

Marketing, Outreach and Enrollment Assistance

Advisory Group Meeting

June 12, 2014

Agenda

- I. Welcome and Agenda Review – 5 minutes
- II. Nomination of New Chair – 5 minutes
- III. Marketing Update – 15 minutes
- IV. Enrollment Assistance Programs Discussion – 55 minutes
 - a. Navigator Grant Program Model
- V. Public Comment – 45 minutes

Marketing Update

Michael Brennan,
Marketing Manager

FY 2014/2015 Planning

FY 13/14 Marketing Budget = \$68.7M

- Media: \$49.5M
- Planning, research, creative development and production: \$24.6M

FY 14/15 Marketing Budget = projected at \$63M

- Pending board approval
- Proportionately, media investment planned at similar level as the year prior: approx. \$40M
- We plan to continue with multi-cultural, multi-language marketing campaign
- Based on enrollment goals, we'll be prioritizing key target segments:
 - Latinos
 - African American
 - Millennials

Special Enrollment Period (SEP)

Marketing Objective – drive enrollment and maintain brand presence

Marketing plan implementation underway

In-market June through October

- Focus efforts on people with qualifying life events:



- Multi-platform paid media campaign

leveraging direct response tactics:



- State partnership :



- Leverage cost-efficient broad reach media to educate target about SEP while maintaining brand presence:



- Develop creative leveraging “Welcome to Answers”:

- Ad materials in English and Spanish for each of the tactics described above
- Collateral materials specific to SEP in 13 threshold languages

Marketing Campaign (Multi-Segment, Hispanic, African American)

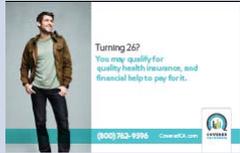
SEP Summer 2014

Objective: Drive awareness and enrollment during SEP, while encouraging customers to seek in-person help to improve customer experience during the enrollment process.

Media Vehicle	Ads	Region	Timeframe	Example of creatives/ media outlets
Spot Radio (English/ Spanish)	Branding / Special Enrollment	<i>Spanish:</i> LA, SF/Bay Area, Sacramento, SD, Modesto, Stockton, Merced, Fresno, Visalia, Bakersfield, Santa Rosa <i>Multi-Segment/African American:</i> LA, SF/Bay Area, Sacramento, SD	June 16 – Sep 30 (paid media)	KPWR, KHHT, KDAY, KBLX, KDYA, KDIA, KSEG, KDND, KRXQ, KQJK, KHHM, KLVE, KSCA, KRCD, KBLU, KXOS, KLAX, KBRG, KSOL, KRZZ, KLNV, KLQV, XLTN, KXSE, KRCX, KGRB, KLMG, etc.
	Millennial Radio Spot	Millennial spot & live read	College media starts late July (earned media)	College radio stations
Digital Video (English/ Spanish)	“Welcome to Answers”, What is Special Enrollment	Statewide	Late June – Sep 30 (paid media)	Youtube, Pandora, Hulu
			Late June – evergreen (earned media)	Youtube, Facebook, Google+, Twitter
Digital Banner Ads (English/ Spanish)	“Welcome to Answers”, What is Special Enrollment (New Baby, Newly Weds, Lost Coverage, New Legal Resident)	Statewide	Late June – Sep 30 (paid media)	Yahoo, AOL, Bet.com, etc. 
Paid Search and Paid Social and Earned Social (English/Spanish)	Branding / Special Enrollment digital ads, instagram videos	Statewide	June 16 – Sep 30 (paid media)	Google, Bing, Facebook, Twitter
			Late June - evergreen (earned media)	Paid Search also includes COBRA targeted ads

Marketing Campaign (Multi-Segment, Hispanic, African American)

SEP Summer 2014

Media Vehicle	Ads	Region	Timeframe	Examples of Creatives/ Media outlets
Univision Partnership	TV, Video, Radio, Banner Ads (Welcome to Answers- Special Enrollment)	Statewide	Late June - September	Univision TV channels, Univision.com
Direct Mail <i>With 1-800 number (English/Spanish)</i>	Special Enrollment (new baby, newlyweds, moved, lost coverage)	Statewide	Late July – October	 
Direct Mail <i>With 1-800 number (English)</i>	Special Enrollment for those turning 26	Statewide	Late July - October	 
Direct Mail insert via EDD (1-800 number) <i>(English/Spanish)</i>	Special Enrollment – COBRA Special Enrollment – general	Statewide Statewide	June 16 – July 10 2 additional drops between late July – October	
WELCOME Direct Email and Direct MAIL	CRM database marketing	Statewide	<ul style="list-style-type: none"> Late June Additional drops between July - October 	Support Retention/Renewal

Special Enrollment Period (SEP)

Social Media Ads



Special Enrollment Period (SEP) - Digital Ads

Got married?
You may be eligible for quality health insurance.



Paola
Covered California



And financial help to pay for your health insurance.



You only have 60 days after your wedding to enroll, so act now.



Newlyweds
may qualify for quality health insurance and financial help to pay for it.

