAILED RESPONSE
	24. Long-Term Sustainability & Alternatives	100 points	0	Consensus Discussion: FAILED RESPONSE
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	26. Infrastructure & Capability Assessment	50 points	0	Consensus Discussion: FAILED RESPONSE
	27. Gap/Risk Documentation & Improvement Plans	50 points	0	Consensus Discussion: FAILED RESPONSE
	28. Department Data Use Strategy	50 points	0	Consensus Discussion: FAILED RESPONSE
	29. Research & Analysis Framework	100 points	0	Consensus Discussion: FAILED RESPONSE
	30. Support for ORDA	50 points	0	Consensus Discussion: FAILED RESPONSE
	31. Stakeholder Collaboration	50 points	0	Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Elevate Health Wellness & Leadership Consulting LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	32. Data & Analytics Sustainability Plan	100 points	0	Consensus Discussion: FAILED RESPONSE
Offeror Qualifications		400 points possible		Consensus Discussion: FAILED RESPONSE
	Reference	100 points	0	Consensus Discussion: FAILED RESPONSE
	Company Profile and Experience	150 points	0	Consensus Discussion: FAILED RESPONSE
	Resume	150 points	0	Consensus Discussion: FAILED RESPONSE
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
FinMed Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	0	Consensus Discussion: FAILED RESPONSE
	2. Rural/Frontier Transformation Design	125 points	0	Consensus Discussion: FAILED RESPONSE
	3. Focus on Tribal Communities	50 points	0	Consensus Discussion: FAILED RESPONSE
	4. Coordinated Health Care Delivery Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	5. Financial & Operation Diagnostics	50 points	0	Consensus Discussion: FAILED RESPONSE
	6. Building CoE Participation	75 points	0	Consensus Discussion: FAILED RESPONSE
	7. Partnerships & Network Development	50 points	0	Consensus Discussion: FAILED RESPONSE
	8. On-Site Engagement	50 points	0	Consensus Discussion: FAILED RESPONSE
	9. Workplan & Milestone Management	50 points	0	Consensus Discussion: FAILED RESPONSE
	10. Transition & Closeout	50 points	0	Consensus Discussion: FAILED RESPONSE
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	0	Consensus Discussion: FAILED RESPONSE
	12. Asset & Capacity Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	13. Data Assessment & Gap Analysis	100 points	0	Consensus Discussion: FAILED RESPONSE
	14. Restructuring Service Lines	100 points	0	Consensus Discussion: FAILED RESPONSE
	15. Cost Structure & Efficiency Levers	50 points	0	Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
FinMed Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	0	Consensus Discussion: FAILED RESPONSE
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	0	Consensus Discussion: FAILED RESPONSE
	18. Demand Alignment & Margin Sustainability	50 points	0	Consensus Discussion: FAILED RESPONSE
	19. Focus Areas in Recommendation Design	100 points	0	Consensus Discussion: FAILED RESPONSE
	20. Measurable Outcomes & County References	50 points	0	Consensus Discussion: FAILED RESPONSE
	21. Alignment with RHTP Components	50 points	0	Consensus Discussion: FAILED RESPONSE
	22. Incentive Payment Program Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	23. Barrier Identification & Mitigation	50 points	0	Consensus Discussion: FAILED RESPONSE
	24. Long-Term Sustainability & Alternatives	100 points	0	Consensus Discussion: FAILED RESPONSE
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	26. Infrastructure & Capability Assessment	50 points	0	Consensus Discussion: FAILED RESPONSE
	27. Gap/Risk Documentation & Improvement Plans	50 points	0	Consensus Discussion: FAILED RESPONSE
	28. Department Data Use Strategy	50 points	0	Consensus Discussion: FAILED RESPONSE
	29. Research & Analysis Framework	100 points	0	Consensus Discussion: FAILED RESPONSE
	30. Support for ORPA	50 points	0	Consensus Discussion: FAILED RESPONSE
	31. Stakeholder Collaboration	50 points	0	Consensus Discussion: FAILED RESPONSE
	32. Data & Analytics Sustainability Plan	100 points	0	Consensus Discussion: FAILED RESPONSE
Offeror Qualifications		400 points possible		Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
FinMed Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Reference	100 points	0	Consensus Discussion: FAILED RESPONSE
	Company Profile and Experience	150 points	0	Consensus Discussion: FAILED RESPONSE
	Resume	150 points	0	Consensus Discussion: FAILED RESPONSE
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Forvis Mazars LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	70	Incorporated it all into the project management and stakeholder engagement section. Information wasn't organized in a linear manner and often had to find answers.
	2. Rural/Frontier Transformation Design	125 points	80	Rough outline of reimbursement strategy, access rural healthcare. Each region will be treated as distinct. Not a one-size fits all. Did not see prior experience
	3. Focus on Tribal Communities	50 points	35	Based on early and meaningful partnerships to address structural gaps between rural and frontier communities. Did not touch on the specific nature of the tribes.
	4. Coordinated Health Care Delivery Design	50 points	37	Talk about a single coordinated network across MT while preserving local governments and autonomy. Included value based care, care standardization and outlined rural and frontier delivery
	5. Financial & Operation Diagnostics	50 points	36	Plan would be data driven assessment aligned with the state RHTP plan. Facility level capabilities struggled to find where they meet the specific requirement did not fully meet requirements
	6. Building CoE Participation	75 points	53	Mention an advisory council that would be building the strategy with representation across rural and tribal healthcare. Didn't provide further details such as how often the council would meet and the format (public or private). Vendor would influence the program but state has final say. Mentioned partnerships with federally qualified centers.

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Offeror (Company) Name:			Total Points Awarded:	
Forvis Mazars LLP			xxxxxx	
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	7. Partnerships & Network Development	50 points	39	Outlined four different types of partnerships leveraging existing partnerships
	8. On-Site Engagement	50 points	36	Confusing on how much virtual engagement there was and how and plan/approach to service.
	9. Workplan & Milestone Management	50 points	34	Work plan and management lacked detail. Did not feel they fully addressed the scope of work didn't demonstrate ability meeting requirements.
	10. Transition & Closeout	50 points	36	Indicated they would fulfill their responsibilities but didn't explain how, approach, deliverables or other details.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	37	Provided general overview of care delivery, financial opportunity, and data requests but lacked sufficient detail regarding the type of data and how they would get it.
	12. Asset & Capacity Inventory	50 points	37	Talk about a three part inventory, facility specific operational and financial capabilities and building county and facility level fact bases. Difficulty navigating lack of organized information impacted response information.
	13. Data Assessment & Gap Analysis	100 points	72	Discussed market based lens that recognizes healthcare and a local right based on the local population demand and referral patterns.
	14. Restructuring Service Lines	100 points	78	Community needs assessment would identify sustainable service lines. SWAT analysis to find local goals and constraints lead to facility fact base approach. Hard to score with all the jumping around in the proposal.

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Forvis Mazars LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	35	Talk about standardizing data, driven cost structure as well as analyzing revenue, labor expenses, key cost drivers. Would collab with the University of MT State and national rural peers and then they talk about creating a prioritized Rd. Road map that will support the service sustainability.
	16. Dashboards and Data Reporting	50 points	35	Indicate they could meet the features requested. Only provided overview summary of dashboard customization. Examples of dashboards were important and did not provide.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	75	Talked about delivering a implementation ready package that includes rationale, access, impact, workforce assumptions, estimate, financial effort, key dependencies and sequencing considerations. Generic overview about how they would deliver specific facility and county recommendations.
	18. Demand Alignment & Margin Sustainability	50 points	36	Discussed financial modeling at the service, facility lines and county levels. Lacked specific details.
	19. Focus Areas in Recommendation Design	100 points	73	Outline 5 different areas on how this is met and overview of financial performance across inpatient and outpatient was hard to follow.
	20. Measurable Outcomes & County References	50 points	38	COE recommendations are supported. Reviewing metrics with provider associations and other stakeholders.
	21. Alignment with RHTP Components	50 points	35	Discussed mapping and comprehensive rural health playbook tailored to specific regional areas. The playback playbook will include sequence implementation, Rd. maps validated against workforce availability, long term financial stability while utilizing change management strategies to support facilities through transitions.
	22. Incentive Payment Program Design	50 points	36	Talked about designing this program, designing the incentive payments and that they would utilize integrate financial and operational measures into the incentive framework. Mentioned achieving a break even by 2031 talked about all the high level things but did not explain how it would look in detail or be implemented

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Offeror (Company) Name:				Total Points Awarded:
Forvis Mazars LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	23. Barrier Identification & Mitigation	50 points	36	Overview of successful implementation of COE recommendations but lacked more discussion on mitigation strategies and what it would look like.
	24. Long-Term Sustainability & Alternatives	100 points	73	Approach would be applying a structured sustainability risk assessment framework and evaluating 6 interrelated dimensions. Finance, operations, clinical, and administrative.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	37	Utilize a centralized data set inventory through a structured discovery process. Suggested it be maintained as a living resource but did not explain.
	26. Infrastructure & Capability Assessment	50 points	38	Plan provided general information about multi-phase assessment methodology informed by large scale health system.
	27. Gap/Risk Documentation & Improvement Plans	50 points	37	Discussed market based assessment using hospital, state and public data. Included timeline of what they're going to do within the first 6mo with deliverables, phased remediations road map including the phase remediation road map with find ownership and timelines, including near term remediation actions in year one, midterm improvements on a different timeline.
	28. Department Data Use Strategy	50 points	36	Broad overview of data collection utilization. Lacked details.
	29. Research & Analysis Framework	100 points	72	Have framework for procedures, data collection process and interpretation

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Offeror (Company) Name:				Total Points Awarded:
Forvis Mazars LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	30. Support for ORDA	50 points	33	Mentioned parts of how they would support ORDA. Did not find an overall plan - not enough details. Mentioned key players but did not expand on details
	31. Stakeholder Collaboration	50 points	35	Talked about stakeholder engagement in a general philosophy but not in the correct section or in great detail.
	32. Data & Analytics Sustainability Plan	100 points	70	Overview describing best practices but not clear on actual plan.
Offeror Qualifications		400 points possible		
	Reference	100 points	80	References provided only partially aligned with size and scope of MT project.
	Company Profile and Experience	150 points	120	layout was off. Some local MT info. thought it was good. Talked a lot about data analytics. did list a lot of projects. Met the requirements.
	Resume	150 points	120	did have org chart. Large stack of resumes. Did provide years of exp and have lots of resources. Resumes not outstanding and had lots of structure issues and no consistency
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Health Tech Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	82	Thoroughly addressed all requirements. Provided document on council feedback decisions capitalizing perspective and tracking stakeholder input. Included governance structure advisory council
	2. Rural/Frontier Transformation Design	125 points	115	Detailed assessment of rural health assets, systems, workforce, high level, broke MT down by regions. Addressed workforce, infrastructure and had done their homework. DDP regions (5-areas).
	3. Focus on Tribal Communities	50 points	45	Plan for engaging all tribes and Urban Indian health organizations. Would build trust prior to requesting data. Outlined evaluation strategies and focused on five key local areas to strengthen local care.
	4. Coordinated Health Care Delivery Design	50 points	42	Plan would design models based on the analytics align demand with community demand preserving sustainable access through coordination with various groups. Included emergency stabilization transfer and stakeholder validation and implementation
	5. Financial & Operation Diagnostics	50 points	44	Outlined financial modeling. Tiered approached to analytical method, mapping, and referral coordinators. Shared staffing relationships
	6. Building CoE Participation	75 points	65	Plan to boost participation through outreach and in person sight visits. Alos discussed tribal consultations and ability to track participation metrics
	7. Partnerships & Network Development	50 points	40	Proposal would facilitate strong durable partnerships among all hospitals through expanded access to specialty care. Could have explained more detail.
	8. On-Site Engagement	50 points	36	Detailed how they will conduct monthly or quarterly on site visits. Outlined producing and distributing detailed meeting minutes and document key decisions. However didn't explain in sufficient detail the distinction between monthly or quarterly visits, how frequent, etc.
	9. Workplan & Milestone Management	50 points	43	Talk about using Microsoft Project and integrate it into our SharePoint system. Utilizes color coordinated dashboard that identifies milestone, risks and projects.
	10. Transition & Closeout	50 points	37	Talk about hand-off and transition. Mentioned that there was a transition of documentation, including data models, data dictionaries, source to target mappings would be housed somewhere that's easily accessible. Clear road map with knowledge transfer. Not a single use of data in response to this question as far as what would happen with information, etc.

portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Health Tech Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Includes large volumes of data, financial data and more details in data collection. Outlined process and steps to gathering data. Covered workflow, various data feeds as well as security.
	12. Asset & Capacity Inventory	50 points	42	Vendor will build a detailed inventory of Montana's rural health resources by using standardized templates to track local facility services, workforce capacity and financial stability. Create profile for each county. Use data to build healthcare road maps. Template was a bit confusing.
	13. Data Assessment & Gap Analysis	100 points	87	Explained EM power and how it's used as their management tool and how current assets and alignment.
	14. Restructuring Service Lines	100 points	82	Detailed emergency stabilization, telehealth with ample information for all different areas. Rather than looking at individual facilities independently, they would assess service lines looking at different components
	15. Cost Structure & Efficiency Levers	50 points	41	Used the method CARVE to build detailed cost profiles for rural hospitals. Evaluating the hospital's readiness for value based care payment models. liked the step cost mapping
	16. Dashboards and Data Reporting	50 points	44	Utilize the powerBI (tool). Detail on types of dashboards and users of various skill sets being able to use the system intuitively. Good use of data and lots of example dashboards
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	82	Data driven decisions facility and county level recommendations. Explained how all the steps would be done by organize engage and observe. Include a systematic for examining the underinvestment in facilities
	18. Demand Alignment & Margin Sustainability	50 points	43	Plan to support the RHTP by using detailed demand forecasting, data analysis. Frontier hospitals They plan to evaluate current staffing, operational costs and local transportation barriers against the three-year rolling timeline to identify where service lines need to be. Each facility will receive an ongoing quarterly scorecard and financial road map to ensure long term stability.
	19. Focus Areas in Recommendation Design	100 points	85	Thorough response on implementation steps to identify required action, responsible parties and dependencies. Training development done throughout the project.
	20. Measurable Outcomes & County References	50 points	42	defined metrics. Impacted counties and facilities. More details specific to county and state. liked the base line explanation. What success looks like for five different topics.
	21. Alignment with RHTP Components	50 points	40	They plan to integrate the recommendations directly with Montana's border health care transformation goals to avoid overlap and conflicting projects. What project happens immediately and which ones must be phased in over time. Clear project dependencies.

portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Health Tech Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	22. Incentive Payment Program Design	50 points	39	Early stage incentives or emphasize foundational capabilities. Per member per month structure tied to participation and performance benchmarks. Incentives would evolve into advanced value based components. Needed more specifics on how that information is carried.
	23. Barrier Identification & Mitigation	50 points	39	Implementation of mitigation steps, alignment with incentive payment. Could have used more information or an example would have been helpful.
	24. Long-Term Sustainability & Alternatives	100 points	80	Approach would ensure a long term program survival by building post funding. Strict risk system to evaluate financial margins, worker shortages, and facility readiness.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	Demonstrated their ability to meet the requirements specifically about working collaboratively with data fusion and how that would be standardized and done consistently. Also housing the data in the current EDW system.
	26. Infrastructure & Capability Assessment	50 points	40	Discussed provider recruitment and retention and some gaps. Outlined technology roadmaps, sequencing, and managing measuring progress. Overly focused on change management. Didn't specify how this information would translate to MT specific structure.
	27. Gap/Risk Documentation & Improvement Plans	50 points	40	Plan to strengthen the program by combining data governance tool and strict standards using automated quality checks such as accuracy, completeness, and range validation. Would also tracking any errors on digital dashboards for quick resolution. Through a collaborative plan, they will establish clear procedures to maintain high data integrity and trained partners on state standards.
	28. Department Data Use Strategy	50 points	41	noted figure 26 - seven step data governance program. Pointed out similar work in other States. Talked a lot about data governance and data management.
	29. Research & Analysis Framework	100 points	80	Well structured process for data collection. Documentation and knowledge management will be important, through implementation. Knowledge management will be core of the framework. Needed more for actual analysis.
	30. Support for ORDA	50 points	40	Outlined colab of ORDA Working together a lot on code, developing analytical prototypes, data dictionaries, geographic access models and trend analysis. Maintains interactive dashboards
	31. Stakeholder Collaboration	50 points	40	Structuring different communications for different audiences. Sample communication matrix.
	32. Data & Analytics Sustainability Plan	100 points	82	Plan to shore up internal capacity with hand-off plan. Discussed design analytics and workflow knowledge transfer.

portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Health Tech Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Offeror Qualifications		400 points possible		
	Reference	100 points	85	reference show vendor could meet the size and scope of RHTP. Some of the provided reference projects were fairly new.
	Company Profile and Experience	150 points	134	Relevant experience in good detail. However, no specific rural health analytics
	Resume	150 points	135	detailed info. Shows a lot of experience with data analytics. org chart five named resources. Acknowledge other resources. Two of their resources are MT based. did not see real frontier project experience.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Indelible Health Solutions LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	90	Highlighted other projects where they operated similar groups. Supporting the Council in articulating and communicating the rationale for key recommendations, compliance requirements and provide transparency. Discussed in good detail stakeholder roles and operating governance model, including creating subcommittees aligned to key domains
	2. Rural/Frontier Transformation Design	125 points	109	Response specifically addressed rural and frontier nature and mentioned tribal sovereignty. The response discussed their approach will involve innovative models and partnerships. They provided examples of adaptations by each barrier listed in the scope of work. Visual drive times in MT was value added. Talked about state level, county then facility level.
	3. Focus on Tribal Communities	50 points	45	Partner directly with tribal nations co design health care solutions. Early engagement with tribal entities. Clear understanding of importance of scope incorporated other aspects of RHTP initiatives like the Community Health Aide Program (CHAP).
	4. Coordinated Health Care Delivery Design	50 points	46	Would provide options to change care delivery systems, networking and shared services and value based care models. System level improvement provided a granular breakdown of provider roles alongside an extensive suite of distinct delivery frameworks. Specifically highlighting workforce integration and cross network models. Tailored interventions across varied community settings.
	5. Financial & Operation Diagnostics	50 points	45	Playbook came in a lot. Good info on leveraging different providers with helpful visuals on doing work through a series of sprints. Plan allows for taking a step back to ensure initiatives integrate state strategies.
	6. Building CoE Participation	75 points	68	Encourage rural and tribal health care facilities. Pre-made templates minimize admin burden.

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Offeror (Company) Name:				Total Points Awarded:
Indelible Health Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	7. Partnerships & Network Development	50 points	45	Designed partnerships structures that align with incentive payments. Providers are rewarded for working together. Reduce cost and improve access with workforce telehealth referral arrangements.
	8. On-Site Engagement	50 points	45	Included Facility and county level playbook. Outlined initial phases, on-site in Helena and talk about on-site “transformation sprints” with participating facilities to co-develop facility- and county-level playbooks that translate analytic insights into actionable strategies.
	9. Workplan & Milestone Management	50 points	45	Very good detail. The vendor will manage the project through a three phase work plan focused on data foundation facilities, strategy, sprints and long term implementation handoffs. They plan to use essential project management system to coordinate overlapping work streams and track milestones, data readiness and risks in real time. Communication through customized dashboards
	10. Transition & Closeout	50 points	45	Very good detail. In particular was exhibit 12 transition plan. Approach is progressive co development with easy transition to the Department. Talked about this would start at the beginning of the engagement.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Data collection phased process with key sources and financial and operational. Data being housed in secure nebula seven data platform.
	12. Asset & Capacity Inventory	50 points	45	Talks about creating a comprehensive source of truth by building an integrated inventory that links facility level medical assets and actual workforce capacity with county level population demand. Nebula platform with local sources. Discussed travel time and data check to validate the findings.
	13. Data Assessment & Gap Analysis	100 points	90	Clearly explains organizing the assessment across the 5 dimensions, cross cutting integrated layer to ensure finance accounting. Linking feasible response for high need gaps and frontier constraints. Visuals were a good representation of their plan and approach to stakeholder processes
	14. Restructuring Service Lines	100 points	90	Good detail. Highlights evaluation of inpatient needs, staffing, quality, financial performance and explained how sections 13 and 14 are different but build on each other. Each model will be scored against access, across multiple areas based on implementation complexity.

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Offeror (Company) Name:				Total Points Awarded:
Indelible Health Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	44	Customized financial profiles across domains with tailored playbook including supply chain costs. They plan to use a scenario based analysis to model financial outcomes and connect hospitals with broader state funding pathways for long term sustainability.
	16. Dashboards and Data Reporting	50 points	39	Showcases interactive dashboards using tableau or similar tools. Provided screen shot examples that show accessibility, data governance and a query availability. Seems limited to canned reports with no way to build your own.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	84	Great detail restructuring inpatient and outpatient services in the county level.
	18. Demand Alignment & Margin Sustainability	50 points	42	Vendor will design customized facility and county level playbooks aimed at aligning healthcare services with local rural demand. Stress testing through a financial model. Include levers that would depend on unrealistic assumptions
	19. Focus Areas in Recommendation Design	100 points	85	Covered all of the items asked for in good detail. Strong response to change management and included exhibit 20 facility level analysis inpatient outpatient service.
	20. Measurable Outcomes & County References	50 points	45	Explains generating county and facility playbooks. Discussed where multiple providers are involved having attribution rules defined to avoid duplication and ensure consistent reporting. Table had good sample metrics
	21. Alignment with RHTP Components	50 points	45	Align each facility and county level playbook with core elements of MT RHTP program, workforce technology, and map dependencies
	22. Incentive Payment Program Design	50 points	45	Good detail on financial information and how facilities will break even by 2031. consistent with the state targets to enable early participation while allowing additional providers to onboard over time as well. Specified frontier communities and utilization.
	23. Barrier Identification & Mitigation	50 points	43	Track policy and funding related risks described mitigation strategy. Exhibit 23 provided clear picture and early identification

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Offeror (Company) Name:				Total Points Awarded:
Indelible Health Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	24. Long-Term Sustainability & Alternatives	100 points	85	Heavily detailed long term program with financial tracking and operational routines. Plan to monitor implementation risks.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	43	Plan would be developing use cases first, so assets can be mapped to at least one RHTP decision use case, ensure fit for purpose, generating inventory and even talked about tribal flags and sensitivity.
	26. Infrastructure & Capability Assessment	50 points	45	Register being built is supported by the DRIVE framework and did provide a detailed exhibit.
	27. Gap/Risk Documentation & Improvement Plans	50 points	45	Good detail. Will establish single state data gap risk register to track and resolve issues. Stakeholder input and prioritized into critical tiers. High data standards for AI data quality
	28. Department Data Use Strategy	50 points	43	Covered all areas in terms of data use strategy and included 5 layer data use architecture. Outlined drive framework governance staffing and lifecycle.
	29. Research & Analysis Framework	100 points	90	Explained in good detail the diagnostics, sourced output readiness and structured reference back to data strategy. Three levels of review are built into the framework.
	30. Support for ORDA	50 points	43	Side by side operating model. Co develop playbooks. Vendor provides media analytic capacity State would retain right and final ownership. Needed more detail on the functions of ORDA
	31. Stakeholder Collaboration	50 points	44	Discussed decision making being supported through clearly defined governance structure. Structured decision process had a lot of detail. Could have included more about internal stakeholders in the agency
	32. Data & Analytics Sustainability Plan	100 points	90	Thorough overview of all sustainability activities including data elements, access to data and cross engagement. Talked about through the engagement, they will execute a staged capability transfer with explicit milestones tied to the Project Work Plan and Gantt chart. Also covered training and documentation.

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Offeror (Company) Name:				Total Points Awarded:
Indelible Health Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Offeror Qualifications		400 points possible		
	Reference	100 points	88	References were relevant in scope and scale and well detailed.
	Company Profile and Experience	150 points	140	Lots of relevant experience explained in detailed, clear picture of the company. Only been around for 8 years but have significant projects.
	Resume	150 points	135	Did have org chart starting with the leadership team and then all their subject matter experts. Named 8 key personnel with MT experience. Did not spell out roles for each person.
	DEMO	1500 points	1470	Overall superior response. Covered everything that was asked in great detail. Key personnel demonstrated a wealth of experience, including physicians and form IHS Director. Data lead has good experience. 5-reasons of why these would be the best partner was strong - which includes all-star resources, years of engagement with MT tribes, superior tools and assets, and facility playbooks. Very good overview of the project plan with details of the phases including individual work with each participating facility. Very good explanation of stakeholders roles, including value add of a steering committee related to the CoE work. Examples (CA and AK) were very good. AK example was in areas more frontier than MT so this was a great example. CA example showed the complexity of the stakeholders and their success navigating that. Data consolidation was good. big challenge. have a reasonable plan. broadband work TX will be helpful in MT. They did have to rush a bit at the end as they were running out of time.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
KPMG LLP				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	88	Detailed overall governance process for managing the Azure Council. Involving leaders of independent rural hospitals and tribal health centers and accounted for difficulties with travel. Value add that they would be neutral party
	2. Rural/Frontier Transformation Design	125 points	100	Discussed future leading relationships with frontier communities, tribal communities. Detailed in their plan and how it was going to work.
	3. Focus on Tribal Communities	50 points	39	They talk about their plan to partner with tribal nations and Co design the healthcare solutions. Would be guided by the tribal health experts and how their team will combine data analytics with early stakeholders of engagement to create facility level playbooks. The plan is to address critical barriers like workforce shortages and limitations and enforcing strict data sharing protocols to protect tribal data sovereignty.
	4. Coordinated Health Care Delivery Design	50 points	40	Coordination of care in the integrated tiers including Local care, regional care and tertiary care and then scalability. Also included critical access, hospitals, tribal and urban and three tier interconnectivity model.
	5. Financial & Operation Diagnostics	50 points	44	Detailed financial analysis, developed recommendations for addressing risks. The description of their simulations, baseline model and bottom up root cause financial modeling were very thorough. Talked about work done in other States
	6. Building CoE Participation	75 points	66	Plan to engage participation by using MT's existing healthcare and tribal networks, onsite listening sessions, KPI tracking but would have liked to have seen more depth in supporting rural hospitals

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Offeror (Company) Name:				Total Points Awarded:
KPMG LLP				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	7. Partnerships & Network Development	50 points	39	Outlined partnership road map to allow modeling and few different areas including being on site. Needed more detail or examples of how network would work.
	8. On-Site Engagement	50 points	40	On-site engagement is preferred model, but didn't include more details in terms of how they would engage with leadership. Plan was a little unclear.
	9. Workplan & Milestone Management	50 points	36	Approach would partner with local healthcare and tribal networks and use direct outreach. Project work planning documentation need to be more detailed.
	10. Transition & Closeout	50 points	45	Plan would use the State environment in phased approach for transfer. They talked about pulling healthcare advisory teams with experience in rural hospital operations to execute bottom up root cause analysis. Early stages of plan would be getting people involved and working along with them and not doing all the work and then coming back and then trying to train them on it later.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Defined clear protocols for data processing. Outlined five step data sourcing but needed more info on data collection strategies and specific analysis.
	12. Asset & Capacity Inventory	50 points	45	Assets with actual workforce capacity and county level population demand. Platform will standardize data from all the various sources then run automated data checks and validate the findings directly with the local leadership and frontline teams. very good response. Included templates and leveraging publicly available data multiple other sources.
	13. Data Assessment & Gap Analysis	100 points	86	Outlined how they would develop the county facility with foundational data to evaluate the current landscape.
	14. Restructuring Service Lines	100 points	87	right size for capacity inpatient out patients. Exhibit providing actual service line recommendations was very helpful. Talked about all the various pieces including preventative EMS acute inpatient outpatient.

