NCIA Request for Information (RFI)

NATO Communications and Information Agency (NCIA)

PROVIDE INITIAL SOLUTIONS FOR MEDSUITE ENABLEMENT SUPPORT SERVICES – MEDICAL MANAGEMENT

RFI-CO-42618738-ESS MED

NCIA/ACQ/2026/07501
Monday, 20 July 2026

NCIA Request for Information (RFI)

To: Industry Partners

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify qualified vendors and gather input on potential solutions to support the upcoming acquisition for a Medical Management software capability to enable command and control of a multinational military medical support system. We hereby issue the attached Request for Information (RFI) RFI-CO-42618738-ESS MED to solicit feedback from capable and interested industry partners.

2. This RFI is issued for planning purposes only and is not a request for bids. It is part of NCIA's effort to ensure it has a clear understanding of the marketplace, available capabilities, and potential acquisition strategies.

3. We value your insight and invite you to:
   - **a.** Share relevant corporate capabilities and experience;
   - **b.** Review and comment on our draft requirements (Annexes A and B) with a view to providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
   - **c.** Provide your responses to the RFI questions in Annex C.

4. Submission instructions and additional details can be found in the enclosure to this RFI.

5. Only companies from a NATO member country can participate in or respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).

6. Should you have any questions or need clarification, please contact Mr. Nicholas Griffin at Nicholas.Griffin@ncia.nato.int.

7. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

For the Chief of Acquisition:

Raymond Darnell

Digitally signed by Raymond Darnell
Date: 2026.07.20 14:24:18 +02'00'

Raymond Darnell
Senior Contracting Officer

Enclosure:
1. Distribution List
2. Annex A - Request for Information
3. Annex B - High-Level Requirements
4. Annex C - RFI Questions

Distribution List

1. **NATO Delegation (Attn: Infrastructure Adviser)**

1. Albania	**12.** Greece	**23.** Poland
2. Belgium	**13.** Hungary	**24.** Portugal
3. Bulgaria	**14.** Iceland	**25.** Romania
4. Canada	**15.** Italy	**26.** Slovakia
5. Croatia	**16.** Latvia	**27.** Slovenia
6. Czechia	**17.** Lithuania	**28.** Spain
7. Denmark	**18.** Luxembourg	**29.** Sweden
8. Estonia	**19.** Montenegro	**30.** Türkiye
9. Finland	**20.** Netherlands	**31.** United Kingdom
10. France	**21.** North Macedonia	**32.** United States
11. Germany	**22.** Norway	

2. **All NATEXs**

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NATO Communications and Information Agency (NCIA)

ANNEX A TO
NCIA/ACQ/2026/07501

REQUEST FOR INFORMATION

A. Introduction

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify potential sources and gather information regarding industry capabilities to support a Medical Management capability requirement under the Enablement Support Services MEDSUITE programme. This Request for Information (RFI) is issued solely for informational purposes and does not constitute a Request for Proposal (RFP), Request for Quotation (RFQ), or invitation for bid.

B. Purpose

1. The purpose of this RFI is to obtain input from industry to help inform the NCIA's acquisition planning. Responses to this RFI will assist in refining requirements, identifying capabilities, and shaping the strategy for any future solicitation.

C. Background

1. The Enablement Support Services (ESS) programme. will provide a coherent suite of functional tools for the NATO Logistics, Military Engineering and Medical Support communities. ESS will be implemented in increments. The first increment of the ESS MEDSUITE project aims at delivering a Medical Management capability via a Commercial off the Shelf (COTS) solution.
2. The NATO Communications and Information (NCI) Agency is seeking to investigate whether there are existing COTS medical software solutions available on the market, which satisfy the needs for a military Medical Management capability.
3. The Medical Management capability will reflect direct support to NATO's decision-making process by monitoring real/near-real time situational awareness. It ensures a holistic system for patient flow including medical evacuations, as well as managing efficient usage of scarce medical capabilities, in order to increase survivability and maintain force strength.
4. Please note that NATO's requirement is not to seek an Electronic Healthcare Records (EHR) system but rather a set of applications/functions to manage the NATO-level Command and Control.
5. ESS MEDSUITE holds other capability requirements to support the following outcomes: collective health surveillance, improved clinical support and medical information management which will be implemented in the future increments of the programme. Thus, scalability of the Medical Management COTS solution for these future requirements is highly desirable.
6. A full list of questions that the Agency would like to canvass industry views on are contained within Annex C

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:

   a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET)** on **14 August 2026**.

   b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:

i. Responses to Annex A and comments on Annex B
ii. Responses to the questions in Annex C

excluding:
i. Cover page
ii. Company brochures or product literature (if included)
iii. Attachments such as past performance references

c. Use the following subject line for submission
   i. "Response to RFI [RFI-CO-42618738-ESS MED] – [Company Name]"

d. All responses should address the items listed in Annex A – Requested Information and Annex C – RFI Questions

e. Respondents are also encouraged to review and comment on the draft requirements in Annex B – High-Level Requirements .

