



# **Advertising & Marketing Request for Proposals 2014-20 Bidders' Conference**

March 13, 2015

# Overview of Agenda

**10:30 a.m. – Agenda Overview**

Jennifer Miller

**10:35 a.m. – Welcome**

Peter Lee

**10:45 a.m. – Organization & Marketing Campaign Overview**

Colleen Stevens

**11:15 a.m. – Looking Forward & Challenges**

Michael Brennan

**11:35 a.m. – RFP Overview**

Jennifer Miller

**12:00 p.m. – Q&A Session**

# WELCOME

**Peter V. Lee**  
Executive Director

# Welcome to



# Covered California's Vision and Mission

## Vision

The vision of Covered California is to improve the health of all Californians by assuring their access to affordable, high quality care.

## Mission

The mission of the Covered California is to increase the number of insured Californians, improve health care quality, lower costs, and reduce health disparities through an innovative, competitive marketplace that empowers consumers to choose the health plan and providers that give them the best value.

# Covered California's Strategic Pillars: What We Do

Affordable Plans

Consumers purchase and keep Covered California products based on their perception that this is a good value for them.

Needed Care

Consumers receive the right care at the right time.

Effective Outreach & Education

Consumers understand what we offer and have a positive attitude about Covered California.

Positive Consumer Experience


Consumers have a positive experience from initial enrollment to keeping their coverage.

Organizational Excellence

Covered California has the right tools, processes, and resources to support our team to deliver on our mission.

Marketing Outcome

Marketing Outcome



more than  
**1 million**  
enrolled

# Increase in Marketing to Key Target Populations

- Subsidy-eligible Latino and African American populations
- Young adults
- Find help locally



"The cost of my physical went from over \$100 to free."  
Stella C.

**iMiN**

Are you? Get insured at **CoveredCA.com** | 800-300-1506

Stella's previous health care plan left her paying huge deductibles, even for routine physicals. Now, her new health insurance includes free preventive care, just like every other plan under the Affordable Care Act. And Stella feels a lot better knowing she's physically and financially covered. Just visit CoveredCA.com to find someone in your community who can help you enroll.

The Covered California logo, featuring a stylized 'i' and 'i' inside a circle, with the text 'COVERED CALIFORNIA' below it.

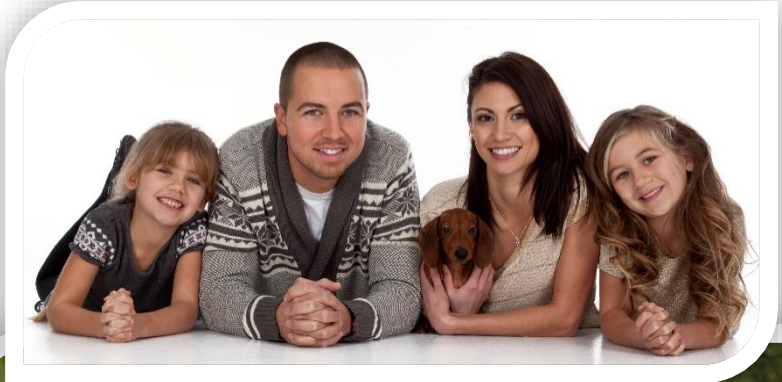
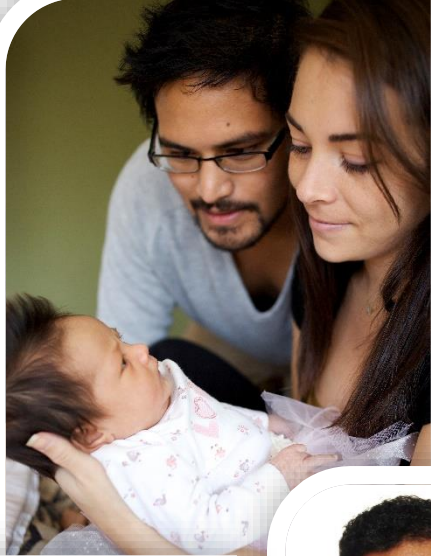