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Offeror (Company) Name:				Total Points Awarded:
KPMG LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	41	Plan to develop financial and operational cost profiles for each rural provider and draw on hospital transformation experience. They plan to benchmark performance against relevant rural peer groups rather than just generic standards.
	16. Dashboards and Data Reporting	50 points	43	Showcased the work they've done with CMS related to mapping, writing a mapping, Medicaid, and disparities tool. Provided a couple of examples of dashboard reporting
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	70	Focuses on translating current findings into data driven recommendations and incentivizing transformation. Didn't give a full understanding of exactly how they would develop the recommendations.
	18. Demand Alignment & Margin Sustainability	50 points	39	Mostly outlined facility and county level playbooks aimed at balancing local healthcare demand with long term financial sustainability. The playbooks outline clear, operational, feasible pathways for rural facilities to break even and to maintain positive operating margins. Didn't include a significant level of detail or specifics.
	19. Focus Areas in Recommendation Design	100 points	80	Covered four items and how they would incorporate into their design, executing micro hospital and hub affiliation model. Data driven service lines and implementation steps were clearly defined.
	20. Measurable Outcomes & County References	50 points	36	Response ties recommendations developed by the CoE. Reporting cadence did not provide sufficient detail.

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Offeror (Company) Name:				Total Points Awarded:
KPMG LLP				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	21. Alignment with RHTP Components	50 points	45	Approach to aligning playbooks with core program components plan to build a structured dependency map to link upstream requirements with downstream impacts. Alignment will be embedded directly into the program's governance to continuously refine priorities using data and stakeholder feedback. Included exhibits on mapping sequencing.
	22. Incentive Payment Program Design	50 points	46	Very detailed and clearly structured program design for incentives. Approach is not a one size fits all. Evaluation plan, measurability and timelines and strong focus on break even for 2031. Sustainable financial stability very detailed and thought out. Lots of timelines for different check points
	23. Barrier Identification & Mitigation	50 points	41	Talked about engaging tribal communities and provided additional context
	24. Long-Term Sustainability & Alternatives	100 points	85	Plan discusses long-term sustainability from the start. Clear performance triggers and how it will detect implementation delays, financial shortfalls.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	44	Detailed plan for asset inventory with three phase approach. Collaborate upon discovery. Detailed data asset inventory with Oracle analytics platform and DPHHS data warehouses.
	26. Infrastructure & Capability Assessment	50 points	40	Used automated discovery to map infrastructure. Current state assessments review their observations with the department.
	27. Gap/Risk Documentation & Improvement Plans	50 points	41	Plan starts by establishing a single state data gap and risk register to track and prioritize and resolve issues and risks. They identify gaps will be translated into a Phase 24 month improvement road map with assigned owners and clear timelines. The plan ensures that the state can maintain trusted data independently over the long term. Included visuals that helped with the clear understanding of what their plan is for how it will work.

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Offeror (Company) Name:				Total Points Awarded:
KPMG LLP				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	28. Department Data Use Strategy	50 points	40	Overview of data collection and management tools. Demonstrated capability passements of the current system but not in great detail.
	29. Research & Analysis Framework	100 points	80	Structured procedures for research and analysis but needed more detail on four phased approach.
	30. Support for ORDA	50 points	42	Side by side delivery model with full state ownership operating through paired teams. Full suite of dashboards and they can transition the full independence and manage the system on its own throughout the RHTP project.
	31. Stakeholder Collaboration	50 points	40	Extensive experience in stakeholder engagement strategy. Will work with the groups identified and inclusion of ORDA transformation management office
	32. Data & Analytics Sustainability Plan	100 points	82	Strong commitment to CoE strategy and analytics going forward mentioned frontier and tribal communities need to be involved with final transition report at the end.
Offeror Qualifications		400 points possible		
	Reference	100 points	85	References were recent and relevant. Worked on hospital costs review and included good detail.
	Company Profile and Experience	150 points	107	Company profile was very limited and would have liked to see more results from previous engagements.
	Resume	150 points	125	Provided org chart. Resumes were detailed. 13 managers or leads plus support staff. Have resources to do RHTP work. No MT experience and didn't highlight detail in rural and frontier experience.

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
Mamon11 LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	0	Consensus Discussion: FAILED RESPONSE
	2. Rural/Frontier Transformation Design	125 points	0	Consensus Discussion: FAILED RESPONSE
	3. Focus on Tribal Communities	50 points	0	Consensus Discussion: FAILED RESPONSE
	4. Coordinated Health Care Delivery Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	5. Financial & Operation Diagnostics	50 points	0	Consensus Discussion: FAILED RESPONSE
	6. Building CoE Participation	75 points	0	Consensus Discussion: FAILED RESPONSE
	7. Partnerships & Network Development	50 points	0	Consensus Discussion: FAILED RESPONSE
	8. On-Site Engagement	50 points	0	Consensus Discussion: FAILED RESPONSE
	9. Workplan & Milestone Management	50 points	0	Consensus Discussion: FAILED RESPONSE
	10. Transition & Closeout	50 points	0	Consensus Discussion: FAILED RESPONSE
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	0	Consensus Discussion: FAILED RESPONSE
	12. Asset & Capacity Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	13. Data Assessment & Gap Analysis	100 points	0	Consensus Discussion: FAILED RESPONSE
	14. Restructuring Service Lines	100 points	0	Consensus Discussion: FAILED RESPONSE

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Offeror (Company) Name:				Total Points Awarded:
Mamon11 LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	0	Consensus Discussion: FAILED RESPONSE
	16. Dashboards and Data Reporting	50 points	0	Consensus Discussion: FAILED RESPONSE
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	0	Consensus Discussion: FAILED RESPONSE
	18. Demand Alignment & Margin Sustainability	50 points	0	Consensus Discussion: FAILED RESPONSE
	19. Focus Areas in Recommendation Design	100 points	0	Consensus Discussion: FAILED RESPONSE
	20. Measurable Outcomes & County References	50 points	0	Consensus Discussion: FAILED RESPONSE
	21. Alignment with RHTP Components	50 points	0	Consensus Discussion: FAILED RESPONSE
	22. Incentive Payment Program Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	23. Barrier Identification & Mitigation	50 points	0	Consensus Discussion: FAILED RESPONSE
	24. Long-Term Sustainability & Alternatives	100 points	0	Consensus Discussion: FAILED RESPONSE
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	26. Infrastructure & Capability Assessment	50 points	0	Consensus Discussion: FAILED RESPONSE
	27. Gap/Risk Documentation & Improvement Plans	50 points	0	Consensus Discussion: FAILED RESPONSE
	28. Department Data Use Strategy	50 points	0	Consensus Discussion: FAILED RESPONSE
	29. Research & Analysis Framework	100 points	0	Consensus Discussion: FAILED RESPONSE
	30. Support for ORPA	50 points	0	Consensus Discussion: FAILED RESPONSE
	31. Stakeholder Collaboration	50 points	0	Consensus Discussion: FAILED RESPONSE
	32. Data & Analytics Sustainability Plan	100 points	0	Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Mamon11 LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Offeror Qualifications		400 points possible		Consensus Discussion: FAILED RESPONSE
	Reference	100 points	0	Consensus Discussion: FAILED RESPONSE
	Company Profile and Experience	150 points	0	Consensus Discussion: FAILED RESPONSE
	Resume	150 points	0	Consensus Discussion: FAILED RESPONSE
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Manatt Health Strategies LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	80	Emphasized rural nature of the State and involvement of tribal nations and frontier. Figure 2 also was a helpful detail.
	2. Rural/Frontier Transformation Design	125 points	108	Explained transformation and financial stability. Frontier issue talked about waiver and provided a lot of previous work experience including their approach to adapting work that they have done to MT specific. Good job of outlining where else in there proposal their response to #2 ties with other things.
	3. Focus on Tribal Communities	50 points	43	Tribe specific plan to address barriers experienced by the specific tribes.
	4. Coordinated Health Care Delivery Design	50 points	44	Named resources experience will help drive areas of their proposal. Role of CoE is to translate ideas into specific delivery designs. Detailed description of different healthcare models
	5. Financial & Operation Diagnostics	50 points	43	Outlined quantitative and qualitative methods. Did have illustration of how the KPI works with minimum of two touchpoints
	6. Building CoE Participation	75 points	62	Discusses operational framework, value metrics, and seamless inter vendor operations. Coordination process for interacting with external CoE talked about CoE website but could have been more detailed in implementation.
	7. Partnerships & Network Development	50 points	44	Showcases experts in MT already. Includes joint operation agreements, affiliation agreements and partnership models. Also experience in similar work.

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Offeror (Company) Name:				Total Points Awarded:
Manatt Health Strategies LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	8. On-Site Engagement	50 points	44	Requests for their team to visit tribal sites. Similar work in other states. great job of explaining plan. Tribal listening sessions.
	9. Workplan & Milestone Management	50 points	45	Clear breakdown of project phases. Technical work will connect to final handoff. Comprehensive demonstration that they can meet all requirements with a detailed project work plan and schedule.
	10. Transition & Closeout	50 points	40	Starting on day one they would begin supporting the development of a state based environment. Explained where different types of data would be stored from different sources and where it may differ from one stage of the project to another
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	43	Data collected and used as part of COA will be the foundation and serve for its utility. Clear outlined process and plan for doing data acquisition and analysis. Comprehensive strategy with MT experience.
	12. Asset & Capacity Inventory	50 points	40	Would start by creating a comprehensive database from public surveys and AI mapped out local help and infrastructure and vendor details. Questionnaire out to the county admin.
	13. Data Assessment & Gap Analysis	100 points	90	comprehensive approach on their analysis dashboard design and interactive data. Timeline discusses rural supply and demand and references utilization against current point.
	14. Restructuring Service Lines	100 points	84	Community level healthcare needs service gaps shows understanding the current need. Leaned into MT specific leadership and relationships. Talked about 3 restructuring scenarios
	15. Cost Structure & Efficiency Levers	50 points	43	Plan would gather facility profiles to improve hospital finances through benchmarking. 8 operation areas. good, proposed partnership arrangements.

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Offeror (Company) Name:				Total Points Awarded:
Manatt Health Strategies LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	39	Demonstrated the ability to meet the requirements but did not show where the specific tools were.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	82	Showcased well developed schematic for potential recommendations and facility level/county level planning form top down and bottom up. No recommendation to reduce or consolidate service.
	18. Demand Alignment & Margin Sustainability	50 points	41	Plan to build macro financial model and do analysis early to identify risks. Ultimately, they plan to have the financial impacts modeled at both the aggregate and the individual levels to ensure. Proposed healthcare recommendations are long term sustainable.
	19. Focus Areas in Recommendation Design	100 points	84	Until assessment is done, they can't assume what the right solutions will be. Change management plan to use Kotter's eight step model and cross cutting service lines. Backbone for rural Center of Excellence
	20. Measurable Outcomes & County References	50 points	43	Mentions service line restructuring and details measurable outcomes
	21. Alignment with RHTP Components	50 points	45	Vendor demonstrated all of the RHTP structure and initiatives. Talked about milestones, coordination, detailed response. funding map serve as input
	22. Incentive Payment Program Design	50 points	41	Response seemed more conceptual here but made good points. Don't make too complex with too many measure but keep simple phased in incentive program. Collab with DPHHS to establish clear design elements and will adjust program as it goes on.
	23. Barrier Identification & Mitigation	50 points	41	Proposed governance model and decision making process including partnership with implementation vendor and barriers and mitigation

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Offeror (Company) Name:				Total Points Awarded:
Manatt Health Strategies LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	24. Long-Term Sustainability & Alternatives	100 points	90	Good detail Talked about all the triggers and what to do within the three step pathway. Diagnose and provide an alternative.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	Included inventory template and structured process for incorporating it. Also used work group meta data and attributes
	26. Infrastructure & Capability Assessment	50 points	43	Emphasis on needing to understand departments core infrastructure and capability of organization using data assets
	27. Gap/Risk Documentation & Improvement Plans	50 points	41	Outlined three stage approach with a data use strategy and would establish future data vision. Formulate actionable improvement plans.
	28. Department Data Use Strategy	50 points	42	Prior vision and assessment findings leveraging existing systems and applications, priority use cases and data source
	29. Research & Analysis Framework	100 points	87	Strong explanation of data collection and management, reporting sustainability and a standard R&A framework. Framework will be sued to support the rural healthcare analytics.
	30. Support for ORDA	50 points	40	Outlined plan to establish flexible partnership with ORDA. Will have a Manatt liaison.
	31. Stakeholder Collaboration	50 points	43	Data use strategy work group comprised of the department, Manatt and implementation vendor working on existing and future investments in an analytical structure.
	32. Data & Analytics Sustainability Plan	100 points	82	State seeking tactical data. Sustainable analytic structure. Effort towards establishing and maintaining internal capacity.
Offeror Qualifications		400 points possible		
	Reference	100 points	92	MT healthcare foundation, Alaska, Maine, North Carolina, Alabama and others. Generally met the scope. Focused on Medicaid. References were appropriate for rural and frontier and MT specific.

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Offeror (Company) Name:				Total Points Awarded:
Manatt Health Strategies LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Company Profile and Experience	150 points	140	Very good. Projects outlined closely matches the need for this project, detail on the company, tied to scope and size. Focused on Medicaid, Broader transformation of rural health.
	Resume	150 points	138	had a lot of resumes. Key personnel and org chart. org chart had at least 7 key positions but clear roles for people involved were not included
	DEMO	1500 points	1160	Covered everything asked for but was a high level presentation. Took about 10 min for intro - leaving less time for detailed information we asked for in interview agenda. Staffing experience was good but not clear on who is going to do what. Sub-contractors outlined but not a lot of info - and how sub-contractors would be seamless to stakeholders was not covered. Project management approach, stakeholder engagement care delivery options were good. Rural and frontier example (NC) - although project didn't really seem to cover frontier areas. Meet one-on-one in winter months in rural MT doesnt seem well planned. Was not clear if data governance would be leadership driven. examples from other states included WA, NC, NY, SC -which are not froniter in nature. Did good job on incentive program, although it was somewhat high level,
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
Mathematica Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	83	Provided engaged design with sustained framework based on stakeholder input and specified independent hospitals frontier regions
	2. Rural/Frontier Transformation Design	125 points	110	Experience servicing dispersed population, frontier geography. Provided example of mapping. Provided Pennsylvania rural health model but didn't explain how transferable that project scope would be.
	3. Focus on Tribal Communities	50 points	43	Clear understanding of tribal relations. Culturally aligned. Used Fort Peck (value add)
	4. Coordinated Health Care Delivery Design	50 points	44	Integrate components in terms of alternative payments, transformation, planning. TOAT framework and various pieces of continuing care and integrating hospitals
	5. Financial & Operation Diagnostics	50 points	43	Focus on combining demand forecasting operational redesign, payment modeling Visuals helped. rural emergency technical assistance
	6. Building CoE Participation	75 points	63	Plan to use and engage design sustain framework to employ a structured, culturally responsive, stakeholder engagement process to co-design practical healthcare solutions. That balanced community needs and state government governance requirements. They also plan to partner with the Coe implementation vendor, using a shared tracking tools and joint work plans to ensure all recommendations are operationally feasible and ready for long term implementation. Also included in depth financial modeling analysis
	7. Partnerships & Network Development	50 points	43	Talked about using their network and ecosystem experience survey toolkit and how it would support regional networks.

