



Outreach and Messaging Procurement (VOTE)

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Overview & Background

Through a vote we are requesting from the Board today, we are changing our approach to outreach and messaging in the near term by dividing our media strategy between general market messaging and targeted messaging to ethnic populations that disproportionately make up the uninsured.

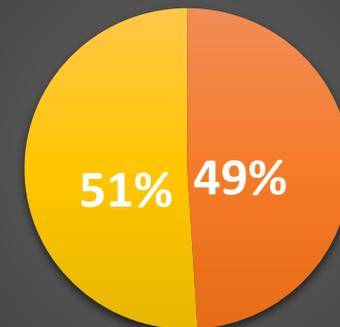
- We are seeking approval to enter into a contract with Weber Shandwick, for an amount not to exceed \$1.5M, to oversee our general outreach and education campaign, and approval to enter into a separate contract, not to exceed \$1M, with Archipelago Strategies Group, focused exclusively on targeting ethnic communities throughout the Commonwealth
- Based on our experience and understanding of the uninsured in Massachusetts, we structured a procurement designed to potentially separate general outreach with targeted ethnic messaging which resulted in selection of these two partners
- We hope that this strategy will help us better succeed at reaching the chronically uninsured, while continuing our efforts to target the short-term uninsured or those residents that may experience a gap in insurance during the year

Targeting the Uninsured

Massachusetts has one of the lowest uninsured rates in the country, but the population is dynamic, and work needs to continue to keep the rate low and possibly reduce it further.

- The approximately 240,000 uninsured residents in Massachusetts can be defined by two groups – the chronically uninsured, and those who are experiencing a short-term gap or oncoming loss of coverage
- The relative split between the two groups suggests that we need to leverage an outreach strategy that targets each population differently:
 - Those likely not aware of us but that may need us at some point, and
 - Those known to be hard-to-reach and disproportionately comprising the chronic uninsured
- We worked to shape the Request for Proposals (RFP) to consider a new approach to outreach and messaging that takes this phenomenon into account so that we might better reach the different types of “uninsured”

The Remaining Uninsured



■ Chronically Uninsured ■ Short-term Uninsured

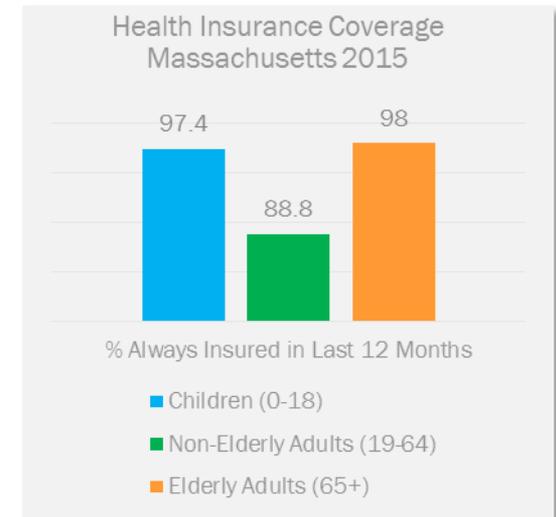
Source: CCA/DOR/BCBS Foundation of MA/UMass Medical School research
Report expected to be published in July 2016.

Data based on analysis of full-year uninsured residence in 2011 tax filing data; chronically uninsured referenced in chart are those that were also uninsured in 2012.

Targeting the Short-term Uninsured

About half of the state's uninsured population is a regular stream of people moving in and out of coverage due to a wide variety of life changes; the composition of this group changes constantly.

- Approximately 11% of non-elderly adults in Massachusetts had some gap in coverage in 2015
- Reasons for temporary gaps vary, but include loss of employer-sponsored insurance (ESI) and gaps in employment, changing family dynamics (divorce, separation, death), and even changes in the nature of the labor market
 - 31.5% of uninsured in a 2015 CHIA/Urban Institute household survey cite reason for being uninsured as 'lost job or changed employers', highlighting the need to provide a quick and effective glide path for people losing ESI
- Moreover, the number of residents in Massachusetts is growing and is estimated to continue to grow; US Census data indicates that we have gained nearly 230,000 new residents since 2010, and recent predictions suggest that number will continue to grow in the coming years, with the population growing from 6.8 million to 7.3 million in 2035
- With new residents moving in and a constantly-changing short-term uninsured population, a general messaging strategy supported by year-round outreach is necessary to mitigate against short-term and chronic uninsurance