# Race/Ethnicity of Individuals Enrolled\* (subsidy-eligible respondents only)

| Race/Ethnicity                      | First Open Enrollment |            | Second Open Enrollment |            | CalSIM 1.91 Projection |
|-------------------------------------|-----------------------|------------|------------------------|------------|------------------------|
|                                     | Count                 | Percentage | Count                  | Percentage |                        |
| Asian                               | 208,357               | 23%        | 53,076                 | 18%        | 21%                    |
| Native Hawaiian or Pacific Islander | 2,237                 | <1%        | 895                    | <1%        |                        |
| Black or African-American           | 26,038                | 3%         | 10,359                 | 4%         | 5%                     |
| Latino                              | 280,025               | 31%        | 105,553                | 37%        | 38%                    |
| White                               | 317,311               | 35%        | 99,512                 | 34%        | 34%                    |
| American Indian and Alaska Native   | 2,496                 | <1%        | 1,289                  | <1%        | 4%                     |
| Other                               | 26,305                | 3%         | 9,708                  | 3%         |                        |
| Multiple Races                      | 50,101                | 5%         | 9,163                  | 3%         |                        |

\* Excludes individuals who did not respond to the race or ethnicity questions: 195,144 (23%) for 2014 and 147,415 (34%) for 2015.

# Thank You



# ORGANIZATION & MARKETING CAMPAIGN OVERVIEW

**Colleen Stevens**  
Advertising and Marketing Chief

# RFP Key Elements



Open procurement



Contract length



Funding and contract amount



Subcontractors



Success based on:

- Overall enrollment numbers
- Enrollment of subsidy eligible and diverse populations

# RFP Addendums

- Current addendums
- Check solicitation website at <http://hbex.coveredca.com/solicitations/> for updates

# ORGANIZATION OVERVIEW

# The Affordable Care Act

- It's the law - everyone has to have health insurance
- Our job is to educate and motivate Californians to sign up for health insurance
- Value proposition
  - Covered California is the only place you can get a subsidy on health insurance
  - Excellent way to shop and compare insurance plans



# New State Organization

- Originally funded by federal grants
- Long-term sustainability based on per member fee
  - Receive from insurance partners



- Limited staffing
- Limited time
  - May 2013 – brought on ad agency
  - July 2013 – staff hired
  - September 2013 – Operational readiness testing
  - October 2013 – first open enrollment and marketing begins



# Open Enrollment

- First open enrollment:
  - October 1, 2013 to March 31, 2014
- Second open enrollment:
  - November 15, 2014 to February 15, 2015
- Third open enrollment:
  - November 1, 2015 to January 31, 2016
- Goal is to sign up by December 15 for coverage to begin January 1 = avoid penalty



# Special Enrollment



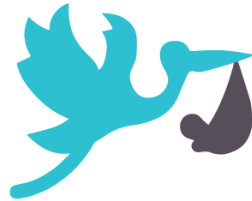
Losing your health coverage



Getting married



Permanently moving outside your plan's coverage area



Having a baby



You just turned 26

# Special Special Enrollment

- February 23, 2015 to April 30, 2015
- Open to those who discover that they owe a penalty for being uninsured in 2014 or will owe a penalty for not having coverage in 2015
- Enroll by April 30, 2015 to minimize the IRS tax penalty for the 2015 tax year



# How to Apply for Coverage



[www.CoveredCA.com](http://www.CoveredCA.com)

**ONLINE**



**Service Center**  
**(800) 300-1506**

**PHONE**



**Certified**  
*Insurance*  
*Agent*

**IN-PERSON**



**Certified**  
*Enrollment*  
*Counselor*

**IN-PERSON**

**Local county**  
**human or social**  
**services office**

**IN-PERSON**

# CoveredCA.com



- Shop & Compare
- Find out if you qualify for financial help
- Frequently asked questions
- Find local help
- Mirror Spanish website and Asian landing pages
- Apply online - Calheers

# Who is Eligible?

- Legal California residents
- NOT eligible:
  - Undocumented immigrants



# Premium Assistance

- 4 out of 5 consumers qualified for financial assistance = tax credit
  - The average amount received was **\$5,200** per household per year
  - Reconciled at tax time



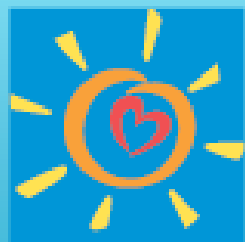
# Health Insurance Companies for 2015



CCHP



blue  of california



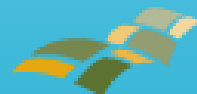
L.A. Care  
HEALTH PLAN.



SHARP



Valley Health Plan



Western Health Advantage



# SHOP | Small Business Health Options Program

- Designed for businesses of 1 to 50 employees
- Tax credits available to some businesses
- Enrollment available year-round




# MARKETING CAMPAIGN OVERVIEW


# Changing Social Norms

From a culture of coping  
to a culture of coverage

I got a health plan,  
and peace of mind.