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Offeror (Company) Name:				Total Points Awarded:
Mathematica Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	8. On-Site Engagement	50 points	41	Demonstrated how they would materially affect local operations with supplement Advisory council. Prioritized using data driven criteria and four wave onsite rural healthcare facility engagement schedule.
	9. Workplan & Milestone Management	50 points	42	Plan to implement structured project, visual charts, logs for tracking risks and major decisions. Meeting cadence would be monthly.
	10. Transition & Closeout	50 points	44	Phased approach to transition with data pipelines and analytical models. Included hands-on working session and recorded training. Unclear where data would reside during project.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	42	Emphasized looking at data sources, including certification, licensure, public health and tools to manage network.
	12. Asset & Capacity Inventory	50 points	43	Plan to implement four part inventory process to minimize the reporting burden on small rural providers. Approaches maximizes the use of existing state, federal and public data sets rather than requiring additional submissions.
	13. Data Assessment & Gap Analysis	100 points	87	Approach includes combining both quantitative and qualitative assessment framework and a baseline assessment of utilization. Identify aps between delivery of services, list of reports and trends.
	14. Restructuring Service Lines	100 points	84	Talked about chronic disease management and outlined detailed framework.

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Offeror (Company) Name:				Total Points Awarded:
Mathematica Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	15. Cost Structure & Efficiency Levers	50 points	40	Plan will use Medicare cost reports and its price prism tool to build standardized pure benchmark cost profiles that will identify key cost drivers. Will analyze reliance on commercial payers and determine the minimum revenue required for sustainable patient care and specifically mentioned tribal communities.
	16. Dashboards and Data Reporting	50 points	44	System would be using Tableau with different levels of access and levels of data.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	83	Plan would build on needs evaluation and synthesize different sources of data.
	18. Demand Alignment & Margin Sustainability	50 points	44	Vendor proposes evaluating service lines to shift care to optimize settings such as telehealth to ensure long-term stability. Indicated outputs that they may make adjustments such as redesigning the volume or duplicative surfaces.
	19. Focus Areas in Recommendation Design	100 points	80	Cover the four areas in good detail. Change management and technical assistant activities that may included were mentioned again.
	20. Measurable Outcomes & County References	50 points	41	Code sign strategies strengthen delivery of workforce outcomes. Discussed reporting cadence and how often, alternative timelines and experience with other projects.
	21. Alignment with RHTP Components	50 points	40	Approach is positioning themselves as the planning backbone with five initiatives to translate complex data and minimize implementation risk. Didn't include as much detail on how they would achieve outcomes.
	22. Incentive Payment Program Design	50 points	40	met requirements. Good response. Incentive structure based on factors facility size, baseline operating margin, payer mix. different phases. Design phase, actionable recommendations.
	23. Barrier Identification & Mitigation	50 points	40	Indicated that they utilize two way communication. Identified operational barriers, refining recommendations, coordination of next steps and risks and issue logs.

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Offeror (Company) Name:				Total Points Awarded:
Mathematica Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	24. Long-Term Sustainability & Alternatives	100 points	82	Strategy focuses on equipping MT to independently manage and monitor rural healthcare transformation with stakeholder engagement for Healthcare access.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	43	Discusses assets such as environmental scan, data discovery interviews, standard inventory templates and metadata as well as feature heavy dashboards.
	26. Infrastructure & Capability Assessment	50 points	39	Single statewide infrastructure and readiness assessment that features tech upgrades, but very light on details.
	27. Gap/Risk Documentation & Improvement Plans	50 points	41	Planned to conduct assessment of tribal and frontier communities. Utilize data tools and strategies form experience with CMS and plan for data gap.
	28. Department Data Use Strategy	50 points	40	System on State approved platform with security and compliance. Response covering analytics and management activities were a little broad.
	29. Research & Analysis Framework	100 points	82	Specified repeatable approaches to data analytics and standardized data collection. Detailed explanation of phased approach to their analysis framework, and they also talked about confidence intervals.
	30. Support for ORDA	50 points	39	Plan to support through structured operating model with measurable performance metrics, sprint cycles, and seamless knowledge transfer. Could have been more clear how partnership would work.
	31. Stakeholder Collaboration	50 points	40	Structure for data sharing and decision making. Meeting cadences include different stakeholders in the data management. HRD not mentioned.
	32. Data & Analytics Sustainability Plan	100 points	80	Clearly shows capacity to measure program effectiveness with three phase plan and includes core components for sustainability
Offeror Qualifications		400 points possible		

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Offeror (Company) Name:				Total Points Awarded:
Mathematica Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Reference	100 points	85	Based on work in Maryland, AHEAD program, REH. References demonstrated ability to meet RFP scope.
	Company Profile and Experience	150 points	138	Experience was not as closely related to this project but response was detailed and demonstrated they could complete the scope of work showed breadth.
	Resume	150 points	135	Did have org chart. Resumes were extremely detailed. Very qualified group of people that will be able to take the data and do what we want to do with it. Also included additional support staff. No direct ties to MT and did not have much for frontier experience.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
MGT Impact Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	74	Response lacked detail across the proposal. Met requirements but largely only outlined their approach to establish a strategy, plan, deliverables, etc.
	2. Rural/Frontier Transformation Design	125 points	92	Discussed overview of continuum of care, current assets and finances across different facilities.
	3. Focus on Tribal Communities	50 points	39	Showed the understanding of respecting tribal sovereignty data, government data governance and building relationships with the tribes. Their response included high level mentions of the barriers facing the tribes and high level ideas of the process to strengthen the healthcare delivery system for tribal entities.
	4. Coordinated Health Care Delivery Design	50 points	37	Discussed the continuum of care in different organizations that would need to be coordinated with including urban Indian health organizations and critical access hospitals. Again, lacked specific operational details and did not link scale to MT.
	5. Financial & Operation Diagnostics	50 points	35	They demonstrated ability to meet some requirements but general overview was only enough to imply ability to meet requirements.
	6. Building CoE Participation	75 points	55	Discussed what is required to build participation and establish successful relationships as an overall philosophy but did not describe plan to execute.
	7. Partnerships & Network Development	50 points	37	Plan outlined network mapping partnerships, avoiding duplication, and unintended service gaps. Lacked detail.
	8. On-Site Engagement	50 points	39	Included kickoff projects with leadership board, advisor council. Timeline response was organized in an easy to read table. Good understanding of SOW
	9. Workplan & Milestone Management	50 points	43	Provided a well organized five phase approach including a detailed work plan, advanced knowledge of work plans.

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Offeror (Company) Name:				Total Points Awarded:
MGT Impact Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	10. Transition & Closeout	50 points	39	Reference back to the previous question, but did include activities transition close out as a bullet point list of activities. Talked about closing out being planned from the beginning so that DPHHS receives all deliverables, including several different work products that we talked about. Did a decent job of explaining.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	36	talked about the requirements, did not provide an executable plan.
	12. Asset & Capacity Inventory	50 points	37	Included utilization trends and service availability population health
	13. Data Assessment & Gap Analysis	100 points	72	Talked about the five areas that were outlined
	14. Restructuring Service Lines	100 points	70	Generally discussed community needs but not in great depth
	15. Cost Structure & Efficiency Levers	50 points	38	Discussed cost profiles and combining financial records, staffing, and data utilization trends to pinpoint exactly what drives the rural hospitals expenses and where they can save money. Testing what if scenarios. The State can see which financial plans and then they will talk with the local hospital leaders to essentially validate their findings and check all their assumptions before they make any changes.
	16. Dashboards and Data Reporting	50 points	38	Dashboards met around users needs. Using State snowflake. Different views for different stakeholders. Didn't have screenshots or visuals of their dashboard.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	76	Outlined referral and transfer patterns. Services avoidable emergency. Inpatient and outpatient utilization trends and behavioral health. Mentioned a lot of things that were relevant, but just not a lot of detail. Included summary of what should be included in each of category but did provide enough to demonstrate the ability to meet all requirements

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Offeror (Company) Name:				Total Points Awarded:
MGT Impact Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	18. Demand Alignment & Margin Sustainability	50 points	38	outlined data methodologies. Support margins outside RHTP. Sensitivity measures. Regional stability high level. did talk about alignment with projected rural demand.
	19. Focus Areas in Recommendation Design	100 points	70	Touched on all areas of this section but not in enough detail to demonstrate understanding or depth in ability to meet scope and scale of project.
	20. Measurable Outcomes & County References	50 points	30	Did not provide enough details to demonstrate requirements were met. Mostly of a restatement of the SOW
	21. Alignment with RHTP Components	50 points	30	Largely just stated they had the ability
	22. Incentive Payment Program Design	50 points	38	Outlined incentive structures. Heavy focus on break even by 2031 and long-term sustainability.
	23. Barrier Identification & Mitigation	50 points	37	Discussed approach to barriers overall but mostly overview/philosophy and not actual plan.
	24. Long-Term Sustainability & Alternatives	100 points	74	They talk about their recommendation coming with a detailed sustainability plan to ensure the changes can continue smoothly after the initial program funding ends. The plans will evaluate long term financial impacts, staffing needs and critical dependencies while outlining backup alternatives if a preferred strategy proves unfeasible.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	38	identified the data sources they will need to complete data asset inventory required for analysis and long term measurement.
	26. Infrastructure & Capability Assessment	50 points	38	Identified the existing infrastructure and approach to evaluation of conditions.

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Offeror (Company) Name:				Total Points Awarded:
MGT Impact Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	27. Gap/Risk Documentation & Improvement Plans	50 points	37	data asset inventory including a risk register to highlight data limitations like missing files, late updates or privacy rules that could impact the program. Each issue log will detail will have details like its severity, backup work around and a recommended fix so the state can easily see what needs attention. not sufficient detail.
	28. Department Data Use Strategy	50 points	0	Did not answer this question. After further review can not find their answer to this section.
	29. Research & Analysis Framework	100 points	67	Response largely combines sections 29 and 30. Does discuss processing and analyzing data to ensure all findings can be easily tracked and updated by the state and framework to establish standard procedures
	30. Support for ORDA	50 points	37	shared workflow and detailed guides to avoid duplication and complete documentation
	31. Stakeholder Collaboration	50 points	40	Designed based on frontier realities. Mix of in-person and virtual visits. Mentioned relative stakeholders - advisory counsel, ORDA leadership other state agencies
	32. Data & Analytics Sustainability Plan	100 points	74	Work will be managed through master project work plan for training and handoff.
Offeror Qualifications		400 points possible		
	Reference	100 points	75	Georgia - references related to health exchange. New Mexico - Cost allocation plan. Lacked relevance to the scope of the project.
	Company Profile and Experience	150 points	111	Lack of relevance to the rural state of MT. demonstrated that they can do the data analytics required portion of the SOW but less so the size and scope combined of the project.

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Offeror (Company) Name:				Total Points Awarded:
MGT Impact Solutions LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Resume	150 points	120	provided org chart. Detailed resumes relevant experience with tribes. didn't provide what each person will actually do on the project. Transparency on availability.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
Naviant LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	80	Good explanation of Governance structure report agendas, materials, and included operating model with graphic data decisions that collab with rural health.
	2. Rural/Frontier Transformation Design	125 points	100	Uses traveling physician model that focuses on hands on experience. CSKT included.
	3. Focus on Tribal Communities	50 points	39	Recognized 8 federal tribes and established relationships with tribal and urban Indian health. Dedicated data sharing and analyze health patterns. Account for unique structural barrier.
	4. Coordinated Health Care Delivery Design	50 points	41	Met requirements four part care model framework. Good graphics. Scaling in the three phases
	5. Financial & Operation Diagnostics	50 points	40	Workforce realistic long term feasibility. Recruiting providers.
	6. Building CoE Participation	75 points	66	Four phase data driven outreach strategy. Specified admin capacities that show clear value by providing tailored facility level data. Unified support system to ensure priority engagement. Data driven analysis and financial modeling.
	7. Partnerships & Network Development	50 points	40	They would use an integrated data assessment to identify where partnerships are most likely to generate value for real communities and evaluating 3 dimensions for each potential partnership opportunity. Partnerships could reduce the cost of certain services. high level. performance monitoring framework. restructuring or discontinuation.
	8. On-Site Engagement	50 points	43	On-site engagement tapering off at points so geographic isolation does not limit support. Travel logistics account for frontier weather. Also included discovery recommendations, validation and monitoring.

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Naviant LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	41	Good detail of type of project framework. Tracking using Snowflake compatible and Tableau, SharePoint. Stakeholder reporting week, biweekly, monthly and quarterly cadence. High level of timeline
	10. Transition & Closeout	50 points	40	Good response implementing structured knowledge transfer. Capability thorough participation. Noted dangers of what a poorly executed transition plan can look like and provided very detailed close out report at the end.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	42	Discussed burden of disease analysis, facilities chronic conditions. Good summary illustration that tied together their method, analytical method, the tools that they would use and the deliverable that would come out of that.
	12. Asset & Capacity Inventory	50 points	42	Emphasis on developing a comprehensive inventory tracking MT inpatient facilities, ambulatory, behavioral health. Built by combining admin data.
	13. Data Assessment & Gap Analysis	100 points	87	They will apply latent demand. Methods to distinguish oppressed demand from true low demand, ensuring the service line decisions are not based on utilization data. Classify facilities into financial risk tiers. Identifying those with acute near term sustainable risk requiring priority Coe engagement and then they talked about how the gap analysis and utilization trend.
	14. Restructuring Service Lines	100 points	87	Plan would assess preventative and ambulatory service availability and identifying gaps in access.
	15. Cost Structure & Efficiency Levers	50 points	41	Details analyzing cost structures that prioritize financial efficiency across 5 core level categories. Multi variable matching methodology. Establish realistic peer group. Value based care readiness
	16. Dashboards and Data Reporting	50 points	41	Reports and dashboards will be designed with existing visualization environment.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	84	Would serve as CoE strategy partner. Data into clear decision making.
	18. Demand Alignment & Margin Sustainability	50 points	41	System would be evaluating every facility recommendation against its ability to generate a persistent positive operating margin. Build multi factor demand projection. Backed by their sensitivity testing.
	19. Focus Areas in Recommendation Design	100 points	84	Fairly good detail on how they would handle CoE governance board priorities. Included service lines and staffing restructuring and design aspects.