[See if you qualify →](#)



Lost health coverage?
You may be eligible for quality health insurance.



Cynthia
Covered California



And financial help to pay for your health insurance.



You only have 60 days after losing your coverage to enroll, so act now.



Recently uninsured
may qualify for quality health insurance and financial help to pay for it.

[See if you qualify →](#)



Special Enrollment Period (SEP) EDD Insert



Looking for an affordable health plan? Covered California may be able to help.

You may qualify for financial help or a no-cost plan.

Household Size	Maximum Income
1	up to \$45,960
2	up to \$62,040
3	up to \$78,120
4	up to \$94,200

Loss of health coverage is just one of the life events that may allow you to enroll in a health plan through Covered California™. To learn more about qualifying events, go online or give us a call. You have 60 days from when the event happens to enroll.

If you're currently covered by COBRA, you have until July 15th to change to a Covered California plan.

Find out if you're eligible to enroll.

You can also find in-person help by visiting our website.

Call **(855) 312-3234**

CoveredCA.com



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Research

Independently or in collaboration with partners (KFF, CHCF, NORC and others), explore the consumer experience and deliver actionable insights to Marketing via:

- **Qualitative research** - Through focus groups and in-depth interviews, uncover prevalent trends in thought and opinion related to:
 - Motivation and barriers behind choosing to enroll or find out more about Covered California
 - Key messages that resonate with consumers
 - Online user experience: Language and Navigation – to improve consumer experience
- **Quantitative research** (proposed) - Survey existing and prospective consumers to measure the incidence of views and opinions related to:
 - Behavior – why some enrolled and other did not
 - Application Process – what worked and what didn't
 - Consumer experience – new to insurance or previously insured

Retention / Renewal

Objective – maximize the ongoing enrollment

Phased approach

- **Phase 1 (June – August 2014)**
 - Focus on educational messages – how to use your plan, health insurance terminology, the benefits of continued coverage
 - Encourage members to become ambassadors and share their positive experience
 - Tactics – social, online videos, email, direct mail, member microsite
- **Phase 2 (September – February 2014)**
 - Focus on renewal and recertification messages related to renewal timing and step by step instructions
 - Tactics – email, direct mail, member microsite, support service channel with tools and training

I'M IN CASTING



Enrollment Assistance Programs

Sarah Soto-Taylor,
Deputy Director of Community Relations

Consumer Assistance Efforts

Role and Responsibility	Funding Source	Federal or State
<p><u>Certified Educator</u>: Work for a Covered California Outreach and Education Grant Recipient. Do not provide assistance with filling out the application. Grant period is July 2013 – December 2014.</p>	<p>Covered California \$43 million Outreach and Education Grant (Federal Grant)</p>	<p>No Federal or State Requirement.</p>
<p><u>Certified Enrollment Counselor</u>: Work for an Enrollment Entity. Provide In-person enrollment assistance. \$58 payment per application that results in effectuation of coverage; \$25 renewal. \$58 new Medi-Cal enrollment.</p>	<p>\$21 million Consumer Assistance Initiative (Federal Grant). Medi-Cal payment from DHCS.</p>	<p>No Federal Requirement. State Regulation.</p>
<p><u>Navigator (Certified Enrollment Counselor)</u>: Work for a Covered California Navigator Grant Recipient. Conduct outreach, education, and enrollment assistance.</p>	<p>Self-sustainable budget.</p>	<p>Federal Requirement. State Regulation.</p>
<p><u>Certified Application Counselor</u>: Work for an Enrollment Entity. Provide non-compensated enrollment assistance and must disclose their conflict of interest to the consumer in writing prior to enrollment assistance.</p>	<p>Covered California does not compensate for enrollment assistance work.</p>	<p>Federal Requirement. State Regulation <i>pending</i>.</p>
<p><u>Certified Insurance Agents</u>: Provide enrollment assistance. Receive commission as determined by the Covered California health insurance companies.</p>	<p>Commission varies by health insurance company.</p>	<p>No Federal or State Requirement.</p>

The Plan:

1. Outreach and Education Grant Program: Tasked with reaching 2.6 M consumers eligible for subsidies through Covered California. Over 220,000 small business owners eligible for SHOP. Over 200,000 medical providers and allied staff.
2. In-Person Assistance: Potentially partner with 1,500 entities to certify as many as 10,000 enrollment counselors by the end of 2014.
3. Community Outreach Network: Partnering with 500 organizations that provide uncompensated support to Covered CA in the form of outreach and education.
4. Certified Insurance Agents: Potentially certify as many as 1,500 Agents by the end of 2013.