Find a health plan now at  
[CoveredCA.com](https://CoveredCA.com)



# Role of the Marketing Campaign

- **Acquire**
  - Educate Californians to understand the benefits of coverage
  - Inform Californians on the availability of affordable health insurance for all those eligible
  - Educate Californians on where and how to sign up
- **Retain**
  - Encourage insured to retain their coverage
  - Encourage to use coverage and take advantage of preventive services
  - Make monthly payments
- **Renew**
  - Annually commit to health coverage by renewing their insurance plan
- **Support** the public relations, sales and grassroots efforts

# Research and Measurement

- Grounded in research and measurement
  - Focus groups
  - Focus groups
  - Focus groups
  - Tracking surveys
  - Campaign effectiveness
- Ultimate Goal = fine tune messaging and campaign to maximize reach and dollars



# Key Target Populations

- Multi-cultural general market
- 18-64
  - Marketing focus is 26-54
- Up to \$100k household income
- White, Hispanic, African American, Asian\*, Millennial and LGBT
- Primary subsidy eligible, secondary non-subsidy eligible
- Note: Covered California does not promote Medi-Cal

\* Chinese, Korean, Vietnamese, Filipino, Hmong, Laotian and Cambodian



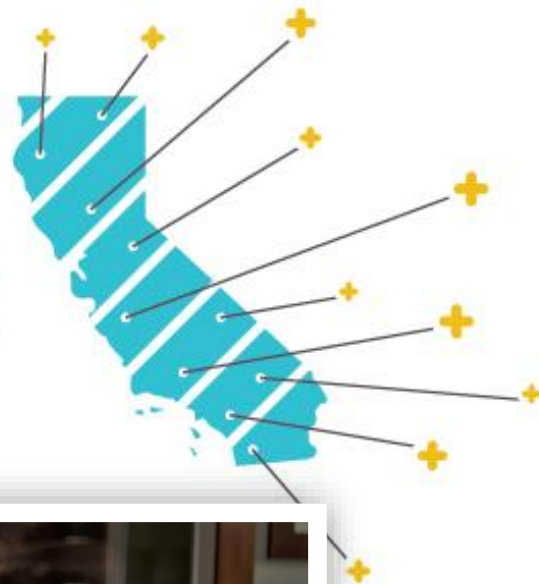
# Multi-Ethnic, Multi-Language Campaigns

- In-language campaigns include:
  - Spanish
  - Cantonese
  - Korean
  - Vietnamese
  - Mandarin
  - Hmong
  - Taglog



# Delicate Balance

- Everyone, everywhere
- Promote open enrollment periods heavily
- Market special enrollment periods
- All media markets
- Multiple languages
- Multiple outreach methods
- Maximizing creative



Get a plan.  
Get covered.

Find health insurance at [CoveredCA.com](https://www.CoveredCA.com)





# Outreach Methods

- Open to creative and strategic outreach methods
- Have used:
  - TV – DRTV, :15 bookends, :30, segment-targeted programming
  - Radio – :15, :30, :60, live reads
  - Print – community and ethnic papers
  - Out-of-Home – Billboards, transit shelters, convenience stores
  - Social – paid and organic
  - Digital – premium, standard, banner ads, takeovers
  - Paid Search
  - Direct Mail/Email
  - Collateral



# Campaigns



At the Bidders' Conference, the Covered California  
ad reel played here.  
(see YouTube for marketing campaign ads)

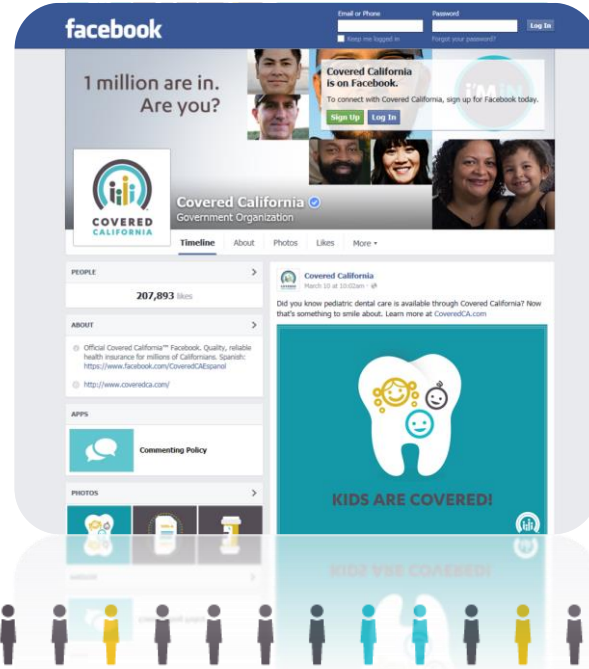
# LOOKING FORWARD & CHALLENGES

**Michael Brennan**  
Advertising and Marketing Manager

# Growing the Brand



- Established awareness
- Still finding our voice
- Strengthen brand identity
- Continued education necessary
- New services to explain