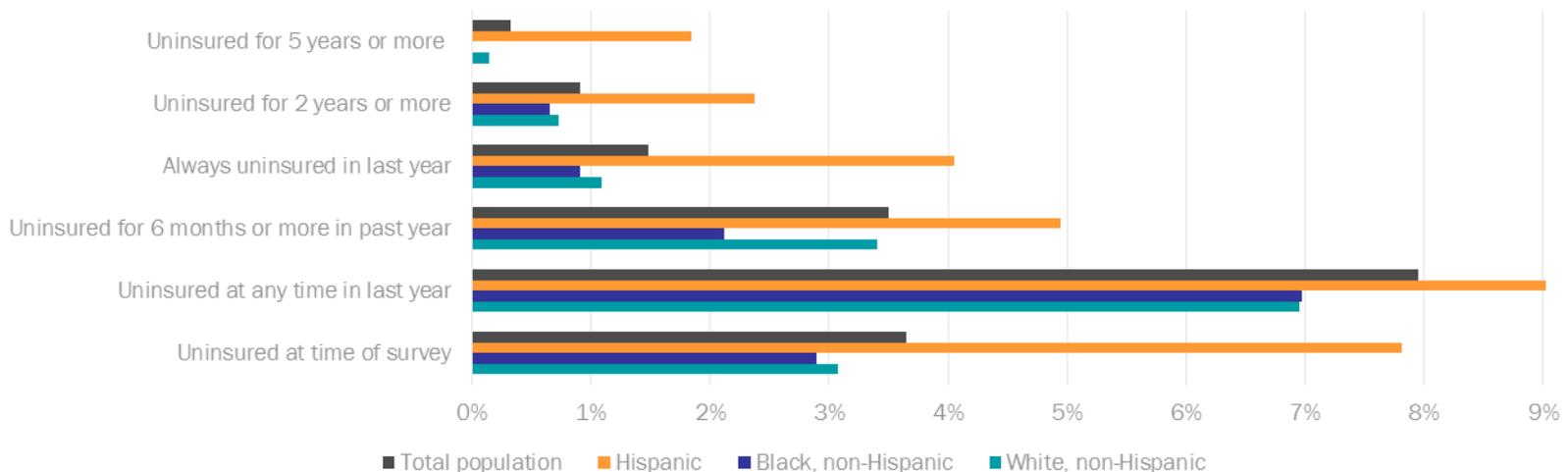
Source: CHIA, Household Insurance Survey, 2015

Targeting the Chronically Uninsured

Effectively reaching and covering those residents most prone to long gaps in coverage requires more effective targeting of specific demographics, especially Hispanic residents, and addressing self-identified barriers.

- The most cited reason highlighted by uninsured residents is that coverage is too expensive (54.8%); however, it is estimated that more than 80 percent of the uninsured are subsidy eligible
- Hispanic residents are more likely than other ethnic groups and the general population to be uninsured across every category of uninsurance (e.g., at time of survey, in last 12 months, etc.); they are notably more likely to have been uninsured for the entire prior year, the last two or more years, and the last five or more years

Lengths of Uninsurance by Ethnicity



Request for Proposals Process – Overview



With these considerations in mind, Health Connector staff engaged in a competitive procurement process designed to target the uninsured in a more informed, direct manner.

- The RFP was built with two independent sections – one for general outreach and education, and one for ethnic media and community outreach – to reflect our priority of expanding outreach in both groups of uninsured residents
- Bidders could bid on either or both sections, and the review team was given the flexibility to award one bidder both sections, or select different bidders for the two sections; each section was scored separately
- Through this process, the team was able to identify strengths particular to the needs of various populations while maintaining consistent, effective messaging relative to the Health Connector
- The results are that two vendors are being recommended today: Weber Shandwick, for the general outreach and education campaign, and Archipelago Strategies Group, for the ethnic media and community outreach campaign