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Naviant LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	20. Measurable Outcomes & County References	50 points	44	Explained impact of rural health transformation is not a reporting exercise but a analytical function.
	21. Alignment with RHTP Components	50 points	43	Focus on establishing framework, ensuring its data-driven assessments. Strict sequencing where facility current state assessment. All analytic frameworks, dashboards and data pipelines will be documented and transferred to DPHHS prior to program Sun setting. Also acknowledged the right decisions made about sub initiatives without CoE foundation. Could have benefited from more about sub initiatives.
	22. Incentive Payment Program Design	50 points	45	Identifying where a combination of transformation activities and incentive payments. Not a credible path to 2031 break even. Recognize incentives can only do so much. Incentive payments become the mechanism by which recommendations from the center of excellence become the actual transformative piece. Specifically talk about tribal health facilities and their funding structures and how the incentive payments they would have to work with within their framework to specifically look at incentives and how it would work with their funding structures.
	23. Barrier Identification & Mitigation	50 points	43	Identified how barriers would be captured with visual. Discussed barrier prioritization as not all barriers carry the equal weight.
	24. Long-Term Sustainability & Alternatives	100 points	85	Would imbed long term financial demand and capacity and sustainability directly into the recommendations. Every facility configuration can maintain positive operating margin. Utilize a 5 dimension risk framework with mitigation strategies, alternative transformation approaches for every single risk. Hard to identify all alternatives.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	Laid out inventory data set they are looking to acquire metadata standard. Data stewardship standard.
	26. Infrastructure & Capability Assessment	50 points	43	Good explanation of support being technical, integration barriers and existing DPHHS infrastructure.

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Offeror (Company) Name:				Total Points Awarded:
Naviant LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Would treat data gaps and quality issues by categorizing them into available gaps. Quality risk usability. Mitigate risks through quality control transparent assumptions. GAAP documentation stakeholder validation sustained on site presence in Montana at a minimum of 60% program time.
	28. Department Data Use Strategy	50 points	45	Good data use strategy four interconnected elements and how it moves from collection to decision.
	29. Research & Analysis Framework	100 points	82	Comprehensive research and analysis framework that allows the center of excellence to have consistent procedures for every stage of the process. From collection through analysis and interpretation, communication thought it was good. Five state analytical lifecycle was good. Maintain as a living document
	30. Support for ORDA	50 points	43	Plan to partner with ORDA capacity building model vs. standard service agreement. Leave the design in methodology. ORDA will direct integration and data acquisition to ensure State compatibility. Capacity building accounts for the exhibition ORDA team.
	31. Stakeholder Collaboration	50 points	43	Cover in sufficient detail the different stakeholder groups, data share and structure. Also included governing board, public audience and discussed a disclosure framework.
	32. Data & Analytics Sustainability Plan	100 points	82	Consistent set of externally reportable metrics. Same data that drives the CoE and the training plan. Set up for early on and post sunset.
Offeror Qualifications		400 points possible		
	Reference	100 points	74	Provided three references. All small projects. Process improvement. Did not see analytical work. They had rural hospital experience in Montana but not scale of this engagement. Work examples show they may not be ready for this scale.
	Company Profile and Experience	150 points	111	Noted they have some MT related experience but not to the scale of this project. Did not show their ability on the analytical side

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Offeror (Company) Name:				Total Points Awarded:
Naviant LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Resume	150 points	90	Missing an org chart. Resumes looked good. Years of experience. only gave three resumes. Can't to the project with only three people. had some comments left in the document.
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposalportions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
nxT IL LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	0	Consensus Discussion: FAILED RESPONSE
	2. Rural/Frontier Transformation Design	125 points	0	Consensus Discussion: FAILED RESPONSE
	3. Focus on Tribal Communities	50 points	0	Consensus Discussion: FAILED RESPONSE
	4. Coordinated Health Care Delivery Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	5. Financial & Operation Diagnostics	50 points	0	Consensus Discussion: FAILED RESPONSE
	6. Building CoE Participation	75 points	0	Consensus Discussion: FAILED RESPONSE
	7. Partnerships & Network Development	50 points	0	Consensus Discussion: FAILED RESPONSE
	8. On-Site Engagement	50 points	0	Consensus Discussion: FAILED RESPONSE
	9. Workplan & Milestone Management	50 points	0	Consensus Discussion: FAILED RESPONSE
	10. Transition & Closeout	50 points	0	Consensus Discussion: FAILED RESPONSE
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	0	Consensus Discussion: FAILED RESPONSE
	12. Asset & Capacity Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	13. Data Assessment & Gap Analysis	100 points	0	Consensus Discussion: FAILED RESPONSE
	14. Restructuring Service Lines	100 points	0	Consensus Discussion: FAILED RESPONSE
	15. Cost Structure & Efficiency Levers	50 points	0	Consensus Discussion: FAILED RESPONSE

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposalportions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
nxT IL LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	0	Consensus Discussion: FAILED RESPONSE
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	0	Consensus Discussion: FAILED RESPONSE
	18. Demand Alignment & Margin Sustainability	50 points	0	Consensus Discussion: FAILED RESPONSE
	19. Focus Areas in Recommendation Design	100 points	0	Consensus Discussion: FAILED RESPONSE
	20. Measurable Outcomes & County References	50 points	0	Consensus Discussion: FAILED RESPONSE
	21. Alignment with RHTP Components	50 points	0	Consensus Discussion: FAILED RESPONSE
	22. Incentive Payment Program Design	50 points	0	Consensus Discussion: FAILED RESPONSE
	23. Barrier Identification & Mitigation	50 points	0	Consensus Discussion: FAILED RESPONSE
	24. Long-Term Sustainability & Alternatives	100 points	0	Consensus Discussion: FAILED RESPONSE
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	0	Consensus Discussion: FAILED RESPONSE
	26. Infrastructure & Capability Assessment	50 points	0	Consensus Discussion: FAILED RESPONSE
	27. Gap/Risk Documentation & Improvement Plans	50 points	0	Consensus Discussion: FAILED RESPONSE
	28. Department Data Use Strategy	50 points	0	Consensus Discussion: FAILED RESPONSE
	29. Research & Analysis Framework	100 points	0	Consensus Discussion: FAILED RESPONSE
	30. Support for ORDA	50 points	0	Consensus Discussion: FAILED RESPONSE
	31. Stakeholder Collaboration	50 points	0	Consensus Discussion: FAILED RESPONSE
	32. Data & Analytics Sustainability Plan	100 points	0	Consensus Discussion: FAILED RESPONSE
		400 points possible		Consensus Discussion: FAILED RESPONSE
Offeror Qualifications				

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Offeror (Company) Name:				Total Points Awarded:
nxT IL LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Reference	100 points	0	Consensus Discussion: FAILED RESPONSE
	Company Profile and Experience	150 points	0	Consensus Discussion: FAILED RESPONSE
	Resume	150 points	0	Consensus Discussion: FAILED RESPONSE
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
OC Reilly Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	75	Met general accounts of support package with memo activity logs and summaries. Engaging stakeholder advisor committee. Different teams handling different technical data.
	2. Rural/Frontier Transformation Design	125 points	93	Durable supply and demand fact based for MT rural and frontier facilities. Graduate education partnership. Hub and spoke workforce development but related project and not provided
	3. Focus on Tribal Communities	50 points	39	Engagement with tribal communities including, outreach, workforce pipelines, and Tribal relations manager. Aims at building care models, alliance and being culturally grounded. Expansion of long term local healthcare capacity rather than temporary external interventions.
	4. Coordinated Health Care Delivery Design	50 points	39	Able to demonstrate meeting requirements through integration with rural healthcare, aligning critical access, hospitals, rural health clinics, tribal and uio's EMS, local public health entities, community based organizations.
	5. Financial & Operation Diagnostics	50 points	35	Pretty surface level explanation of stakeholder validation. Did not demonstrate the ability to meet this requirement.
	6. Building CoE Participation	75 points	57	Focus on minimizing admin burdens. Communicate clear value. Early input from providers through council. Unified partnership.
	7. Partnerships & Network Development	50 points	40	A good response thought they provided a little more detail here. Than those prior responses talked about. The goal here wouldn't be for a single. Partnership structure across the state rather that they would help us. And participate in organizations. Identify collaboration models that fit local realities. And then improve access and financial sustainability in a durable way. they talked about regional hubs. Anchored at health systems or hospitals. Talked a lot about workforce and training capacity. Just still thought it was pretty surface level.

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Offeror (Company) Name:				Total Points Awarded:
OC Reilly Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	8. On-Site Engagement	50 points	38	Approach understanding rural transformation. Inside out feedback mechanism. talk about three phase workflow. On-site leadership. Working sessions. Centralized project management system.
	9. Workplan & Milestone Management	50 points	30	Identified role of primary project manager. Master work plan risks across all major work streams. Smartsheet, Microsoft project. Reviews to quarterly executive summaries.
	10. Transition & Closeout	50 points	36	Talked about engaging early and transferring to the state. Regular trainings, dashboard reviews. Overall response was a bit confusing on what approach would be. Very surface level.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	37	Beginning with analysis of population health data. Talked about snowflake environment.
	12. Asset & Capacity Inventory	50 points	37	Standardized inventory framework. Utilization patterns. Stakeholder reviews. Cross reference and formally validate the info. Centralized database.
	13. Data Assessment & Gap Analysis	100 points	74	Outlined how they would integrate the various data in an analytic environment and use that to identify gaps including financial models.
	14. Restructuring Service Lines	100 points	74	Anchored in understanding rural and disease burdens. Outpatient visualization.
	15. Cost Structure & Efficiency Levers	50 points	38	Developing facility specific financial and operational profiles for the participating hospitals using a tiered analytic depth model that would be tailored to each facility. Benchmark them against peer groups. Efficiency opportunities.
	16. Dashboards and Data Reporting	50 points	40	Leverage state Snowflake environment. State tools - tableau or business object. Analytical tools. No examples provided
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	78	Provided info to guide action and structured account of local variation. Touched on all requirements but could have used more detail.
	18. Demand Alignment & Margin Sustainability	50 points	39	Modeling rural facility configuration staffing and demand projections. Integrating community demand disease burden and cost structures. Right size services. Testing scenarios.
	19. Focus Areas in Recommendation Design	100 points	74	Discussed each component with general overview. Output would be prioritized by right size service line recommendations for each relevant community and region.
	20. Measurable Outcomes & County References	50 points	37	Baseline definitions track recommendations but lacked overall detail.

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Offeror (Company) Name:				Total Points Awarded:
OC Reilly Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	21. Alignment with RHTP Components	50 points	37	Using dependency mapping and sequencing analysis of what can proceed right away and which depend on broader infrastructure.
	22. Incentive Payment Program Design	50 points	40	Experience with clinical workforce, training program incentive structure assisting the department with design. Provided a table with three different options.
	23. Barrier Identification & Mitigation	50 points	36	Anticipate implementation risks with help. Supply chain team supports mitigation.
	24. Long-Term Sustainability & Alternatives	100 points	78	Evaluating long term sustainability as a core component of each of their recommendations. They will categorize recommendations by their required sustainability pathways. Documenting operational financial assumptions, comprehensive risk assessments. Showed implementation complexity graphic that helps the state assess the realities, design practical transformation pathways, identify workforce operational and funding strategies most likely to improve long term access and sustainability.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	36	talk about developing structured inventory. Did not demonstrate full capabilities to meet requirement. high level input that they also would develop a structured inventory and current data sources and other relevant data that would support planning, implementation, monitoring, return on investment analysis.
	26. Infrastructure & Capability Assessment	50 points	36	Solution depended on departments ability to use date effectively but didn't explain further.
	27. Gap/Risk Documentation & Improvement Plans	50 points	38	Outlined potential remediation option of gaps. Risk prioritized based on importance feasibility, operation urgency. Showcased phased improvement road map and specifically talked about end product with root cause analysis considerations.

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Offeror (Company) Name:				Total Points Awarded:
OC Reilly Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	28. Department Data Use Strategy	50 points	38	Talked about strategy design of the framework. Highly level outline not sufficient enough for a good response. strategy team leads the strategic design of framework. mentioned all the requirements
	29. Research & Analysis Framework	100 points	74	Outlined an overview of analytical details but left specifics out.
	30. Support for ORDA	50 points	36	Outlined direct collab with ORDA. Teams will provide technical data integration modeling and dashboard design but then didn't include many details as to that design.
	31. Stakeholder Collaboration	50 points	36	Solution would have a collab model with data sharing structures. Didn't explain further
	32. Data & Analytics Sustainability Plan	100 points	78	Documentation showed internal understanding and practiced coordination with long-term projects. Talked about dashboards. Monthly and quarterly releases.
Offeror Qualifications		400 points possible		
	Reference	100 points	70	State of Maine critical access hospitals. The Western Pennsylvania Higher education and then Allegheny right Health Network. References did not fully demonstrate ability to meet this RFP scope
	Company Profile and Experience	150 points	111	Noted experience in Maine with critical access hospitals. lacked for detail needed more company info. did provide some company info and subs.
	Resume	150 points	100	resumes were ok but lacked for detail. no org chart. Exact experience was unclear. detailed resumes will be furnished to the department upon request or in advance of the oral interview.
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
OptumInsight Inc.				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	80	Outlined good detail for drafting board charter, decision making process and governance structure. Identified executive leadership and analytical teams.
	2. Rural/Frontier Transformation Design	125 points	106	Discussed opportunities in digital health, frontier care sustainability and financial security.
	3. Focus on Tribal Communities	50 points	40	Experience working with tribal communities in MT. Showed understanding of the challenges facing the communities and the importance of their approach being grounded in cultural and governance respect. Timeline and tailored recommendations for long term sustainability.
	4. Coordinated Health Care Delivery Design	50 points	41	Using a learn rather than scale approach over the life of the contract. Plan assumes up to 50 critical access hospitals. 62 REH not accurate. Illustration figure 1 was a value add.
	5. Financial & Operation Diagnostics	50 points	40	Plan shows stability across frontier and rural providers. They talk about their rural health care network by deploying a multi layer assessment engine. That evaluates service line profitability, utilization capacity. They did talk about actuarial experts. Well, standardized multilayer claims and financial data to pinpoint root causes of instability.
	6. Building CoE Participation	75 points	65	Opt in kits targeted data briefs in early benchmarking and metrics for outreach. Plan included recommendation adoption, work plans with CoE, and structured handoffs.