# Messaging Opportunities & Challenges

- Open Enrollment
- Special Enrollment
- Renewal Period
- Retention
- Tax Season – 1095-A
- “Shared Responsibility” – Penalty
- Immigration & Confidentiality

A flyer for Covered California's Open Enrollment 2015. The top left features the Covered California logo. The main heading reads "GET COVERED Open Enrollment 2015" with the dates "NOV. 15, 2014 – FEB. 15, 2015". Below this, a paragraph states: "Open Enrollment is the ONE TIME during the year when most Californians who need insurance cannot be denied by a health plan and when millions can get subsidized health insurance for the upcoming year." A smaller note in parentheses says: "(Individuals who have limited income may enroll in Medi-Cal year-round.)". The flyer is divided into two sections: "Key Dates" and "Shop Smart". The "Key Dates" section shows two calendar icons for "2014 NOV 15" and "2015 FEB 15", with text explaining that enrollment starts on Nov. 15 and continues through Feb. 15. The "Shop Smart" section features a calculator icon and text describing interactive shopping tools on the Covered California website that help consumers compare options based on age, household income, and the number of people in the household to determine any applicable subsidies.

**COVERED CALIFORNIA**

GET COVERED  
**Open Enrollment 2015**  
NOV. 15, 2014 – FEB. 15, 2015

Open Enrollment is the **ONE TIME** during the year when most Californians who need insurance cannot be denied by a health plan and when millions can get subsidized health insurance for the upcoming year.

(Individuals who have limited income may enroll in Medi-Cal year-round.)

**Key Dates**

Open Enrollment starts **Nov. 15** and continues through **Feb. 15** and offers all individuals — sick or healthy — the opportunity to get the health coverage and care they need. In California, coverage is offered through Covered California at **CoveredCA.com**, the state marketplace. If you do not want a subsidy, buy directly from a health plan.

**Shop Smart**

The new Covered California website offers **interactive shopping tools** that allow individuals to pick a plan that is right for them. Consumers can shop and compare their options based on their age, where they live, their household income and number of people in their household. These factors determine their eligibility for the type and amount of any subsidy they may receive.



# Challenges Moving Forward

- Keep their attention
- Major shift from just open enrollment to retention & special enrollment
- Large diverse target populations
- Large geographic area
- Sales channel support
- SHOP advertising
- Strategic Planning

I can't schedule an accident.  
So I got a health plan.

Maurice's business can be physically demanding, and accidents can happen. With a health plan through Covered California, he can focus on his work and not worry about unexpected medical costs. To find free in-person enrollment help, or to see if you're eligible for financial help paying for your coverage, visit [CoveredCA.com](https://CoveredCA.com).

**iM IN**  
Are You?

Find health insurance at [CoveredCA.com](https://CoveredCA.com)