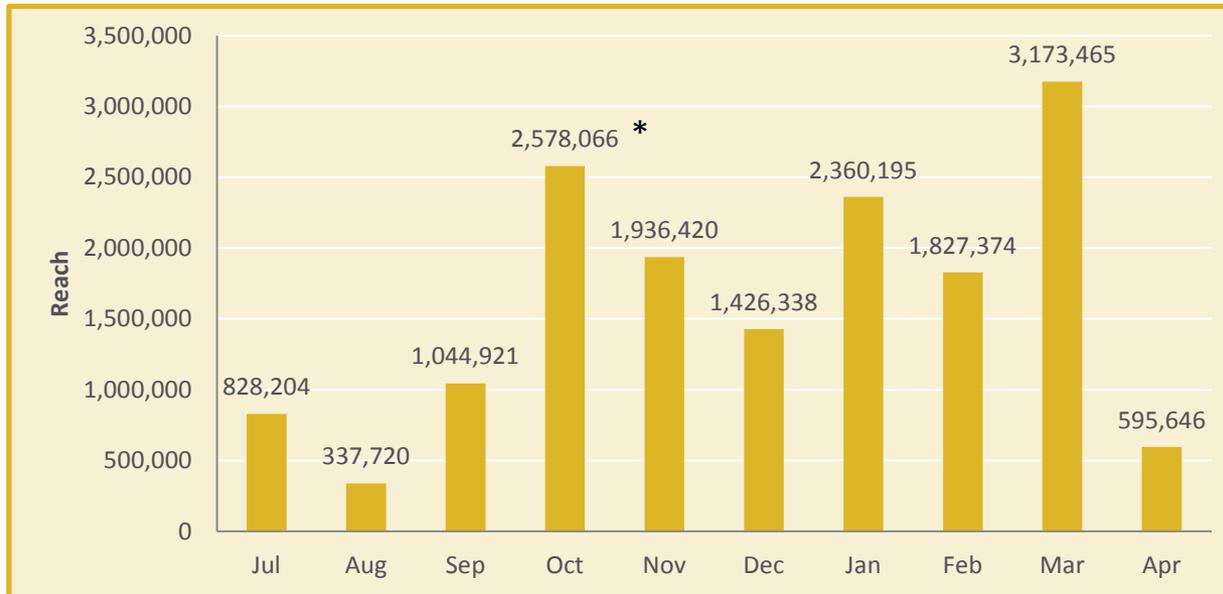
Execution:

1. Awarded close to \$34 M grants to 50 organizations and over 250 subcontractors. \$2.2 M grants to 3 small business focused organizations. \$3.1 M grants to 4 medical professional organizations.
 - 2,461 Certified Educators (as of May 9, 2014)
2. Recruit and certify over 800 Enrollment Entities; 5,776 Certified Enrollment Counselors (as of May 12, 2014)
58% Spanish; 3% Cantonese; 3% Mandarin; 2% Vietnamese; 1% Tagalog; 1% Korean Speaking.
3. Over 160 Community Outreach Network Partners.
4. 12,376 Certified Insurance Agents (as of June 9, 2014)
15% Spanish; 5% Chinese; 5% Korean; 4% Mandarin; 3% Cantonese; 3% Vietnamese Speaking.
5. Partnership with County Eligibility Workers in all 58 counties.

Results:

Outreach and Education Grantee reach:

- **18.9 million overall reach**
- 16.1 million individual consumers
- 1.4 million business owners
- 1.3 million medical professionals



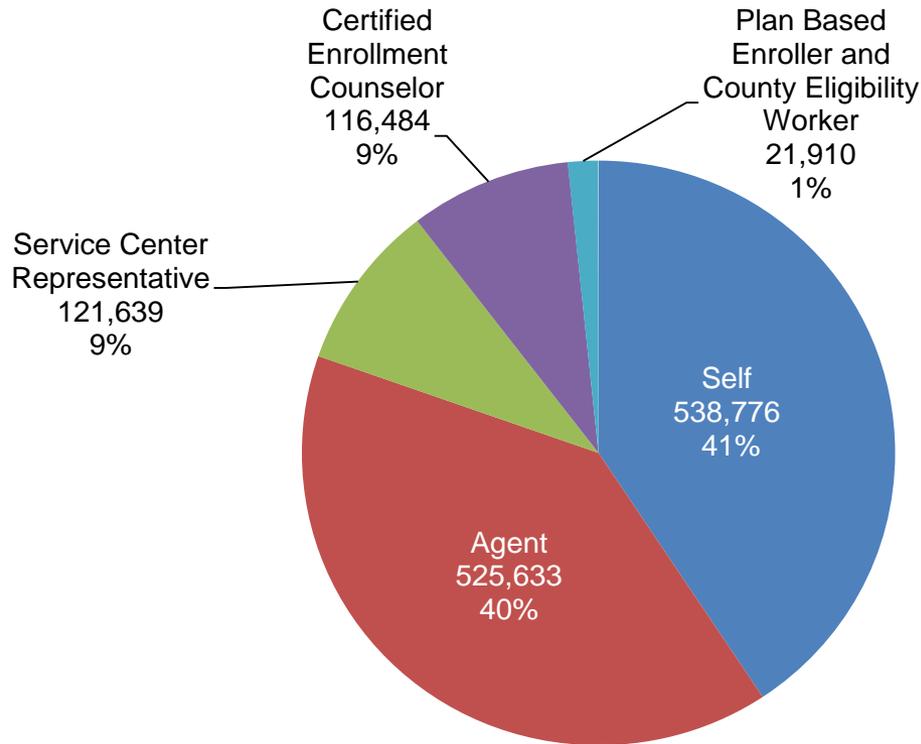
Source: Consumer Activity Summary July 2013 - April 2014, GPAS as of 5/12/14.