Recommended Bidder – General Outreach and Marketing



- Weber Shandwick (Weber) has worked collaboratively with the Health Connector on outreach and education since 2006
 - It also has worked with other state Exchanges, such as Covered California, as well as with HealthCare.gov, the federal healthcare Exchange

General Messaging Score Sheet

	Possible Points	Weber	Bidder 2	Bidder 3	Bidder 4	Bidder 5	Bidder 6	Bidder 7	Bidder 8
Outreach/Marketing Campaign	65	60	52	48	39	31	26	28	21
Program Goal Metrics	10	8	6	6	8	3	3	6	1
Team Composition/Experience	10	10	9	8	6	5	8	5	5
Financial Proposal	5	3	3	5	2	4	4	1	4
Overall Value	10	9	7	7	4	2	2	2	2
Total Written Response Scores	100	90	77	74	59	45	43	42	33
Overall Oral Presentation	25	18	22	16					
Questions and Answers	25	15	20	18					
Total Oral Presentation Scores	50	33	42	34					
Total PMT Score	150	123	119	108					

- The Health Connector’s history with Weber includes consistently solid materials and campaign plans, and through the procurement process Weber displayed new, compelling creative elements
- Through their written response and oral presentation, Weber displayed the ability to capably manage broad messaging outreach and education goals, including being the lead agency in regards to audience research, messaging and creative material development, and overall messaging strategy

Recommended Bidder – Ethnic Media & Outreach



- Archipelago Strategies Group (Archipelago) was founded in 2013 and is a Boston-based, minority-owned marketing and community engagement company with expertise in ethnic media, community engagement, social media, creative design and production
- In its written response and oral presentation, Archipelago displayed a deep understanding of ethnic media and community outreach, with experience reaching our high-priority populations
- As we expand our ethnic media and community outreach programming, Archipelago will bring the tools and energy we sought through the procurement process, including the ability to identify specific messaging to different nationalities and ethnicities

Ethnic Media & Outreach Score Sheet

	Possible Points	Archipelago	Bidder 2	Bidder 3	Bidder 4	Bidder 5	Bidder 6	Bidder 7	Bidder 8
Outreach/Marketing Campaign	55	55	45	32	31	30	21	23	12
Program Goal Metrics	10	6	8	6	6	3	8	3	1
Team Composition/Experience	20	18	17	12	11	8	9	9	6
Financial Proposal	5	5	3	3	1	4	2	4	4
Overall Value	10	10	8	8	6	4	4	2	5
Total Written Response Scores	100	94	81	61	55	49	44	41	28
Overall Oral Presentation	25	16	18	22					
Questions and Answers	25	18	15	20					
Total Oral Presentation Scores	50	34	33	42					
Total PMT Score	150	128	114	103					

Requested Services Under the Contracts

The services under each contract are designed to complement the other, for a comprehensive outreach and messaging campaign targeting the uninsured.



General Messaging

- Prepare and moderate audience research, including a series of focus groups around the Commonwealth
- Lead the overall creative themes and messaging, and material for print, digital and other platforms
- Maintain and expand our corporate partnership opportunities
- Lead social media support, including creating sponsored messages
- Offer strategic counsel as necessary



Ethnic Media & Outreach

- Create an ethnic media and community outreach campaign to amplify existing Health Connector efforts
- Target messages to resonate with specific nationalities or ethnicities
- Leverage TV, radio, print and digital outlets
- Include communications in Spanish, Portuguese, Chinese, Vietnamese, Haitian and Cambodian
- Identify high-profile community events to increase the Health Connector's visibility in priority communities year-round

Contract Details

- Duration: July 1, 2016, through June 30, 2018, with four optional one-year extensions
- Cost: Not to exceed \$2.5 million
 - \$1.5M will be allocated to Weber Shandwick
 - \$1.0M will be allocated to Archipelago Strategies Group
- The budget related to these contracts is accounted for within the Fiscal Year 2017 Health Connector administrative budget, which will come before the Board for consideration at the July 14, 2016 meeting
 - Payment for work under these contracts will occur only if funding for them are approved in the budget by the Board

VOTE

Health Connector staff recommend that the Board authorize the Executive Director to enter into a contract with Weber Shandwick as described, and a contract with Archipelago Strategies Group as described, on the terms set out in this presentation.