For coverage starting January 1, sign up by **December 15**

# RFP OVERVIEW

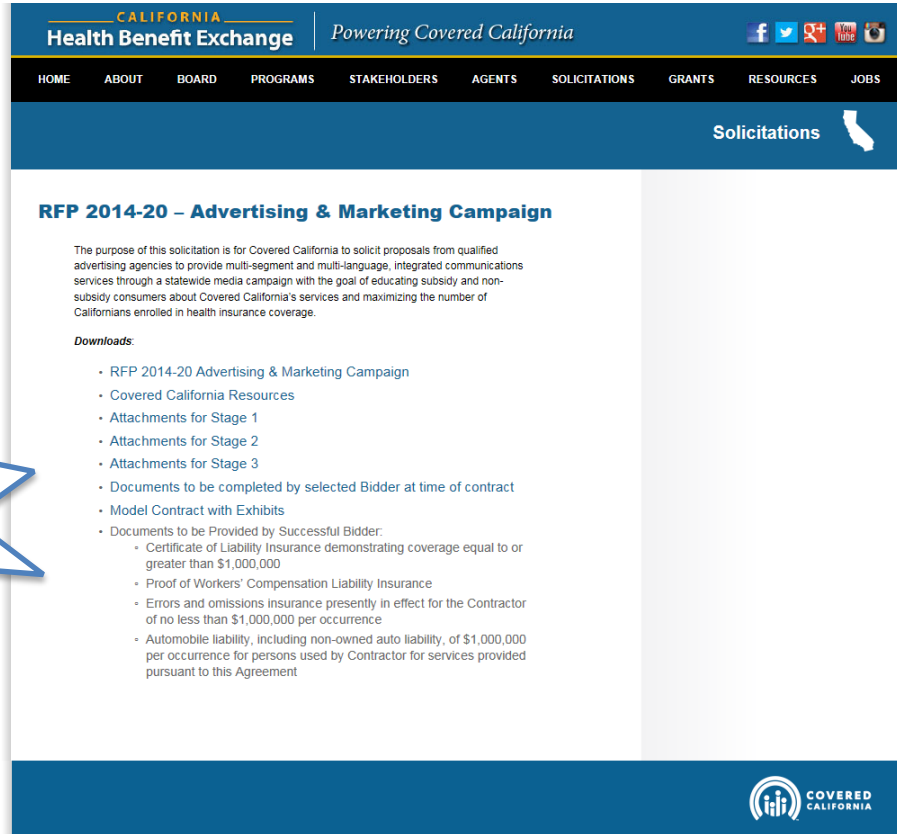
**Jennifer Miller**  
Senior Marketing Specialist



# RFP Housekeeping Notes

- Written RFP trumps verbal comments
- Open Procurement
- Email [HBEXsolicitation@covered.ca.gov](mailto:HBEXsolicitation@covered.ca.gov) questions
  - include “RFP 2014-20” in the subject line
- No phone calls, please

# Health Benefit Exchange Solicitation Website



CALIFORNIA  
Health Benefit Exchange | Powering Covered California

HOME ABOUT BOARD PROGRAMS STAKEHOLDERS AGENTS SOLICITATIONS GRANTS RESOURCES JOBS

Solicitations 

## RFP 2014-20 – Advertising & Marketing Campaign

The purpose of this solicitation is for Covered California to solicit proposals from qualified advertising agencies to provide multi-segment and multi-language, integrated communications services through a statewide media campaign with the goal of educating subsidy and non-subsidy consumers about Covered California's services and maximizing the number of Californians enrolled in health insurance coverage.

**Downloads:**

- RFP 2014-20 Advertising & Marketing Campaign
- Covered California Resources
- Attachments for Stage 1
- Attachments for Stage 2
- Attachments for Stage 3
- Documents to be completed by selected Bidder at time of contract
- Model Contract with Exhibits
- Documents to be Provided by Successful Bidder
  - Certificate of Liability Insurance demonstrating coverage equal to or greater than \$1,000,000
  - Proof of Workers' Compensation Liability Insurance
  - Errors and omissions insurance presently in effect for the Contractor of no less than \$1,000,000 per occurrence
  - Automobile liability, including non-owned auto liability, of \$1,000,000 per occurrence for persons used by Contractor for services provided pursuant to this Agreement



# Minimum Qualifications

- Full-service advertising agency
  - Experience in executing mass media campaigns
  - Focus on capacity of California office(s)
  - One contract with prime contractor
- \$100\* million minimum in gross billings in at least two of past three years (2012-2014) among all offices
  - \*Note: Covered California mentioned the minimum gross billings were \$150 million at the Bidders' Conference, but an addendum has been issued on 3/17/15 to change this minimum qualification to \$100 million annually.
- Minimum of 50 employees from California office(s)



Evidence of financial stability

# Minimum Qualifications

- NO conflicts of interest
  - Please identify if you think you have a conflict of interest
  - No communication or shared resources with other offices that have conflicts

# Other Key Highlights

- Subcontractors may participate in more than one bidding proposal
- More than one bidder with same holding company allowed
  - If no collaboration, shared staff or supervisory relationship

# Contract Funding & Length

- Up to \$50 million available annually
  - Actual budget may increase by \$10 to \$15 million per year
  - Actual budget may be lower
  - Includes all costs and fees
  - Includes funding for subcontractors
- Contract length is 3 years
  - June 1, 2015 - May 31, 2018
- Two one-year extensions possible

# Scope of Work (SOW)

- The SOW (Exhibit A) will become part of the resulting contract
- SOW is purposefully broad
- Covered California will maintain control over the priority and weight given to each item in the SOW
- Spending, projects and activities confirmed by signed estimates and work orders