*October includes over 1.5M reached through social media

Effect of TV Advertising and Other Campaign Elements:

- Ad-aware respondents were 50% more likely to have purchased a Covered CA plan than those not aware (37% vs.25%). Also, more likely to have a high level of knowledge (54% vs.17%)
- TV ads drove people to learn more through local/community-based help such as agents or Certified Enrollment Counselors: the ad-aware were more likely to report medium to high exposure to community based campaign elements (53% vs. 43%)
- Those exposed to community-based campaign were more likely to have enrolled in Covered CA plan (40% of those with high exposure vs. 8% with none), at least shopped Covered CA (82% vs. 56%), and believe ACA will be good for them (60% vs. 40%)
- Impact of exposure to internet elements is similar to exposure to TV ads and community-based elements

Enrollments with Covered California Plan Selection By Service Channel - Open Enrollment 2013-14:



CEC enrollment increased significantly over the second 3 months. From Oct-Dec, CECs enrolled 3% of total enrollment. In Jan-March, CECs enrolled nearly 12% of total enrollment.

Preliminary data – Draft analysis based on Covered California Enrollment (plan selection) as of April 13, 2014

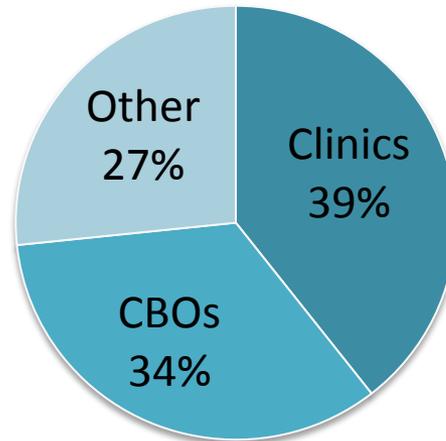
Enrollment Support:

Certified Enrollment Entity Production Oct. 1, 2013 – April 15, 2014

338,897 individuals enrolled in either Medi-Cal or Covered CA plans with the assistance of a Certified Enrollment Counselor.

- 229,223 (68%) Medi-Cal
- 109,674 (32%) Covered California Plan (does not reflect effectuation of coverage)

Covered CA Enrollment by CEE Type



Enrollment Support:

Certified Enrollment Entity Production Oct. 1, 2013 – April 15, 2014

Covered CA Plan Enrollment (109,674) was concentrated among 150 of the 831 Certified Enrollment Entities:

- Top 50 Entities = 50% (56,908 individuals)
- Top 100 Entities = 70% (77,495 individuals)
- Top 150 Entities = 80% (88,131 individuals)

- 617 Entities enrolled less than 100 individuals and 390 entities enrolled less than 20 individuals into Covered CA Plans.

Covered CA Plan Enrollment was concentrated among 1,137 (top 20%) of the 5,686 Certified Enrollment Counselors:

- Top 5% of Counselors (284 Counselors) enrolled over 40% of the consumers (n = 45,709) in Covered CA plans. Collectively these counselors work at 103 different Certified Enrollment Entities.
- Top 10% of Counselors (568 Counselors) enrolled over 60% of the consumers (n = 67,660) in Covered CA plans. Collectively these counselors work at 194 different Certified Enrollment Entities.
- Top 20% of Counselors (1,137 Counselors) enrolled over 80% of the consumers (n = 91,027) in Covered CA plans. Collectively these counselors work at 337 different Certified Enrollment Entities.

Recommendations:

1. Expand resources to an integrated Outreach, Education and Enrollment Navigator Grant Program. Total Navigator Grant Program funding at \$16.9 M and roughly 135 lead grantees. The expected outcome is enrolling over 130,000 Covered CA subsidy eligible consumers and assisting in renewal of 50,000 consumers. Anticipate additional Navigator Grant funding in 2015.
2. Highly encourage Outreach and Education Grantees and Certified Enrollment Entities to apply for the Grant and “convert” as soon as possible to Navigator model that focuses on Enrollment.
3. Extend Outreach and Education Grantees that do not convert through the end of 2nd Open Enrollment with no additional funding. A review of current funding levels indicate many will have unspent funds to use through the end of 2nd Open Enrollment.

Recommendations (continued):

4. Continue compensation for Certified Enrollment Entities through the end of 2nd Open Enrollment.
5. Continue Certified Enrollment Entities program as uncompensated Certified Application Counselors after 2nd Open Enrollment. Entities must participate in the Navigator Program to receive compensation.
6. Continue Certified Agent program with dedicated support.
7. Alternative option: Reissue \$5 M Navigator Grant and not make efforts to convert Enrollment Entities until 2015.

