Request for Proposal

For Marketing Consultant Services

July 17, 2014
Riverside County Economic Development Agency
on behalf of Riverside County Health System
3403 Tenth Street, Suite 400
Riverside, CA 92501
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Riverside County Economic Development Agency (EDA), on behalf of the Riverside County Health System (RCHS) and County of Riverside Executive Office (EO), is seeking proposals for a Marketing Consultant to develop and execute a Marketing and Re-Branding/Identity Campaign for its hospital and clinics network, collectively referred to as the Riverside County Health System. The purpose of the Request for Proposal (RFP) is to solicit competitive proposals to identify a marketing firm or individual that will facilitate the development and implementation of a comprehensive marketing and outreach strategy for RCHS. This process will include re-naming the hospital and possibly clinic system to better reflect their roles in a quality, patient-centered institution that is supported by longstanding and prestigious academic affiliations.

By way of background, RCHS is a 121-year-old health system composed of Riverside County Regional Medical Center (RCRMC), 60 hospital-based primary and specialty outpatient clinics, 10 community-based family health centers and a component of mental health and psychiatric services.

Riverside County desires to enhance RCHS’s image, facilitate positive communication with stakeholders and the public, and foster economic development through marketing strategies targeted at current, former and prospective patients, health insurance plans, medical residents, healthcare professionals and advocacy organizations, academic institutions, civic leaders, legislative/policy stakeholders, regulatory and rating agencies. The successful proposal should include measures to stimulate positive perceptions and consumer confidence in a publicly operated, university-affiliated healthcare network and build pride among RCHS’s internal and external stakeholders.

The successful firm or individual should have a substantial track record of marketing success for hospitals and clinics, as well as a deep understanding of and experience in the healthcare industry with the following: branding and marketing, graphics and website design, professional and commanding writing skills, and proven accomplishments in social media strategies. The firm or individual must be able to develop and execute a complete marketing, branding and communication strategy that is appropriately directed to target audiences and which draws upon the strengths of RCHS and its university affiliates. The successful firm or individual must commit to collaborating with RCHS representatives and marketing entities that support RCHS’s university affiliates and their joint academic and/or business ventures with RCHS.
Submission Details

Submission Deadline
All submissions to this RFP must be submitted on paper or electronically and mailed or delivered to our office, as stated below, no later than:

**Friday, Friday, August 8, 2014**
**No later than 4:00pm**

Submission Delivery Address
The delivery address to be used for all submissions, questions, and clarifications:

**Debi Moore**  
Marketing Manager  
Riverside County Economic Development Agency  
3403 10th Street, Suite 400  
Riverside, CA 92501  
Voice: 951-955-0289  
Email: dmoore@rivcoeda.org

Electronic Submissions
Electronic submissions in response to this RFP will be accepted as long as they meet the following criteria:

Sent via email to:  
dmoore@rivcoeda.org

Document standards:
- Must be in Microsoft Word format, or Adobe PDF format
- File name must end in “.doc, .docx,”or “pdf”

Planned Schedule of Due Dates

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
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</thead>
<tbody>
<tr>
<td>RFP Release Date</td>
<td>Thursday, July 17, 2014</td>
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<tr>
<td>Proposal Due Date</td>
<td>Friday, August 8, 2014</td>
</tr>
<tr>
<td>Committee Review</td>
<td>Week of August 11, 2014</td>
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<tr>
<td>Finalist Interviews</td>
<td>Week of August 25, 2014</td>
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</tbody>
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Right to Change RFP and Process

The County reserves the right to reject any and all proposals, in whole or in part, to advertise for new proposals, to abandon the need for services, and to cancel or amend this RFP at any time prior to the execution of the written agreement. The County reserves the right to waive any formalities in the RFP process, consistent with applicable laws.

Introduction and Executive Summary

Riverside County Health System (RCHS) is undergoing a challenging and exciting transformation precipitated by the Affordable Care Act (ACA) and a rapidly changing healthcare economy. RCHS is swiftly shifting from the “safety net provider of last resort” to a premier network of outpatient clinics and a university-centered hospital through residency and service affiliations with UC Riverside School of Medicine, Loma Linda University School of Medicine, Western University of Health Sciences and others. The ACA offers new opportunities for the RCHS to expand healthcare services through new insurance agreements and access to privately insured patients.

Historically, RCHS has served indigent and low-income patients as a government-mandated and federally subsidized safety-net health system. The full expansion of Medi-Cal under the Affordable Care Act in 2014 thrust RCHS into a new and competitive marketplace that resulted in some patients seeking new healthcare opportunities and providers. RCHS desires to recapture former patients and attract new patients from an expanded and diverse payer mix and to secure its reputation as the region’s destination hospital for primary and specialty healthcare services.