E. Industry Engagement

1. Following the RFI closing date, the NCIA may elect to hold bilateral or small-group discussions with respondents, including product demonstrations where deemed relevant, to clarify aspects of their responses or to better understand industry capabilities. It is expected that such meetings will be held virtually. Each party shall be responsible for bearing its own costs associated with participating in these meetings.

F. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.

2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

G. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

a. Mark the title page with the following legend:

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA's right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

b. Mark each sheet of data it wishes to restrict with the following legend:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.

H. RFI Point of Contact

1. Mr. Nicholas Griffin – Senior Contracting Officer

2. Nicholas.Griffin@ncia.nato.int

Annex A – Requested Information

1. Respondents are encouraged to provide the following information in their response:

   a. **Company Information**
      i. Legal Business Name
      ii. Address
      iii. Website
      iv. Primary Point of Contact
      v. Email address

   b. **Technical Capability**
      i. Summary of relevant capabilities and past performance

   c. **Feedback and Recommendations**
      i. Comments on the high-level requirements in Annex B
      ii. Responses to the RFI Questions at Annex C
      iii. Innovations or alternatives
      iv. Rough Order Magnitude (ROM), including any assumptions upon which they are based

   d. **Questions or Concerns**
      i. Risks, concerns, or barriers
      ii. Suggestions for risk mitigation or enhancing competition

Annex B – High-Level Requirements

Note: This reflects currently known high-level requirements and may evolve at a more detailed level. The NCIA is seeking industry feedback.

1. Background

The NATO Communications and Information Agency (NCIA) aims to deliver a software capability to manage the command and control of a multinational medical support system provided by the allied nations by purchasing a Commercial off the Shelf (COTS) product. This capability supports the medical community to manage the patient flow and the usage of medical capabilities (e.g., field hospitals, medical evacuation assets) efficiently and effectively. Overall, the capability will provide near real-time situational awareness to enable decision making process.

The capability will be integrated within a suite of medical, logistics, and military engineering systems which will be delivered under the larger ESS programme. The capability will run on classified networks, and is required to exchange information with the national medical systems according to the agreed standards. The capability is also required to send information with the other NATO command and control systems, e.g., NATO Common Operational Picture (NCOP).

2. Scope

The Medical Management capability primarily facilitates Patient Coordination Evacuation Cells (PECCs) and includes the following functions:

a. Patient Tracking: Near real-time tracking of patients entering, exiting and flowing through the multinational medical support system which includes both military and civilian facilities. This function requires unique identification of patients.

b. Patient Regulating: Requesting, initiation, management and analysis of medical evacuation missions and their impact on the medical support systems. The function requires the effective management of incidents with mass casualties (i.e., in hundreds)

c. Medical Capability Directory: Management of the medical facilities and medical evacuation assets. Near real-time management of their statuses and utilization.

d. Medical Reporting and Recognized Medical Picture: Generation and distribution of reports at various levels (i.e., medical treatment facility, PECC, commands) following the agreed template and frequency. This function also enables the management of recognized medical picture over a map and the medical contribution to the NATO COP.

The COTS capability is required to respect NATO's personal data protection framework policy, i.e., in compliance with transparency, minimization and access, retention, accountability, and security principles.

The prospective Contractor is required to provide initial training to NATO users in various roles to enable the testing and operationalization of the system. The prospective Contractor is also required to deliver training material to enable effective usage of the system during its lifecycle.

The full requirements of ESS MEDSUITE will be implemented in the future increments of the ESS programme. Thus, it is highly desirable that the system is scalable to meet the following requirements:

- Electronic Treatment Records to enable patient and treatment information exchange between military national and civilian treatment facilities (thus, between health care systems) securely following the medical confidentiality rules, interfacing to ESS

MEDSuite Medical Management module.