Recommended Timeline:

Activity	Date
Outreach and Education Grant Program Term	July 1, 2013 – February 15, 2015 (extended from December 2014)
Board Authorizes 2014-15 Navigator funding	June 19, 2014
Request for Application Release	Week of June 23, 2014
Applications Due	July 25, 2014
Evaluation and Selection Process	July 28, 2014 – August 22, 2014
2014-15 Navigator Grant Award Period	October 1, 2014 – June 30, 2015
2 nd Open Enrollment	November 15, 2014 – February 15, 2015
Certified Enrollment Entity Compensation Ends	February 2015
Board Authorizes additional 2015-16 Navigator funding	June 2015
2015-16 Navigator Grant Period	July 2015 – June 2016 (Navigator Grantees that meet enrollment goals may be offered 1 year extensions)

Key Operations and Policy Considerations:

Navigator Grant Program recommendation supports coordinated community based application assistance in the following ways:

1. Allows Navigator Grantees flexibility in choosing subcontractors (i.e., subcontractors may do outreach and education only, other subcontractors may conduct enrollment). This model highly encourages collaborative proposals with existing partners and new partners.
2. Allows for grant proposals starting at \$50,000.
3. Allows for media spending (with pre-approval from Covered CA) up to a maximum of 10% of grant award.
4. Allows for post enrollment and retention support.
5. Maximizes Covered CA plan enrollment and proposes performance measurements tied to effectuation of coverage.
6. Establishes a bonus pool for high enrollment performance.

Key Operations and Policy Considerations:

continued

7. Allows and encourage grant funds to be spent on store fronts (i.e., signage and office space at or near retail establishments that provide ongoing permanent location to reach subsidy eligible consumers).
8. Allows for target county/city strategies within Regional Funding Pool.
9. Provides enhanced funding opportunity to the majority of top producing Enrollment Entities and Outreach and Education Grantees.
10. Applications will be evaluated and organizations selected for funding based on:
 - The organizations ability to carry out the duties of the Navigator Program;
 - Experience with the target population and ability to establish effective relationships with the consumers likely eligible for coverage through Covered California; and
 - Cost effectiveness of the proposal and ability to reach the enrollment goals for the requested funding amount.

Recommended Compensation Model:

Assumptions:

- 2nd Open Enrollment Period beginning in November of 2014 and continuing through February 2015 will target 500,000 new enrollments.
- 100,000 consumers will be assisted through the Navigator Grant Program channel.
- Average of 2 consumers per application.
- Assumes that about 54,000 previously assisted or those who applied on their own will need assistance with renewals.
- One successful application takes an average of two hours to complete.
- The expected support is not full case management services, but rather enrollment and retention support.

Recommended Compensation Model:

Total Costs: \$16.9 M – Grant Awards

Collectively this service channel could reach up to 130,700.

Bonus Pool: Covered CA may set aside an additional \$2.25 M. For each additional 100 effectuated consumers an organization will receive a \$7,500 bonus payment. This could result in an additional 30,000 new consumers.

Factoring in the \$2.25 Bonus Pool = \$16.9 M to enroll 130,700 consumers.

Suggested Number of Applications and Enrollments by Grant Size:

Grant Size	Effectuated Enrollments	Potential # of Consumers Enrolled
	# of Applications	2 People/App
\$50,000	150 - 200	350
\$100,000	300 - 400	700
\$200,000	500 - 800	1,400
\$300,000	900 - 1,200	2,100
\$400,000	1,300 - 1,500	2,800
\$500,000	1,600 - 2,000	3,500
\$750,000	2,100 - 3,000	5,250
\$1,000,000	3,100 - 4,000	7,000

Example of Suggested Funding Allocation by Grant Size:

Grant Size	Admin Allowance	Equipment	Outreach, Education and Media	Enrollment Activities	Post Enrollment & Retention
	15%	10%	25%	30%	20%
\$50,000	\$7,500	\$5,000	\$12,500	\$15,000	\$10,000
\$100,000	\$15,000	\$10,000	\$25,000	\$30,000	\$20,000
\$200,000	\$30,000	\$20,000	\$50,000	\$60,000	\$40,000
\$300,000	\$45,000	\$30,000	\$75,000	\$90,000	\$60,000
\$400,000	\$60,000	\$40,000	\$100,000	\$120,000	\$80,000
\$500,000	\$75,000	\$50,000	\$125,000	\$150,000	\$100,000
\$750,000	\$112,500	\$75,000	\$187,500	\$225,000	\$150,000
\$1,000,000	\$150,000	\$100,000	\$250,000	\$300,000	\$200,000

Post Enrollment and Retention Support:

- Post enrollment support is not meant to capture or compensate all case management services that a consumer may need, but rather be focused specifically on ensuring successful enrollment for consumers that may require additional support.
- Post enrollment and retention support activities must focus on increasing health insurance literacy, including information on where to obtain assistance (i.e., Office of Patient Advocate, DMHC, etc.), how to avoid disenrollment for non-payment, and assistance with renewals.
- The following services would not be compensated under the Navigator model:
 - Clinical follow-up; such as making appointments for consumers, calling providers on behalf of the consumer.