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Offeror (Company) Name:				Total Points Awarded:
OptumInsight Inc.				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	7. Partnerships & Network Development	50 points	39	Approach would facilitate partnerships through a structured network. Gave examples of where they did this before, including Texas and with the Cherokee Nation.
	8. On-Site Engagement	50 points	36	160 facilities for on-site engagement. Would conduct field visits by region with data reviews, facility walkthrough and follow up activities. However, details on when these visits would occur, and what follow-up would happen were missing
	9. Workplan & Milestone Management	50 points	39	Includes master work plan across six major phases from initial mobilization to final transition. Specific work experience with Texas. List a lot of activities like Multi-market primary care and data pipeline tracking but no specific tools they would be using.
	10. Transition & Closeout	50 points	40	Outlined transitional plan 90 days before contract termination.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	40	Proposal seemed in line with State required security and data governance and talked about leveraging the infrastructure.
	12. Asset & Capacity Inventory	50 points	39	Uses standard facility and county templates. Physical assets, services, staffing, hours and connectivity. Structured validated checklist. Leadership sign-off.
	13. Data Assessment & Gap Analysis	100 points	80	good response met requirements. Covered four items in some capacity.
	14. Restructuring Service Lines	100 points	72	Referenced back to #13 and covered burden of disease and demographic projections, utilization trends. Recommending local service sets by community type. But response lacked detail to demonstrate requirements were met.
	15. Cost Structure & Efficiency Levers	50 points	42	Facility specific cost structure fixes versus variable costs, staffing models optimization, contract labor. Revenue cycle improvement.
	16. Dashboards and Data Reporting	50 points	43	Demonstrated ability to meet all requirements. Showed behavioral health, bed registry views and crisis. Examples of illustrations
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	78	Should be focused on core task of developing counties, specific or facility specific recommendations that are sustainable over time.
	18. Demand Alignment & Margin Sustainability	50 points	38	Translating county level needs into explicit service volumes and multi year proforma models for each facility. Base upside down and downside scenarios to evaluate sensitivity to volume shifts. Wasn't sufficient detail on how they accomplish stated objectives.
	19. Focus Areas in Recommendation Design	100 points	82	Provide implementation steps in phase road map. 10 additional months supported by change management, KPI dashboards and not shifting burden to patients without alternative access plans. Tiered technology framework.
	20. Measurable Outcomes & County References	50 points	44	General description of measurable metrics. Direct line of sight to rural care deliverable through monthly, quarterly and annual reporting cadences, interactive dashboards. Mentioned actuarial team and metric operational chain.
	21. Alignment with RHTP Components	50 points	38	Talked about recommendations will serve as a foundation anchor of rMT broader rural health plan. Map out clear dependencies to scale workforce development. provided just enough to meet requirements. Not enough specifics on some initiatives
	22. Incentive Payment Program Design	50 points	39	demonstrated ability to meet the requirements. They talked in detail around metrics design. Incentive dimension. Consideration of frontier adjust targets. Comparison against other national base benchmarks over time.
	23. Barrier Identification & Mitigation	50 points	40	Included various potential barriers working with the department governance framework to establish tailored mitigation strategies.
	24. Long-Term Sustainability & Alternatives	100 points	72	Outlined pairing recommended care with multi year financial trajectories but lacked sufficeint detail to demonstrate could meet requirements.

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Offeror (Company) Name:				Total Points Awarded:
OptumInsight Inc.				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	Showcased different areas of inventory that would need to be developed. No mention of how they would get the data. Did outline collab with department, advisory council other stakeholders
	26. Infrastructure & Capability Assessment	50 points	40	Structured reputable assessment tool kits to evaluate infrastructure. Data analytics. assessment tools and deliverable format.
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Data gaps , risk and issues. Gap register and data quality framework to assess completeness and accuracy. Actionable remediation plans
	28. Department Data Use Strategy	50 points	42	Response supports governing, repeatability and its usability while avoiding unnecessary complexity. Out of the box analytical views.
	29. Research & Analysis Framework	100 points	83	Structured research and analysis framework grounded in experience supporting statewide Medicaid systems, rural network analytics, population health initiatives and structured analytical lifestyle.
	30. Support for ORDA	50 points	43	Ample extension of ORDA with rural health and diagnostics and joint delivery. While Orda remains the ultimate authority over methodology, data interpretation and find final reporting, they provide a deep execution support across 7 distinct work streams. County and facility level models ensure full transfer to state staff.
	31. Stakeholder Collaboration	50 points	43	Good table identifying stakeholder groups, data sharing and engagement with various stakeholders including tribal and community stakeholder collab.
	32. Data & Analytics Sustainability Plan	100 points	78	Developing internal capacity measuring progress with plan focuses on building internal state capacity. Shared data standardized KPI. Handoff includes a complete documentation package. 12 month post CoE road map.
Offeror Qualifications		400 points possible		
	Reference	100 points	80	The references included were state of Michigan and the state of Virginia, which were both related to the management of their enterprise data warehouses. Worked with the Cherokee Nation. EDW with multiple states.
	Company Profile and Experience	150 points	126	Strong background in data and analytics. Provided all requirements and in detail. Have the size and longevity to complete this project. Recommendation for frontier areas is a big step
	Resume	150 points	125	Key personnel. Have experience to do data analytics. Unclear if project manager was identified as a key resource. Can tie to rural and frontier. Strong data governance. Lack of MT rural or frontier work.
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Premier Healthcare Solutions Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	75	Discusses utilizing accelerated solution design to coordinate with council members.
	2. Rural/Frontier Transformation Design	125 points	109	Prior expertise with financial viability, multi-state health systems and county tier investment framework. Technical assistance will be provided to lower capacity frontier facilities.
	3. Focus on Tribal Communities	50 points	44	Talk about parallel engagement track. Respects tribal sovereignty create solutions. Analytical approach will adapt to distinct federal funding. prior tribal experience.
	4. Coordinated Health Care Delivery Design	50 points	46	Very comprehensive stakeholder inclusion throughout alignment assessment validation will guide understanding care model. Comparison overview. Interoperable systems. Support robust and complex orchestration. Models by region. MT critical access hospitals currently use inpatient.
	5. Financial & Operation Diagnostics	50 points	43	Anchoring recommendations with high probability of implementation success. Shows examples of dashboards and key drivers and risks factors using metrics that matter.
	6. Building CoE Participation	75 points	65	Builds meaningful participation by offering clear benefits with strategies tailored to distinct facility types and offering financial incentives through the Coe to ensure successful partnership and completion of recommendations. They will embed the implementation vendor as an active partner from day one. Has a formal operating protocol, shared data access, and a structured closeout transfer package.
	7. Partnerships & Network Development	50 points	39	Talked about ADS facilitation framework. Established MT relationships. Prior experience in other states. Talked about having 4,350 hospital and 300K providers. Building frontier relationships from scratch.

The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposalportions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Premier Healthcare Solutions Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	8. On-Site Engagement	50 points	42	Formal ADS sessions. Collaborative model. On-site visits and virtual meetings Center of Excellence different healthcare providers. A myriad of stakeholders. Unclear on exact onsite presence
	9. Workplan & Milestone Management	50 points	40	Manage march 2027 wave one implementation deadline. Progress monitored weekly, monthly, quarterly. Define roles and track milestones. Drawing on experience managing large scale healthcare. Did not see where they mentioned specific tools and lacked details of how they would develop that plan
	10. Transition & Closeout	50 points	39	Reference prior experience. Did not detail where data would be residing. Would be embedding State staff into joint workflows from day one.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	47	Talked about collecting data service on medical services. comprehensive data strategy. Combining current state analytics with massive proprietary data sets. Cloud hosted community intelligence platform. Map service demand. They'll also integrate data into publicly available data sets filtered through. Their premiere's balance top 100 hospital study framework. Went into detail about the actual tool. Outline all data sources and where they are going to get it.
	12. Asset & Capacity Inventory	50 points	39	Approach with state wide assessment of MT rural healthcare system by analyzing clinical asset supply care, delivery, demand and physical facility conditions. They're going to use standardized indices like the facility, condition, index and facility functionality index. Findings will be consolidated into a service delivery plan summary report. Recommendation for long-term sustainability.
	13. Data Assessment & Gap Analysis	100 points	78	Detailed population help capabilities, provided a dashboard. Completed this process over 200 times across the country. Lots of good info but lacks understanding of the frontier nature of some of the systems. not spelling out how to address the biggest gaps. if they can put all of their stuff together that is 99% of data analytics.

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Offeror (Company) Name:				Total Points Awarded:
Premier Healthcare Solutions Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	14. Restructuring Service Lines	100 points	83	Inpatient capacity exceeding community demand across rural counties. Would focus on evaluating county level data and disease burdens to identify where medical access is most critically needed. Distinct pathways to move from generic cost cutting. Had some tables with interesting measures some MT data
	15. Cost Structure & Efficiency Levers	50 points	39	Identified profiles of cost and labor structures, financial gaps stem from operational inefficiencies. Evaluating facilities across phases of baseline. Potentially growing Medicare Advantage penetration as a hybrid to our fee.
	16. Dashboards and Data Reporting	50 points	39	Provided ample examples of dashboard but didn't directly connect samples with how they would meet requirement. Examples didn't all relate to this particular project, showed depth in being able to produce the dashboards.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	79	synthesizing data service. Demand and utilization data. Scenario analysis. very detailed. Criteria and recommended type of information.
	18. Demand Alignment & Margin Sustainability	50 points	40	System focuses on analyzing current utilization trends, facility specific financial reports and stress tests will be tailored.
	19. Focus Areas in Recommendation Design	100 points	85	Every recommendation will carry an explicit tag a that time including which archetype it applies to, overlapping service areas, and critical access hospitals. Critical care services and service lines being reconfigured to resolve misalignments. Financial sustainability will be reinforced through optimized revenue cycles. Shared back office resources reduce contract labor and patient first virtual health technologies.
	20. Measurable Outcomes & County References	50 points	39	Capabilities and development align directly with the mandate from CoE. Talked about their reporting cadence. Kickoff through design met requirements, metrics they are going to use where they were tying right the metrics they're going to use though are tied to our broader our HTP initiatives.

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Offeror (Company) Name:				Total Points Awarded:
Premier Healthcare Solutions Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	21. Alignment with RHTP Components	50 points	41	Actively managing data and facility archetype. Share critical outputs. They share critical outputs like investment eligibility flags and service line analysis to align implementation deadlines. did talk about overlaps. Called out some of the sub initiatives.
	22. Incentive Payment Program Design	50 points	39	They talked about incentive payments, structures being collaborated by county tier. Tier 1 Frontier counties operate under fundamentally different costs and volume conditions than Tier 3 regionals.
	23. Barrier Identification & Mitigation	50 points	40	Discussed recommendation being reviewed with impacted facility partners. Mitigation matrix made it easy to understand. Montana specific risk factor and then their mitigation strategy.
	24. Long-Term Sustainability & Alternatives	100 points	80	They talk about utilizing risk management and their medication framework to provide recommendations. They'll develop facility readiness profiles and mandate access preservation mechanisms for all restructuring decisions. Early warning monitoring system. Did not mention the frontier nature of the state.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	Demonstrated the ability to meet all the requirements. Did allude to MT and other states in terms of actual framework. Discussed broad overview of business, technical, and operational meta data.
	26. Infrastructure & Capability Assessment	50 points	40	Assessment of the state's data infrastructure. Stakeholder engagement, collaboration. acquisition and integration and quality.
	27. Gap/Risk Documentation & Improvement Plans	50 points	40	Solution uses a dual score framework to evaluate data maturity aligned with immediate program milestones. Scorecard a prioritized gap inventory with a phased 30 month road map.
	28. Department Data Use Strategy	50 points	40	Outlined multi-step process and included bullet points to all of these deliverable. Showcased prior experiences and data strategies.
	29. Research & Analysis Framework	100 points	80	Talked about a comprehensive research and analysis frame analysis framework with the Office of Research and Data Analytics. Close partnership with CoE. Talked about collaboration framework and will directly embed state staff but didn't focus on Montana centric approach.

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Offeror (Company) Name:				Total Points Awarded:
Premier Healthcare Solutions Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	30. Support for ORDA	50 points	40	Driven to enhancing existing analytical capacity by contributing specialized rural health expertise, ORDA joint workflows differentiated modeling. Would work with the office and research data analytics. Full time security and privacy.
	31. Stakeholder Collaboration	50 points	40	Accelerated solution design engagement measures program efficiencies and importance to stakeholders, data management leadership. Needed more discussion about tribal voices
	32. Data & Analytics Sustainability Plan	100 points	80	Focuses on engaging the Advisory Council aura data management executive leadership to ensure best possible outcomes. Hands on training rather than post project instruction detailed metric guide. Operation manuals will be documented in real time and stored directly with orders existing systems.
Offeror Qualifications		400 points possible		
	Reference	100 points	80	State of Missouri, Jefferson Regional Medical Center and McLaren Healthcare. Vague on the exact scope. Didn't specify if they were relative to frontier work but mostly healthcare overall.
	Company Profile and Experience	150 points	127	Very detailed from data analytics perspective but not as much included showed an emphasis on rural frontier experience. Saw CMS hospital improvement innovation network at 30m dollar project.
	Resume	150 points	125	resumes were detailed have a good team capable with a large data analytics team. May not all be dedicated full time. Matrix was a bit odd.
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Safion Advisory Partners LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	79	Outlined workflow pg 7 of the proposal. Collaborative review and decision making and will bring in lots of additional groups with meaningful participation from stakeholders and community based research.
	2. Rural/Frontier Transformation Design	125 points	95	Integrated rural health system and community centered tech enabled care similar comments frontier priority index ensure that funding strategies do not unintentionally favor larger facilities.
	3. Focus on Tribal Communities	50 points	39	Ensure health initiatives respect sovereignty and tailored to each community's specific priorities.
	4. Coordinated Health Care Delivery Design	50 points	40	Regional integrated rural health networks and frontier care ecosystems. Referrals incorporated.
	5. Financial & Operation Diagnostics	50 points	36	Mentioned analysis to provide sustainability models showing which services are fragile and which services need to be preserved. Did not go into adequate level of detail for actually meeting objectives mentioned.
	6. Building CoE Participation	75 points	54	Listed proactive regional engagement, co-design transformation priorities, support on going communication. Did not provide enough detail about how they would do the project.
	7. Partnerships & Network Development	50 points	38	Generally mentions partnership models that align stakeholder with goals with referral pathways and workforce development collaboration.

