Foundation *for* Healthy Communities, GO-NORTH Rural Health Transformation Technical Assistance Center (T-TAC) Q & A
Updated October 2026

How to request Technical Assistance (TA):

Q: How can I request Grant Writing assistance from the FHC Rural Health Transformation Technical Assistance Center (T-TAC)?

A: Visit the *Grant Writing TA Request Form* here: https://wkf.ms/3WCeADP. For questions, email: **FHC-T-TAC@healthynh.org**. The full *T-TAC Assistance Form* is coming soon.

Q: Which organizations are eligible to request T-TAC support: only organizations that already hold an FHC award, or applicants as well? And what's the best way for a requestor to submit a request?

A: All FHC Subgrantees, potentials and similar/like entities can request to be approved for T-TAC. Requestors must be approved by FHC prior to receiving the list of T-TAC Providers. Requests can be made via email: **FHC-T-TAC@healthynh.org** OR by filling out the *T-TAC Request Form* on the website.

What is NH-based / who can apply to provide TA or receive TA?

Q: How are you defining "New-Hampshire-based" in the eligibility phrase "All New Hampshire-based nonprofit, for-profit, or community-based Organizations; nonprofits must be in good standing with the NH Secretary of State."? If a consulting firm has staff in the state but is not physically headquartered there, is it eligible?

A: All applicants, including nonprofit organizations, for-profit organizations, and community-based organizations, must demonstrate that they are legally authorized to conduct business or carry out program activities in New Hampshire and are eligible to enter into and administer grant agreements. Incorporated entities must provide proof of good standing or active status in their state of incorporation and, where applicable, registration to do business in New Hampshire. Unincorporated community-based organizations must provide documentation demonstrating legal authority or fiscal sponsorship sufficient to receive and manage grant funds.

Q: If New Hampshire business registration is required, must it be completed before submitting an application or before an award or contract is executed?

A: Yes.

Q: Would an organization working on other aspects of the RHTP with GO-NORTH be precluded from applying or considered to have a conflict of interest?

A: No. Organizations that have applied for other funding under the GO-NORTH initiative are not precluded from application or consideration of this RFQ unless they are: activities that duplicate work already supported by GO-NORTH or a GO-NORTH HUB at the time of application or award; clinical services that duplicate billable services or seek to change payment amounts under existing fee schedules; research projects, including clinical trials; or connected to any lobbying activities; additionally, T-TAC selected service providers who are also a subrecipient of an award, cannot provide their own TA support.

Q: The RFQ includes requirements around vendor neutrality and potential conflicts of interest. How do those provisions apply to other potential implementation partnerships?

A: The intent of the vendor neutrality provisions is not to exclude organizations with relevant experience or existing infrastructure, but rather to ensure recommendations and technical assistance remain objective and are not structured to favor a particular vendor, platform, or commercial solution.

In-person vs. virtual:

Q: Is there a certain proportion of the TA to be delivered in person vs. virtually? What do you envision in this regard?

A: There is no defined percent of TA delivery in-person vs. virtual. We are looking for capability of in-person as well as virtual to meet the needs of the NH-based healthcare service providers. Firms with that ability will be considered over those that cannot offer in-person TA. All travel expenses must be pre-approved by the funder, FHC.

Q: For consultants based outside New Hampshire who travel to a New Hampshire site for on-site work, is that travel treated as out-of-state travel requiring prior FHC approval (p. 11)? Is it billable as a direct cost?

A: All travel expenses must be pre-approved by the funder, FHC. Any expected travel should be included in the TA Provider's SOW and budget proposal to the TA Requestor for prior review and approval. Travel is billable as a direct cost. The intent of the approval is around transparency regarding travel costs. Out-of-state travel typically costs more involving flights, hotel etc.

Subcontractors:

Q: Will applicants be allowed to have a Prime and any subcontractor(s)?

A: Yes, see Contract Terms & Conditions page 12, "Subcontracting requires prior written approval from FHC. Subcontractors must meet the same qualification standards as the prime."

Rates:

Q: The RFP provides sample rates and indicates, “These are benchmarks, not ceilings- proposers should submit rates that accurately reflect their staffing model and cost structure.” Is there a desired range or maximum dollar amount for the total SOW under any Core Area?

A: We are looking for rates within market rates that are based on scope of work versus a cap on amount (and therefore potentially scope of work), budgets are relative to size and timeframe. "Personnel rates all roles by name/title, hourly or daily rate, and estimated monthly hours/capacity for BP1."

Q: Are the rates outlined on page 11 of TTAC RFP inclusive of all other direct and indirect costs outside of travel, or do they apply to labor only?

A: These are benchmarks, not ceilings - proposers should submit rates that accurately reflect their staffing model and cost structure. However, the rates are listed as all-inclusive "loaded" marketplace rates, inclusive of: fringe benefits, overhead, payroll taxes, operating costs. Direct costs are separate and should include any other direct costs (including estimated travel).

Q: If TTA providers (or sub-contractors) bill at rates above the range that was preferred, if the entities were selected, does that indicate that those rates were approved for specific individuals as listed in a proposal?

A: The rates given by an applicant were reviewed and scored against for selection. The guidance rates given by FHC in the RFQ are benchmarks, not ceilings - proposers should have submitted rates that accurately reflect their staffing model and cost structure. FHC will evaluate all proposed rates against market benchmarks for health consulting services, technology and grant writing in the Northeast. Rates significantly above the ranges above should be clearly justified in the proposal. FHC reserves the right to negotiate rates prior to award.

Q: Do we need to specify named resources for Section 4 - Staffing Plan and Section 6 - Rate Schedule, or can they be roles only, as we do not know availability at the time of submission?