Performance Monitoring and Payment for Navigator Program:

Covered CA will adhere to performance measurements tied to enrollment and effectuation of coverage in a Covered CA plan. For example, a Grantee who has a goal of enrolling 500 consumers will be paid a total of 50% of their award when they enroll and effectuation is confirmed for 250 consumers (50% of goal). Recommended payment schedule:

9 month agreement (10/1/2014 – 6/30/2015)

Month	Payment	Deliverable
October 2014	25% of award	Work plan including strategy development
November 2014		
December 2014		
January 2015	25% of award	At the point of reaching 50% of enrollment goal
February 2015	30% of award	At the point of reaching 80% of enrollment goal
March – May 2015		
June 2015	20% of award and option to extend agreement for 1 year	At the point of reaching 100% of enrollment goal

Advisory Panel Discussion:

1. Thoughts on approach of moving toward integrated model?
2. Comments and suggestions about:
 - a. Key operational and policy considerations
 - b. Compensation model
 - c. Post enrollment and retention support
 - d. Performance Monitoring and payment schedule
3. Other observations?

Public Comment:

Open Discussion

Please submit any written comments by 5:00 p.m., Monday, June 16, 2014 to Lezlie.Micheletti@covered.ca.gov

Appendix

Converting the Top 100 Enrollment Entities to Navigators:

Navigator Grant Size	Potential # of Enrollments through Navigator model	Based on initial Open Enrollment	Anticipated # of Navigator Grants by Grant Size	Anticipated Navigator Awards	Anticipated # of Consumers Enrolled by Grant Size
	2 People/App	Enrollment by # of CEEs			
\$50,000	350	300 - 500 = 50 CEEs	50	\$2.5 M	17,500
\$100,000	700	500 - 700 = 17 CEEs	50	\$5 M	35,000
\$200,000	1,400	700 - 1400 = 22 CEEs	25	\$5 M	35,000
\$300,000	2,100	1400 - 2100 = 6 CEEs	10 total between \$300k - \$1 M	\$2.1 M total between \$300k - \$1 M	14,500 total between \$300k - \$1 M
\$400,000	2,800	2100 - 2800 = 2 CEEs			
\$500,000	3,500	2800 - 3500 = 1 CEE			
\$750,000	5,250	3500+ = 2 CEEs			
\$1,000,000	7,000	No CEEs reached this level			



Top 150 Certified Enrollment Entity (CEE) Production

Data from Oct. 1, 2013 – April 15, 2014

Rank	CEE Name	Covered California Plan Enrollment	% of Total ¹	Medi-Cal Applicants ²	CEE Organization Type	Number of Counselors
1	Altamed Health Services Corporation	4,687	4.27%	6,295	Clinic	135
2	Redwood Community Health Coalition	4,455	4.06%	6,698	Clinic	90
3	Clinica Sierra Vista	3,343	3.05%	15,207	Clinic	46
4	North East Medical Services	2,821	2.57%	10,118	Clinic	36
5	Family HealthCare Network	2,456	2.24%	4,280	CBO	30
6	Koreatown Multipurpose Senior Center	1,856	1.69%	4,267	CBO	13
7	Chinese Community Health Resource Center	1,801	1.64%	216	CBO	12
8	Family Health Centers of San Diego, Inc.	1,627	1.48%	3,691	Provider	36
9	Clinicas del Camino Real Inc.	1,618	1.48%	2,761	Clinic	21
10	We Care Enough To Act	1,517	1.38%	3,400	CBO	39
11	Golden Valley Health Centers	1,474	1.34%	2,355	Clinic	13
12	La Clinica de La Raza, Inc.	1,266	1.15%	2,201	Clinic	67
13	Ampla Health	1,249	1.14%	1,407	Clinic	17
14	National Health Services, inc	1,224	1.12%	2,631	Provider	9
15	Borrego Community Health Foundation	1,165	1.06%	3,769	CBO	39
16	San Mateo County Health System	1,112	1.01%	1,153	Government	47
17	Community Medical Centers, Inc.	1,084	0.99%	2,077	CBO	9
18	El Proyecto del Barrio, Inc.	1,073	0.98%	1,811	CBO	22
19	Asian Health Services	1,072	0.98%	1,690	Clinic	38
20	San Ysidro Health Center	1,061	0.97%	3,202	Clinic	16
21	Clinicas de Salud del Pueblo, Inc.	1,048	0.96%	2,407	CBO	24
22	Neighborhood Healthcare	1,022	0.93%	1,338	Clinic	15
23	United Health Centers of the San Joaquin Valley	965	0.88%	2,766	Hospital	17
24	Catholic Charities of California, Inc.	962	0.88%	3,154	Faith Based	31
25	North County Health Project, Inc.	904	0.82%	966	Hospital	22
26	Vista Community Clinic	892	0.81%	267	Clinic	20
27	Santa Barbara County Public Health Department	882	0.80%	2,674	Government	79
28	Northeast Valley Health Corporation	861	0.79%	526	CBO	59
29	Tri-City Health Center	755	0.69%	1,352	Clinic	18
30	Unidos Por La Musica Inc	744	0.68%	728	CBO	2
31	Livingston Medical Group	732	0.67%	1,725	CBO	6
32	Salud Para La Gente	713	0.65%	749	CBO	8
33	Community Health Centers of the Central Coast	668	0.61%	1,664	Clinic	7
34	La Maestra Family Clinic Inc.	663	0.60%	1,481	Clinic	14
35	Children's Health Initiative of Orange County	653	0.60%	663	CBO	14
36	Liberty Tax Svcs dba Quantum Investments	628	0.57%	1,520	Tax Preparer	23
37	LifeLong Medical Care	621	0.57%	1,322	Clinic	38
38	San Francisco General Hospital and Trauma Center	621	0.57%	1,298	Government	86
39	Tulare Community Health Clinic	613	0.56%	1,070	Clinic	5