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Offeror (Company) Name:				Total Points Awarded:
Safion Advisory Partners LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	8. On-Site Engagement	50 points	36	Outlines tiered engagement model to support rural health but did demonstrate ability to meet the requirements and no clear indication what work would be done on-site.
	9. Workplan & Milestone Management	50 points	38	Project management framework and digital platform led by a primary and backup project manager who would be selecting tools that are practical. Speed of timeline is questionable.
	10. Transition & Closeout	50 points	37	Only one paragraph - say they will transit at sunset but high level overview that lacked detail.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	39	Begin by establishing what current sate baseline was using different data sources, including claims, data and EHR data workforce data, quality controls and security. Didn't discuss specific tools or how data would be acquired
	12. Asset & Capacity Inventory	50 points	40	Implementing a phase standardized inventory process to map the rural and tribal health assets. They do talk about the tribal health assets will be evaluated through a separate, separate pathway that prioritizes tribal sovereignty, data governance and local leadership approval.
	13. Data Assessment & Gap Analysis	100 points	84	No real demand vs. residents cannot access services. Build analysis of current state with rural fact base and cross referencing utilization trends
	14. Restructuring Service Lines	100 points	80	Included ambulatory care, hospital care, extend primary and preventative care capacity. Identifying what services need to be maintained locally. Vs those delivered through regional partnerships
	15. Cost Structure & Efficiency Levers	50 points	35	Modeling various intervention and care models. Paths towards greater efficiency, sustainability roadmaps. Did not cover the opportunity in any detail.

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Offeror (Company) Name:				Total Points Awarded:
Safion Advisory Partners LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	16. Dashboards and Data Reporting	50 points	41	Infrastructure and tech dashboard and incentive payment dashboard had some specific ideas there that demonstrated the ability to meet requirements.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	75	Service line accomplished by analysis maintaining and strengthening utilization. Visual customized locally validated recommendations with helpful information. Evaluation output and potential areas for restructure. No duplication review
	18. Demand Alignment & Margin Sustainability	50 points	40	Approach aligns with clinical offerings like Community disease, burden travel barriers, workforce capacity, rather than relying on solely historical volume. Margin models and sensitivity testing to evaluate financial durability. End result would be a practical tool.
	19. Focus Areas in Recommendation Design	100 points	82	Provided decent overview. Organizational change management were high level. Potential for expanding outpatient services sizing in patient capacity. Possibility of a workgroup to ensure that rural hospitals cause and small role facilities.
	20. Measurable Outcomes & County References	50 points	39	Ensures that every recommendation is grounded and tied to improvement. Discussed reporting cadence monthly monitoring and how recommendation accountability and metrics would tie to identify a problem.
	21. Alignment with RHTP Components	50 points	41	Recommendations are structured around six phase plan. Aligns with RHTP priorities. Use detailed crosswalk and dependency map. Framework evaluates factors all strategy. Tie each recommendations to RHTP goals. Could have provided more info on sub-initiatives
	22. Incentive Payment Program Design	50 points	39	Coordinating incentive program with the implementation vendor.
	23. Barrier Identification & Mitigation	50 points	39	Coordinated risk management model. Combining department collaboration. Council review.

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Offeror (Company) Name:				Total Points Awarded:
Safion Advisory Partners LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	24. Long-Term Sustainability & Alternatives	100 points	83	All recommendations pass through rigorous multidimensional sustainability review and utilize reusable data pipelines to maintain a single source of truth. Talk about adaptive scenario planning to test alternative care models. Risks will be continuously managed through dedicated risk registers and clear data-driven triggers that initiate specific course correction actions to preserve local care. Each recommendation would have a written sustainability plan for each CoE Recommendation.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	43	Start to define what data exists. What each data set can and cannot answer. How it connects to RHTP decisions and different data sources, including financial workforce, service line, geographical data sources, tribal data sources.
	26. Infrastructure & Capability Assessment	50 points	43	Current state data summarizing the systems, platforms and workflows, capabilities and constraints. Department data uses eight specialized tools across the six operational domains. Establish proper tribal data governance. Assessment would produce a clear set of implementation ready deliverables.
	27. Gap/Risk Documentation & Improvement Plans	50 points	39	Establishes framework to identify access, register data gaps and risk. They talk about prioritizing by severity and impact, ranging from critical immediate blockage to long term infrastructure needs. Explains EHR claims financial data sets and shared dashboards to improve long term data quality and decision making.
	28. Department Data Use Strategy	50 points	37	Included tables and graphs but were still hard to follow. End output was unclear. Referenced previous sections and essentially listed things that were previously mentioned but not detailed enough to follow closely.
	29. Research & Analysis Framework	100 points	78	Established a structured research and analysis framework to ensure that findings are consistent, reproducible, compliant, locally validated and actionable. Detailed comprehension packet with nine step process and documentation.

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Offeror (Company) Name:				Total Points Awarded:
Safion Advisory Partners LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	30. Support for ORDA	50 points	39	Described partnering with ORDA to set goals and ORDA maintains the lead analytic authority that the team will supply strategy vendor support. Modeling inputs and stakeholder ready reports connecting data sets with other modeling.
	31. Stakeholder Collaboration	50 points	38	Couple tables of different types of stakeholders and Data sharing framework, collab models, coordinating with Aurta, the DMO executive leadership, state agency professionals, external partners.
	32. Data & Analytics Sustainability Plan	100 points	86	Listed many things that they would do for system sustainability. Talked about how the complete inventory will include the date asset inventory. Data dictionary metric definitions and KPI crosswalk.
Offeror Qualifications		400 points possible		
	Reference	100 points	70	five listed (2 from UM). San Diego, Piedmont and Dixon Chamber of Commerce. references only had one with detail on prior projects.
	Company Profile and Experience	150 points	120	Included some frontier experience. Didn't provide company outline or list the number of projects.
	Resume	150 points	111	Provided quite a few. No structure or roles and lacked organizational chart. Wasn't any real rural Montana like experience among those listed.
STOP HERE				

DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
The evaluator/evaluation committee will review and evaluate the offers according to the following criteria based on a total number of 1500 points. The Provision of Services, Company Profile and Experience, Resumes, Cost Proposal portions of the proposal will be evaluated based on the following Scoring Guide. References will be evaluated on a Pass/Fail basis.				
Offeror (Company) Name:				Total Points Awarded:
Summit Consulting LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	79	Talked about having culturally competent facilitators, including representation to tribal communities. Strategy calls for gathering info through engagement sessions public forums. However, didn't expand on details for strategy or measurable deliverables.
	2. Rural/Frontier Transformation Design	125 points	112	Provided both detail and noted in particular rate, the workforce scarcity is a permanent structural condition that needs to be. Plan is incorporating targeted incentive funding and hands on technical assistance to ensure low capacity frontier communities can successfully participate.
	3. Focus on Tribal Communities	50 points	42	Includes framework to partner with tribal communities and cocreates strategies aligned with local cultural, geographic and governance.
	4. Coordinated Health Care Delivery Design	50 points	42	Frontier environment they'll model pairs of care delivery redesign with alternative. Local always mobile when needed. Not clear if this was their final approach.
	5. Financial & Operation Diagnostics	50 points	42	Response focused on operational feasibility and financial durability. Talked about 6-step stakeholder validation.
	6. Building CoE Participation	75 points	65	They talk about a proven stakeholder outreach strategy from Montana's bead program for engagement and hands on technical assistance. Establish a structured governance model with the implementation vendor. Utilizes engaging partners to help recruit and targeted stakeholder engagement with coordination key contracts.
	7. Partnerships & Network Development	50 points	43	Response will produce a partnership opportunity matrix with County and facility level where partnerships are in need. Regional networks may be most logical. Formal relationships to secure telemedicine coverage.
	8. On-Site Engagement	50 points	43	Implementing a structured approach for on-site engagement with participating in rural health. Talked about their four way engagement timeline, tribal community visits, and visits will be geographically clustered. Wave one plan to visit all facilities.

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Offeror (Company) Name:			Total Points Awarded:
Summit Consulting LLC			xxxxxx

Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	42	Large scale federal initiatives to manage the project and establish regular meeting cadence. Maintain secure electronic document repository. Interactive self-service performance dashboard. Talked about milestone dates including estimated start and completion dates.
	10. Transition & Closeout	50 points	37	Brief response. Indicated that they would have a process and about having documentation delivered 45 days prior to closeout. Lacked sufficient detail to demonstrate ability to meet
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	41	Utilization patterns and out migration analysis not too clear. Facility discharge data to map current utilization. Provided a table of data categories. Mapping CoE core analytical objectives against data sets available.
	12. Asset & Capacity Inventory	50 points	43	Plan to establish a validated data baseline within six months. Discussed a pre populated 3 purpose built templates using public data sources to reduce data entry burden on administrators. Validation process would validate all data from public sources and include cross checking and physical site visits.
	13. Data Assessment & Gap Analysis	100 points	88	Talked about assessing financial risks across 6 dimensions. Calibrated against a national Critical Access Hospital benchmarking and analyzing care equalization across the continuum.
	14. Restructuring Service Lines	100 points	88	Emphasizing rightsizing service lines, optimizing staff models, amin burden. Talked about 4-dimensions of service line stability.
	15. Cost Structure & Efficiency Levers	50 points	42	Response includes benchmarking against peer cohorts and not against national averages. Analyzing against specific department level information. Value based care readiness assessments. Didn't account for relying on national averages when looking at frontier setting.
	16. Dashboards and Data Reporting	50 points	43	Plan would be using market insights that critically access benchmarking platform using opensource tools.

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Offeror (Company) Name:				Total Points Awarded:
Summit Consulting LLC				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	82	Provided rigorous statewide understanding of healthcare demand translating into facility and county level restructuring. Included a table with breakeven and pathway components. Could have gone more in depth on how they would arrive at recommendations.
	18. Demand Alignment & Margin Sustainability	50 points	41	5-10 year demand production model. Volume sustainable to match community needs, patient revenue, and cost margins. Each recommendation has to pass a four-financial stress test.
	19. Focus Areas in Recommendation Design	100 points	90	Discussed how leadership methodology can accelerate change management and gave examples. Focusing on those areas early with the fastest path forward.
	20. Measurable Outcomes & County References	50 points	44	Response detailed making sure recommendations were focused around realistic frontier workforce availability. Talked about threshold and explained in detail about how they would develop their baseline data.
	21. Alignment with RHTP Components	50 points	40	The structure dependency mapping and sequencing approach tied to the five strategy goals. Completing facility level diagnostics in year one. Talk about using JIRA.
	22. Incentive Payment Program Design	50 points	43	Structure that is phased and calibrated to the implementation timeline across two tiers. Milestone base payments. Distinguishes each unique facility's financial and operational context and needing some flexibility there but while maintaining the clear path to break even. Included information about telehealth care models.
	23. Barrier Identification & Mitigation	50 points	42	Several key barriers to recommendations show alignment with the broader priorities.
	24. Long-Term Sustainability & Alternatives	100 points	84	multi-year pathway across all categories financial workforce. Approach would continuously review assumptions. Provided a table with possible risks, the mitigation, and triggers set to help identify.
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	40	four-phase process. discovery, description
	26. Infrastructure & Capability Assessment	50 points	40	Assess the department's existing infrastructure staff capabilities against the demands of RHTP.
	27. Gap/Risk Documentation & Improvement Plans	50 points	39	Approach analyzes downstream consequences, long-term structural improvement, risk register and remediation road map. To ensure data quality, needed more detail about specific risks and mitigation, not just that they would assess.
	28. Department Data Use Strategy	50 points	39	Strategy will define what data is collected, how it is used and decision making and where. The governance boundaries apply, so could have provided more. Not a lot of data applicable to Montana's integration.

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Offeror (Company) Name:				Total Points Awarded:
Summit Consulting LLC				XXXXXX
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	29. Research & Analysis Framework	100 points	82	Discusses integrating a full lifecycle program design and developing metrics, incentives, financial modeling, creating compliance and monitoring framework. Response and shows adapting to MT frontier context.
	30. Support for ORDA	50 points	41	Vendor would be leading the day-to-day analytic execution, technical modeling. ORDA will maintain strategic collaborating closely with the vendor to ensure alignment with state priorities and CMS requirements. The goal of the partnership is to transfer skills and documentation independently executing analytical modeling and reporting activities involving some other departmental stakeholders occasionally.
	31. Stakeholder Collaboration	50 points	40	Outlined the different roles of different stakeholder groups and talk about data sharing and hand off orientation. Provided general overview and could have been more in depth.
	32. Data & Analytics Sustainability Plan	100 points	84	Targeted response includes addressing data privacy and security, compliance requirements, handoff package and closeout, training documentation and different deliverables.
Offeror Qualifications		400 points possible		
	Reference	100 points	82	Information called out Montana specific projects completed and directly relevant to RHTP.
	Company Profile and Experience	150 points	123	Primary response did have some telehealth experience and noted that they had specific tribal experience. Sub-contractor Huron had more relevant health experience. Also not all project components requested were included in the response.
	Resume	150 points	128	Provided an org chart. Resumes provided work experience and number of years, roles, and what they would be doing. Two people that work on the Bead program (MT experience).
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
Syra Health Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	88	Each board meeting will include a decision packet. Tribal and community considerations. Next step recommendations. Independent rural hospitals and other stakeholders, not simply informed after decisions made but meaningfully engaged before recommendations are finalized.
	2. Rural/Frontier Transformation Design	125 points	99	Will help move MT from fragmented system to a right sized and financially sustainable system. Targeted funding strategies rather than a one size fits all. Included table with list of challenges and opportunities. Did not mention rural healthcare. High level info.
	3. Focus on Tribal Communities	50 points	38	Proposed an approach with MT tribal nations and urban Indian organizations as sovereign partners. Not a one size fits all. Customized plans with lots of info. (resumes only four people).
	4. Coordinated Health Care Delivery Design	50 points	39	Provided lots of tables and listed things out including a plan for implementation for rural health clinics, tribal health, EMS, local providers. Talked about a lot of different care models.
	5. Financial & Operation Diagnostics	50 points	36	Very high level overview and did not flow very well. Data driven, stakeholder validated diagnostic models. Don't plan on using the traditional financial models. list 8 deliverables but do not mention how they get there.
	6. Building CoE Participation	75 points	58	Focus on building sustained participation. Low burden structured outreach and technical assistance models. Tailored tiers based on capacity. Translate data and recommendations. Not clear about resources.
	7. Partnerships & Network Development	50 points	37	Outlined eight different types of partnerships. Exact plan for partnerships is unclear. High level, some lists, not enough detail.
	8. On-Site Engagement	50 points	37	Not very specific on how they would accomplish the onsite engagement. Phased on-site engagement model. Visits are meant to create practical development role. Outline seven phases of visits. Seemed to have limited resources.