- NATO Trauma Registry to enable the analysis of data to support continuous detailed clinical audit, sharing of lessons learned (LL) and ensuring best practice with regard to trauma management. NTR provides information that is used to improve the efficiency and quality of trauma care by sampling, analysing and presenting anonymous trauma data collected from nations and/or their systems. It must be compatible with common codes for diseases, provide detailed information about treatment.
- The Disease Surveillance and EPINATO[1] capability is intended to serve as a continuous and near real-time sentinel warning system by tracking disease outbreaks and syndromes in order to trigger further investigation, The capability is required to contribute to Recognized Medical Picture. NATO COP, and Intelligence Functional Services.
- Force Health Status to enable collaboration and information sharing among nations and NATO about force health protection measures. It serves as a repository for information on the force's health condition, which is directly related to mission readiness and risks to the operational plan.
- Medical Information Management to enable gathering medical information through a variety of sources and ensures data/information exchange amongst Nations and civ-mil partners. It will also facilitate collaboration among national and NATO experts to produce Medical Intelligence products. As a fundamental planning consideration, it may leverage the power of artificial intelligence and machine learning to identify threats.

3. Objectives

a. The main objective of these requirements is to provide NATO with a capability that meets the Medical Management requirements via a COTS solution.

b. The capability should facilitate the medical staff across various organizations by providing near real-time accurate data, automation, enable coordination and collaboration, and to provide situational awareness for the medical support system. The system is also required to exchange information with national military medical and other NATO command and control systems.]

4. Deliverables

Deliverable	Description
Medical Management COTS System to the Enterprise	The COTS product shall meet the requirements described in this Annex.
Initial Training & Training Material	Delivery of Training material per training needs analysis & delivery of initial training
(Optional) O&M Support	Contractor furnished services for the maintenance and support of the COTS for ten years, starting from FSA with the first year being concurrent with the warranty period.
(Optional) Scalability to other ESS MEDSUITE Requirements	It is desirable that the COTS product is scalable to meet the other requirements of ESS MEDSUITE, which are programmed to be delivered in the future increments.

[1] EPINATO is a surveillance system to detect disease and injury cases, clusters or outbreaks that might limit mission effectiveness, to follow trends in healthcare activity, and to assess public health policy and programs.

5. Period of Performance

a. The prospective contract is expected to run ca. 24 months after contract award.

6. Place of Performance

a. The Contractor is required to deliver the capability to the NATO Enterprise. The prospective Contractor may require travelling to various locations: e.g., The Hague (NLD), Mons (BEL), Oeiras (POR).

Annex C – RFI Questions

In order for the NCIA to gain a greater understanding of market-leading Commercial off The Shelf Military Medical Management solutions, please provide responses to the following questions in your response:

Question Number	Question
1	Please provide the following company information: - Legal business name - Address - Website - Primary point of contact - Email address - Size of organisation, including employee headcount and overall scale of operations.
2	Please provide any comments that you have on the High-Level Requirements in Annex B, including: - Risks, concerns, or barriers (e.g., export restrictions) - Suggestions for risk mitigation or enhancing competition - Any innovations or alternatives or product roadmap plans - Clarification requests.
3	Please provide a summary of your relevant products, in relation to the scope of the High-Level Requirements stated in Annex B, Including: - Functions/processes implemented in your products - High-level architecture and modularity - Interface/interoperability information and standards followed - Dependencies and system requirements (including network/infrastructure requirements) - Status and roadmap of your product - Any operations/exercises the system uses and if any formal reporting is available - Any training service offered by your company - Scalability of your product to meet further configuration, adaptations and development.
4	Please provide a summary of your company's past experience of delivering similar Services to customers operating in highly-regulated environments, e.g. police, defence
5	Please describe your standard incident management service levels and related service support for priority classifications P0-P4, or your organisation’s equivalent levels, including: - Typical response target times from incident logging to assignment/work-in-progress status - Typical service restoration target times from incident logging to restoration of service - Any distinctions between business hours and out-of-hours support arrangements

	- Whether targets are measured in wall-clock time, business hours, or working days - Any associated service credits, escalation procedures, or service level commitments- - Any manning and skill requirements (locally or centrally) from your company to operate your product
6	Please provide a summary of how your organisation maintains the security of its services, including technical, operational, and organisational controls. Where applicable, please reference any industry-recognised security standards or certifications, including to medical confidentiality standards.
7	Please explain your costing model and provide a ROM (considering any assumptions) for system setup, training, and one-year warranty and Operations and Maintenance: - Licensing costs for 350 users - Licensing costs for up to 1000 users.
8	Please outline your pricing model for surge or incremental usage – such as scalability for crisis operations or options for Nations - including: - If applicable, cost per additional licences - Any volume-based pricing tiers or discounts - Minimum or maximum licence thresholds - The process and timelines for increasing or decreasing licence volumes.
9	Please describe your approach to the use of subcontractors or third parties in the delivery of the proposed solution and services, including, how security, compliance, and confidentiality requirements are applied to subcontractors.