A: FHC requests the name, role, credentials, and relevant experience of all key personnel in both the Staffing Plan and Rate Schedule. This is because, in addition to organizational experience, proposed staff are individually reviewed and scored, with preference given to teams demonstrating relevant experience supporting New Hampshire and New England providers. If key personnel change after submission, written FHC approval is required before SOW contracting.

Updated Rate Guidance Table (11/04/2026)

Role / Level	Reasonable Rate Range	Notes
Senior Consultant / Subject Matter Expert / Complex Proposal Consolation / Coding or Compliance Expert	$175 – $250 / hour	Core Area specialist delivery, leading needs or risk assessments, compliance investigations, or revenue integrity reviews, strategic planning, implementation coaching, multi-stakeholder coordination, technical proposal development, intensive or expedited development, independent coding audit performance with formal findings and recommendations, provider documentation reviews and education, interpreting and applying complex regulatory guidance (CMS, OIG, payer-specific requirements)
Mid-Level Consultant / Analyst / Grant Development	$125 – $175 / hour	Direct TA delivery, documentation, training facilitation, subrecipient support, funding strategy, positioning, complex narratives, research integration, application management, record abstraction, routine coding reviews, standard claim audits and audit reports, supporting consultants with research and documentation, standardized training
TA Coordinator / Program Support / Grant Support	$75 – $110 / hour	Activity logging, scheduling, report preparation, subrecipient communication, editing and strengthening existing narratives, review, research
Travel & Direct Costs	At cost - IRS standard mileage rate for in-state travel	Out-of-state travel requires prior FHC written approval
Rate Reasonableness Review: FHC will evaluate all proposed rates against market benchmarks for healthcare consulting, revenue cycle and compliance services, coding audit and documentation review services, technology, and grant writing in the Northeast. Rates that exceed the benchmark ranges should be clearly justified based on the specialized expertise, credentials, scope, or complexity of the proposed services. FHC reserves the right to negotiate rates prior to award.		

Core Areas & Sub-areas:

Q: If a firm submits for a specific Core Area, do we have to respond to each task order assignment from the FHC Project Director or eligible organization/subrecipient who reaches out to us for that Core Area, or can we select assignments where we have the most expertise in sub-areas outlined within a given Core Area?

A: If a proposer wishes to apply for particular sub-areas under Core Areas, they may. Please clarify in your application if you only wish to be scored in the sub-area of a Core Area. Likewise, FHC will score all applicants in Core Areas by sub-areas. Applicants will be contacted regarding which Core Areas and sub-areas they are approved to provide TA in, eliminating the risk of any TA Provider being asked to provide in a sub-area for which they do not have expertise.

Q: Can we submit for Core Areas where you are not currently recruiting for increased support, e.g., Core Areas 5 & 6?

A: Currently, FHC is accepting applications in all Core Areas; certain Core Areas have been identified as having increased need or are new.

Revenue Cycle / RCM:

Q: Does FHC expect a typical size, duration, or per-subrecipient cap (hours or dollars) for revenue cycle task orders? For example, is a full-cycle RCM analysis intended as a rapid assessment or a multi-month engagement?

A: No. Each scope of work (SOW) should be determined by the need of the TA Requestor. FHC will approve the SOW and allocate funding as is available at that time within the T-TAC budget.

Q: Would FHC place credentialed revenue cycle specialists (for example, CPC, CCS, CPMA, or CHC) who perform coding audits and documentation reviews in the Senior Consultant / Subject Matter Expert tier? If proposed rates are above the $175 to $250 per hour benchmark (Section 6), what justification would FHC like to see?

A: CPC or CCS credential alone does not automatically warrant the SME tier. The distinction is whether the position is exercising independent expert judgment and providing strategic recommendations. Example: Senior Consultant / Subject Matter Expert would be a CPC performing physician E/M audit program design, CCS conducting inpatient DRG validation audits, or CPMA leading compliance-focused documentation reviews and provider remediation; Mid-Level Consultant / Analyst would be a Credentialed coder performing routine audit abstraction and report support.

Q: Section 3 considers applicants that can carry out work beyond consultation (p. 12). Would FHC consider hands-on revenue cycle work, such as aged A/R cleanup and worklists, denial appeal support, pre-bill coding review, chargemaster change files, and interim revenue cycle leadership, to qualify? Are these activities allowable under T-TAC funding?

A: The Health IT examples are illustrative and not limiting. The broader criterion is the applicant's ability to implement and manage operational solutions, rather than simply advise on them.

Q: Core Areas 7 and 8 both include a full-cycle Revenue Cycle Management (RCM) analysis sub-area (pp. 7 and 9). If a proposer applies for this sub-area in both Core Areas, will FHC score it separately in each? May the same engagement examples, references, and work sample be used for both?

A: Yes, it will be scored separately under each Core Area. Yes, the same examples, references and work samples may be used for each, however, make sure to clarify if you only wish to be scored in the sub-area of the Core Areas.

Contact / Communications:

Q: Are approved T-TAC consultants allowed to reach out to New Hampshire providers directly to let them know we're available and encourage them to request us through FHC?

A: Many awards have not been made public; all announcements must have prior approval through GO-NORTH, including announcements by FHC subgrantees. TA requestors must be approved prior to receiving the list of T-TAC Providers, therefore the requestors or FHC would reach out to your firm for scope discussion and a quote.

Q: If we are awarded T-TAC TA may we announce it or create a Press Release?

A: As a contractor to GO-NORTH, part of FHC's responsibility is to support subrecipients in publicly sharing the successes that arise from programs implemented because of the Rural Health Transformation Project. Per GO-NORTH, all public facing communications must be reviewed PRIOR to distribution. Please reach out to RHTP Communications Coordinator, Lee Laughlin, at llaughlin@healthynh.org regarding announcements and publications.

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