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Offeror (Company) Name:				Total Points Awarded:
Syra Health Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	37	Centralized project management office. Industry standard tools and structured data tracking. Program execution manage risks and ensure accountability. Only had a few tools.
	10. Transition & Closeout	50 points	37	Included four different tables that seem to align with state systems.
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	39	Discussed building county level and facility level profiles using a variety of data elements that included specific tribal data but could have provided a little more info/specifics.
	12. Asset & Capacity Inventory	50 points	40	talk about inventory by category Their inventory by category. Which would be their what inventory? They would have for each category at the county level and at the facility level. 5-step methodology. demonstrate meeting requirements.
	13. Data Assessment & Gap Analysis	100 points	80	Sufficient detail about their methodology. Included comprehensive data informed assessment of the system. Provided Info on visual tools. Along with the purpose of each one.
	14. Restructuring Service Lines	100 points	74	Focus on ability to evaluate community needs, sustainable service lines and looking at different data types. Could have included more detail on restructure as they didn't show how they can achieve this. Outlined six deliverables.
	15. Cost Structure & Efficiency Levers	50 points	37	Proposed developing cost structure profiles that identify clinical and operational levers analyzing both revenue and expense. Outlined 11 levers, 7 deliverables. Did not break down the value of each.
	16. Dashboards and Data Reporting	50 points	37	Provided lots of tables and bullet points. However, did not list specific tools or include screenshots of the dashboard. Did not show they can complete what was asked in the RFP.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	74	Tailored individualized recommendations depending on restructuring, expansion, and telehealth. Talked about optimizing care delivery and recommendations.
	18. Demand Alignment & Margin Sustainability	50 points	38	Discussed plans to prevent an operational funding cliff with five step approach. Sensitivity testing and the purpose of each category.

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Offeror (Company) Name:				Total Points Awarded:
Syra Health Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	19. Focus Areas in Recommendation Design	100 points	76	Defined implementation steps, responsible parties, dependencies, timelines. Fixed cost burden with reduced fixed cost.
	20. Measurable Outcomes & County References	50 points	37	Overall rural frontier structure. Care delivery, access needed more details. Structured reporting cadences and dashboards directly improve care delivery.
	21. Alignment with RHTP Components	50 points	36	System mapping to each core components rather than developing them as an isolated facility level actions. Talked about a structured framework detailing required data and a six step sequencing model that builds from initial readiness to long term sustainability.
	22. Incentive Payment Program Design	50 points	37	Discussed seven different types of incentive structures tailoring it based on the facility and network and payment milestones.
	23. Barrier Identification & Mitigation	50 points	37	Recommendations affecting service lines, staffing, financial operations, technology partnerships, community access, talking about needing to identify any of these potential barriers to these things . Identifying early and monitor continuously. Seven step risk management process.
	24. Long-Term Sustainability & Alternatives	100 points	78	Included plan to evaluate every proposal against practical and financial metrics, establishing clear operating models, risk mitigation strategies and alternative backup pathways. Stakeholder trigger to monitor performance components but not enough to show they can complete all requirements. Had good information about the long term sustainability plans and ensuring that recommendations all include a financial pathway, a workforce model implementation, owners monitoring plans, risk mitigation strategies.

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Offeror (Company) Name:				Total Points Awarded:
Syra Health Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	38	Materials had a lot of detail in tables and other info. How they will complete deliverables is still unclear, including cataloging current and potential data sources. Metadata standards assigning stewardships.
	26. Infrastructure & Capability Assessment	50 points	37	Has existing infrastructure capabilities. Technology governance does not have enough detail. tools, stakeholder interviews, data flow mapping. Status section questions 25 - 32 talk about 63 deliverables.
	27. Gap/Risk Documentation & Improvement Plans	50 points	37	Structured transparent data improvement process for responsible owners and success measures. However, didn't explain in any level of detail how they would meet those deliverables.
	28. Department Data Use Strategy	50 points	37	Provided broad overview but again, minimal detail as to how they would meet objectives.
	29. Research & Analysis Framework	100 points	74	Defined structured procedure for planning research, data collection at a high level overview. Discussed 8 phase cycle, collection processing.
	30. Support for ORDA	50 points	38	Focus on four core functions. Products are sound and reproduceable with knowledge transfer and 10 deliverables. Different supports provided to ORDA
	31. Stakeholder Collaboration	50 points	39	Discussed different stakeholders, collaboration structure, data use, and collaboration with governing board, executive leadership, other professionals data sharing and decision making structure. Missing tools and documentation
	32. Data & Analytics Sustainability Plan	100 points	74	Described data and analytics sustainability plan builds on current internal capacity. Focus on early role based training with extensive documentation for phased handoff process.
Offeror Qualifications		400 points possible		
	Reference	100 points	65	Did provide three references but workforce support in clinical setting not strategy or analytics.

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Offeror (Company) Name:				Total Points Awarded:
Syra Health Corp				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	Company Profile and Experience	150 points	100	response lacked relevant experience or details. Provided the info of their company. projects referenced - Wyoming, DC, St. Johns. Focused on assessments in small scale. No contract values given.
	Resume	150 points	100	Did not see org chart. Recognize that they did not provide a lot of resumes and key personnel. The ones they did provide, did have technical and analytical experience. Mentioned CCBHC (maybe not for this RFP).
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DPHHS-RFP-2026-0671NAV				
RHTP Center of Excellence - Strategy & Analytics				
Individual Scoring Matrix				
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Offeror (Company) Name:				Total Points Awarded:
SIA Partners US Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Evaluated RFP Section				
SECTION	Technical Evaluation / Scope of Work	2,500 points possible	Score	Justification Notes
Scope of Services	1. CoE Governance Strategy	100 points	90	Talked about working with group membership beyond the Council to frontline. County health officials and other subject matter experts who can contribute. Council members have genuine voice in the CoE outputs. Talked about different data aspects that would be important here.
	2. Rural/Frontier Transformation Design	125 points	99	Delivery model built around tele-health. Coordinated health care delivery with military inspired patient movement analysis, geospatial travel analysis, and technical assistance. Examples provided were not in the US.
	3. Focus on Tribal Communities	50 points	43	Recognized that tribal input is essential for success and plan to partner with the departments tribal engagement protocol, Urban Indian organizations. Discussed data sovereignty and building distinct financial profiles that respect unique tribal funding structures.
	4. Coordinated Health Care Delivery Design	50 points	43	A lot of response information would synthesize info from the RHTP application. High level scaling framework
	5. Financial & Operation Diagnostics	50 points	43	Identified specific operational drivers but needed more detail, especially on the three stage analytical pipeline. Their process requires comprehensive data from Medicare, Medicaid and facility financial statements.
	6. Building CoE Participation	75 points	60	Facility engagement is structured into 3 stages. Includes introductory listening sessions, data informed validation meetings and engagement with specific tribal facilities. Could have provided more depth.
	7. Partnerships & Network Development	50 points	39	Partnership facilitation will focus on three areas with evidence base for role impact. Not clear on how they will accomplish their role on being that of establishing tangible value, measured quality outcomes and financial stability.
	8. On-Site Engagement	50 points	43	Included tribal facility on-site engagement and the composition of their team. on-site visits will run in three pathways. Tied to the master work plan in adequate detail.

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SIA Partners US Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	9. Workplan & Milestone Management	50 points	43	Proposal discussed operating across three parallel independent work streams, data foundation, recommendation development and governance. Tied high-level project plan back to our scope and clearly referenced section numbers and line items.
	10. Transition & Closeout	50 points	41	Legacy document to capture the full analytical methodology. Unclear where data would be housed during the project
Montana Rural Health Care Analysis (Current State)	11. Data Acquisition & Analysis	50 points	39	Utilization analysis and access analysis needed more info. Included tribal engagement and met requirements but did not outline how they would acquire the data
	12. Asset & Capacity Inventory	50 points	43	Inventory maps Montana's rural health infrastructure across the counties to evaluate current capabilities and guide future restructuring scenarios. It compiles data on 6 asset categories using standardized templates. Pre populated with public data and verified through onsite visits.
	13. Data Assessment & Gap Analysis	100 points	82	Visuals and findings would be presented to stakeholders. Translates well into rural health assessment review process and council review level.
	14. Restructuring Service Lines	100 points	85	Describes look at financial performance across 5 categories including two scenarios specific to Montana to help illustrate how the different dimensions would work.
	15. Cost Structure & Efficiency Levers	50 points	41	Talked about cost reduction in revenue enhancement opportunities and data driven profiling stress test combinations to produce facility recommendations. Shared services agreement.
	16. Dashboards and Data Reporting	50 points	38	Demonstrated the ability to meet the requirements. Only output they mentioned was static PDF. Geographical stratification using map based reporting. Needed more detail on tools and how it would be done.
CoE Recommendations for Delivery Transformation & Financial Stability	17. Facility/County-Level Recommendations	100 points	88	Work would be facility and county level shifting balance from overcapacity. Each package would move through 4 stage collaborative development before being handed off. Three layers - diagnosis, recommendation, and execution levels

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SIA Partners US Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	18. Demand Alignment & Margin Sustainability	50 points	43	Each facility would receive financial modeling that would achieve persistent positive operating margins. Mutli-year service line level margin. Cost and cross facility dependencies. Each recommendation would go under goes sensitivity and scenario testing to ensure the proposed care configurations can withstand.
	19. Focus Areas in Recommendation Design	100 points	80	Covered each area that was requested. Talked about change management and where patient utilization is low and ensuring that changes are successfully adopted. More detail would have been appreciated.
	20. Measurable Outcomes & County References	50 points	43	Recommendations from CoE, converting to strategic documents. County is not directly or indirectly impacted by specific recommendations. Could still utilize some of the things that come out of those recommendations. Also provided their reporting cadence and some additional information on what would be monthly, quarterly, annual, ad hoc.
	21. Alignment with RHTP Components	50 points	43	System organizing six core initiatives across the facility and county recommendations. Weekly/monthly reporting. Talked about dependency mapping flowing into the TMO. Reporting package for visibility and recommendation packages.
	22. Incentive Payment Program Design	50 points	44	Initial opt in would be tier 1, incentive tier 2 would be board approved, tier 3 on demonstration execution. Talked about specifics to tribal facilities and incentive structure to tribal facilities.
	23. Barrier Identification & Mitigation	50 points	43	Potential barriers identified during recommendation development and then following through when the recommendation itself.
	24. Long-Term Sustainability & Alternatives	100 points	85	Provided assessment to evaluate external dependencies for sustainability planning. Risks through execution. Alternative transformation approaches. Affiliation models. Rural emergency hospital conversions. Mitigation triggers. Strategy identify conditions where sustainability could be troublesome.

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Offeror (Company) Name:				Total Points Awarded:
SIA Partners US Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
Data & Analytics Capacity to Measure Program Effectiveness	25. Data Asset Inventory	50 points	43	Plan included inventory built over the first three months but lacked detail on specific tools. Shows collaboration with data management.
	26. Infrastructure & Capability Assessment	50 points	43	Outlined value for technical infrastructure assessment, data engineering capability, and five deliverables.
	27. Gap/Risk Documentation & Improvement Plans	50 points	42	Gap and risk register as a living tracking document that they will initiate in phase one to identify, categorize, and systematically address data limitations. It will have an 8 field structure reviewed regularly with key stakeholders. Three criteria prioritization framework enhance data quality, accessibility and usability.
	28. Department Data Use Strategy	50 points	41	Phase one with DMO and ORDA, this would be developed as a living document. Discussed governance component, five functional categories with data integration and pipeline management, storage and access computation, dashboarding and metadata.
	29. Research & Analysis Framework	100 points	82	Operating manual covering data collection processing analytical methods. Did not demonstrate how they would get to that point. Five documentation standards were good.
	30. Support for ORDA	50 points	43	Plan to transfer full ownership of production to ORDA in three phases: Observation, co-production, and ORdA led operations. 8 joint workflows. Comprehensive research frameworks, registries, and role specific training.
	31. Stakeholder Collaboration	50 points	40	Detail about different stakeholder groups, data sharing, and decision making structures.

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Offeror (Company) Name:				Total Points Awarded:
SIA Partners US Inc				xxxxxx
Category		Possible Points	Points Awarded	Mandatory Justification Comments for Points Awarded
	32. Data & Analytics Sustainability Plan	100 points	83	Ability to measure progress towards RHTP goals and handoff milestones.
Offeror Qualifications		400 points possible		
	Reference	100 points	70	ABBM, SEBC, St. John of God health care in Australia. Short engagements - not to the same size and scope of this RFP.
	Company Profile and Experience	150 points	105	Lacking relevant experience in frontier nature of MT and how it would be relevant to this project. Did provide company profile, examples of past projects didn't fit scope and scale of MT RHTP. Australia, North Carolina, Royal Flying Doctor Service.
	Resume	150 points	111	Did provide org chart and all resumes. Resumes lacked dates and experience. they say they have 19 resources. Tied DPHHS roles to meeting cadence with name resources. lacking relevant experience
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