# Subcontractors

- Required to include if needed to fulfill SOW
- Must identify if proposing media buyer
- All subs to complete Attachment 7 (subcontractor fact sheet)
- Focused on prime for the review primarily
  - Also rate and review subcontractors for capacity and/or primes determination of in-house capacity



# Subcontractors

- Award of contract to proposer does not imply approval of:
  - Proposed subcontractors
  - Internal capabilities identified of prime to address ethnic campaigns
- If proposed subs or internal ethnic capabilities are denied by Covered California:
  - Separate review process after award
  - Handled by successful agency

# Subcontractors

- Stage 1:
  - Subs experience, or the bidding agency's expertise, must be described
- Stage 2:
  - At least one, but no more than two, representative(s) attend Site Visit
  - Complete "Account Staff Proposal" section
- Stage 3:
  - At least one representative that would staff the account attend Oral Presentations

# Subcontractors

- Successful bidder has sole responsibility for payment of all subcontractors and invoices
  - There will be NO contractual relationship between subs and Covered California

# Embedded Onsite Staff

- Could request embedded onsite Account and Digital & Social staff
- Limited to Account Supervisor or lower

# Key RFP Dates

- Stage 1 – Eligibility Requirements & Agency Capabilities March 24 (3 p.m.)
- Stage 2 – Webinar April 2  
Site Visits April 21-23
- Stage 3 – Financial Package May 5 (3 p.m.)  
Oral Presentations May 7-8
- Projected Contract Start Date June 1

# Stage 1: Eligibility Requirements

- Cover Page (Attachment 1)
- CA Office & Gross Billings Certification (Attachment 2)
- Guaranty (Attachment 3)
- Conflict of Interest (Attachment 4)
- Federal Debarment, etc. (Attachment 5)
- Scoring: Pass/Fail

# Stage 1: Agency Capabilities

- Agency Capabilities:
  - Agency Strengths and Experience (4 pages maximum)
  - Advertising, Creative and Placement Effectiveness (5 pages maximum)
  - Bidding Agency Fact Sheet (Attachment 6)
  - Subcontractor Fact Sheet (Attachment 7)
- Scoring: Bidders receiving “Exceeds” advance, “Meets” may advance
- Due: March 24 at 3 p.m.

## Stage 2: Site Visit, Agency Presentations, & Account Staffing Proposal

- Three-hour site visit should include:
  - Office Tour
  - Agency Overview & Creative Reel (5 min. maximum)
  - Case History Presentation
  - Advertising Assignment Presentation
  - Q&A Session (at least 20 min.)
- Account Staff Proposal (4 pages maximum)
- Client References (3 pages maximum)
- Scoring: Bidders receiving “Exceeds” advance, “Meets” may advance
  - Up to 3 agencies advance to Stage 3
- Held: April 21-23



# Stage 3: Oral Presentation & Financial Package

- Two-hour oral presentations in Sacramento
  - Day-to-day staff must play a major role
  - No more than 10 attend, including subs
- Submit sealed package containing:
  - Advertising Cost Proposal (Attachments 10)
  - Financial Records Sealed Package
  - Other Required Information (Attachments 11-14)
  - Proof of insurance (as described on page 16)
- Up to 3 agencies from Stage 2 will participate
- Scoring: Highest rank of the rating chart
- Held: May 7-8

# Award of Contract

- Notice of intent to award
  - Post on solicitation website and at the entrance to Covered California for 5 days prior to protest deadline
  - All Stage 3 finalists notified by email
- Protest period
  - 5 day protest period after notice of intent to award
  - Only those participating in Stage 3 may protest the contract award
- Estimated start date is June 1, 2015

# RFP Reminders

- Read RFP thoroughly
- Do you meet the minimum qualifications?
- Check the HBEX solicitation page often for updates
- Fill out all forms completely and sign (blue ink!)
- Meet page limitations, copy requirements and deadlines
- Email only for questions

# RFP Reminders

- Avoid proprietary information
- Avoid jargon and acronyms
- Identify any conflicts
- Survey at end of RFP process for all participants
- Why should we hire your California office?
- Serious about multi-cultural outreach and teams

# Reminders About Us

- Collaborative (and fun!) client
- New and high profile organization
- Scrutinized by advocates, stakeholders, other states, the Federal Government and anti-Affordable Care Act groups
- Organization has provided much need health insurance to more than a million Californians



*We hope  
you'll want to  
join us!*

# Q&A SESSION