Rank	CEE Name	Covered California Plan Enrollment	% of Total ¹	Medi-Cal Applicants ²	CEE Organization Type	Number of Counselors
40	St. John's Well Child and Family Center	612	0.56%	660	CBO	19
41	Los Angeles Unified School District	595	0.54%	1,434	School Districts	72
42	East Valley Community Health Center, Inc.	591	0.54%	1,268	Clinic	10
43	Camarena Health	589	0.54%	876	Clinic	8
44	Clinica de Salud del Valle de Salinas	559	0.51%	518	CBO	23
45	Institute for Healthcare Advancement	527	0.48%	2,077	CBO	8
46	JWCH Institute, Inc	527	0.48%	879	Clinic	10
47	Saban Community Clinic	522	0.48%	1,249	Clinic	21
48	Inner Vision	503	0.46%	1,283	CBO	11
49	Riverside County Black Chamber of Commerce	501	0.46%	1,105	Chambers of Commerce	46
50	Solano Coalition for Better Health	499	0.45%	1,018	CBO	7
51	Community Health Clinic Ole	487	0.44%	689	Clinic	5
52	Grewal Travel Services	486	0.44%	184	Tax Preparer	2
53	Arroyo Vista Family Health Center	483	0.44%	598	Clinic	24
54	El Concilio	476	0.43%	620	CBO	18
55	Santa Clara Valley Health & Hospital System	470	0.43%	763	Government	56
56	QueensCare Family Clinics	469	0.43%	411	CBO	12
57	Kelly Rolfe Financial Services	465	0.42%	1,167	Tax Preparer	15
58	Planned Parenthood Mar Monte, Inc.	458	0.42%	658	CBO	58
59	Family Health Care Resources	451	0.41%	939	CBO	11
60	Molina Medical	451	0.41%	877	Provider	16
61	Northeast Community Clinic	438	0.40%	777	Clinic	8
62	De Novo Health Care, Inc.	421	0.38%	1,016	CBO	11
63	Foothill Community Health Center	408	0.37%	416	Clinic	11
64	Mission Neighborhood Health Center	408	0.37%	686	CBO	13
65	Community Health Systems, Inc.	407	0.37%	975	Clinic	19
66	T.H.E Clinic, Inc	403	0.37%	1,190	Clinic	8
67	Asian Pacific Health Care Venture, Inc.	403	0.37%	340	Clinic	7
68	Crenshaw Health Partners	393	0.36%	905	Faith Based	36
69	Eisner Pediatric and Family Medical Center	391	0.36%	691	Clinic	10
70	Give for a Smile	388	0.35%	637	CBO	10
71	St. Francis Medical Center	386	0.35%	135	Faith Based	15
72	Clinica Msr. Oscar A. Romero	374	0.34%	1,247	Clinic	4
73	Mendocino Coast Clinics	367	0.33%	465	Clinic	4
74	Serra Community Medical Clinic, Inc.	367	0.33%	722	Provider	3
75	Community Bridges	367	0.33%	509	CBO	14
76	Pacific West Health Center	363	0.33%	137	CBO	4
77	Open Door Community Health Centers	363	0.33%	370	Clinic	13
78	ME Thomas Dental Corp	362	0.33%	960	Provider	3
79	Alameda Health System	361	0.33%	944	Hospital	40
80	Comprehensive Community Health Centers	352	0.32%	839	CBO	16
81	Axis Community Health	344	0.31%	675	Clinic	7
82	The Children's Clinic	341	0.31%	894	Clinic	14
83	Sacramento Covered	340	0.31%	417	CBO	15



Rank	CEE Name	Covered California Plan Enrollment	% of Total ¹	Medi-Cal Applicants ²	CEE Organization Type	Number of Counselors
84	Providence Little Company of Mary	336	0.31%	252	CBO	12
85	Santa Cruz Women's Health Center	335	0.31%	653	Clinic	5
86	Coalition of Orange County Community Clinics	331	0.30%	715	CBO	26
87	Venice Family Clinic	329	0.30%	49	Clinic	12
88	MedAssist	320	0.29%	318	Other Private/Public	34
89	1Solution	318	0.29%	975	Other Private/Public	18
90	Best Practices Group, Inc.	306	0.28%	936	Small Business Resource	16
91	East Bay Agency for Children	298	0.27%	366	CBO	16
92	City of Long Beach Dept of Health and Human Serv	297	0.27%	495	Government	7
93	Mendocino Community Health Clinic, Inc.	296	0.27%	569	Clinic	10
94	Access California Services	294	0.27%	782	CBO	8
95	Westside Family Health Center	285	0.26%	549	Clinic	11
96	Sablan Law	285	0.26%	555	Attorney	4
97	Central City Community Health Center, Inc	279	0.25%	511	CBO	12
98	Conifer Revenue Cycle Solutions, LLC	274	0.25%	894	Other Private/Public	47
99	RCR Companies	269	0.25%	770	Small Business Resource	12
100	Castle Family Health Centers, Inc	267	0.24%	320	CBO	8
101	Gardner Family Health Network, Inc.	266	0.24%	352	Other Private/Public	3
102	Yolo Family Resource Center	262	0.24%	183	CBO	8
103	Insured California	257	0.23%	501	CBO	4
104	Dignity Health	256	0.23%	685	Provider	6
105	Tiburcio Vasquez Health Center, Inc.	253	0.23%	260	Clinic	9
106	Atlantic Tax Services	248	0.23%	768	Tax Preparer	5
107	Family Tax Services	243	0.22%	733	Tax Preparer	16
108	Wilmington Community Clinic	242	0.22%	222	CBO	8
109	UMMA Community Clinic	237	0.22%	877	Clinic	9
110	Mariposa Tax and Business Center	234	0.21%	327	Tax Preparer	4
111	San Marcos Medical Group	232	0.21%	331	Provider	6
112	Valley Health Team, Inc.	230	0.21%	295	Clinic	5
113	Herald Christian Health Center	229	0.21%	4,566	Clinic	20
114	Global Wellness Project	229	0.21%	577	CBO	12
115	Healthy House Within a MATCH Coalition	226	0.21%	459	CBO	7
116	Indian Health Center of Santa Clara Valley	225	0.21%	405	Indian Health Services Facilities	4
117	United Food and Commercial Workers Local 1428	222	0.20%	402	Labor Unions	11
118	Chinatown Service Center	221	0.20%	627	CBO	15
119	Asian American Drug Abuse Program, Inc	220	0.20%	431	CBO	21
120	Volunteers of East Los Angeles Inc.	220	0.20%	269	CBO	6
121	Grupo Comunitario en Salud Integral	218	0.20%	375	Other Private/Public	5
122	Deyra Arevalo	218	0.20%	450	Tax Preparer	6



Rank	CEE Name	Covered California Plan Enrollment	% of Total ¹	Medi-Cal Applicants ²	CEE Organization Type	Number of Counselors
123	Comptior, Inc.	215	0.20%	182	Other Private/Public	3
124	Camino Health Center	214	0.20%	89	Clinic	4
125	Centro La Familia Advocacy Services Inc.	214	0.20%	1,070	CBO	3
126	Nhan Hoa Comprehensive Health Care Clinic	212	0.19%	1,748	CBO	9
127	Share Our Selves Community Health Center	211	0.19%	288	Clinic	11
128	Santa Barbara Neighborhood Clinics	211	0.19%	402	Clinic	5
129	Sanchez Immigration and Taxes	210	0.19%	488	Tax Preparer	1
130	City of Pasadena Public Health Department	207	0.19%	182	Government	12
131	Neighborhood House of Calexico, Inc.	205	0.19%	701	CBO	5
132	San Diegans for Healthcare Coverage	205	0.19%	142	CBO	7
133	Mission City Community Network Incorporated	204	0.19%	46	CBO	12
134	Tax and Accounting Group INC	201	0.18%	242	Tax Preparer	7
135	Home Start Inc.	200	0.18%	362	CBO	13
136	Hub Cities Career Center	198	0.18%	453	CBO	5
137	Charterhouse Center For Families	196	0.18%	289	CBO	3
138	Ravenswood Family Health Center	191	0.17%	274	Clinic	10
139	Cheryl Miranda, CPA	190	0.17%	221	Tax Preparer	4
140	School Health Clinics of Santa Clara County	190	0.17%	250	Clinic	4
141	Pajaro Valley Unified School District	190	0.17%	182	School Districts	5
142	My Legacy Tax Services	189	0.17%	157	Tax Preparer	3
143	Watts Healthcare Corporation	183	0.17%	439	Clinic	20
144	Mission Hospital	177	0.16%	261	Provider	5
145	All-Inclusive Community Health Center	177	0.16%	494	CBO	3
146	Eldorado Community Service Center	176	0.16%	707	Clinic	32
147	Desert Healthcare Foundation	173	0.16%	589	CBO	8
148	Center for Living and Learning	171	0.16%	332	CBO	2
149	Verdugo Jobs Center	170	0.16%	432	Government	5
150	Community Health Alliance of Pasadena	168	0.15%	783	Clinic	20
Totals		88,131	80%	177,728		2,629

¹ Number reflects the total percentage of the top 150 CEEs enrollment compared to the total CEE enrollment of 109,674

² Number reflects individuals applying for Medi-Cal whose application was sent to the county human services agencies.