OVERVIEW OF RIVERSIDE COUNTY HEALTH SYSTEM

**RCRMC:** The only county-owned and operated hospital in Riverside County was established as a general hospital in 1893 and moved to a new seismically compliant campus in Moreno Valley in 1998. Today, RCRMC is a 439-bed acute care university-affiliated teaching hospital with campuses in Moreno Valley and Riverside. RCRMC provides a wide range of inpatient, outpatient, primary and specialty care services and acute psychiatric services. There are approximately 24,000 annual discharges and 128,000 outpatient visits to the hospital-based ambulatory clinics. The emergency department is a Level II trauma center for adult and pediatric patients and has more than 100,000 patient visits a year.

RCRMC is a Joint Commission accredited teaching hospital. The hospital and its clinics offer training programs for medical residents, medical students, registered nursing students, and allied health professionals attending University of California, Riverside,
Loma Linda University, Western University Health Services, and other Southern California colleges. Notably, RCHS is a primary partner in residency and training programs for the new UC Riverside School of Medicine. Additionally, UCR Health is positioned to become a key provider of physician services having assumed leadership and management of RCRMC’s Women’s Health services on July 15, 2014.

**COMMUNITY HEALTH CENTERS:** The 10 Federally Qualified Health Centers (FQHCs) are strategically located throughout the 7,300-square-mile Riverside County. Administration of the FQHCs was only recently (within the last three years) shifted to RCRMC and the umbrella of RCHS. There are an estimated 110,000 healthcare visits annually at the FQHCs.

### Resources

- Riverside County Regional Medical Center – [www.rcrmc.org](http://www.rcrmc.org)
- Riverside County Economic Development Agency - [www.rivcoeda.org](http://www.rivcoeda.org)
- County of Riverside – [www.countyofriverside.us](http://www.countyofriverside.us)

### Scope of Work

The successful firm or individual will provide guidance, conduct market research for, and work with RCHS and stakeholder representatives to create, develop and implement a multi-faceted marketing, brand/identity and communication strategy which represents, highlights and successfully communicates the comprehensive mission and goals of the RCHS.

The Scope of Work includes, but is not limited to:

- Identify what differentiates RCHS from its peers and competition, and articulate a compelling brand identity that inspires the support of its broad range constituents.
  - Meet with County leaders and staff to learn about RCHS
  - Evaluate and consider existing concept marketing material created from past branding efforts.
- Identify strengths and opportunities to highlight and how RCHS can utilize them to differentiate itself.
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- Develop, create and design a unique Message that clearly communicates who and what for use across all platforms – print, television, radio, social media, web, etc.
  - Facilitate group discussions with Stakeholder members to create a succinct and unified message that will promote RCHS.

- Develop a Brand/Identity that can be used independently or in combination with other County brands while still maintaining a strong system identity.
  - Assess/develop product brand, positioning and related strategies, including sub-brands and strategic alliances where appropriate.

- Develop a Marketing Strategy
  - Identify a broad range of comprehensive marketing efforts in terms of no cost, low cost and cost-effective recommendations.

- Develop, place and coordinate a Communication Strategy for appropriate media channels in identified markets, including print, digital, outdoor and social media as well as press releases and public relations.
  - Determine optimum methodology for identifying appropriate target audiences and choosing media that best reaches each target group.
  - Develop a strategic advertising plan; assist with negotiation/leverage of added value and promotions.
  - Recommend a limited schedule of paid advertising to accomplish strategic goals and objectives.

- Develop strategic alliance partner advertising/marketing program to assist in expanding alliance partner base.
  - Assist in development of creative products for presentations to partners or other groups.

- Assist in development of creative strategies, updated design and content of RCHS website (www.rcrmc.org), using market research and analysis, to create a user-friendly, interactive website that reflects this RFP’s marketing solutions.
  - Include a plan and training process for staff maintenance and regular updates.
- Provide strategies for comprehensive social media which should include solutions for multiple, two-way and mobile platforms.
- Provide plan for photography and videography services.
- Provide recommendations and strategies for signature events, event planning and support materials.
- Develop and manage methodology for measuring and evaluating impact and success of marketing/communication programs.
- Design and assist in the implementation of a training plan for appropriate staff to become proficient in the management of the integrated marketing system.
- Ensure that all PR materials, slogans and marks do not conflict with any other protected materials, slogans, and/or marks, including, but not limited to, those that are registered with the U.S. Patent and Trademark Office and any applicable state agencies.
- Develop a final brand, including, but not limited to Name, Tagline, Logo and Visual System.
  - Provide recommendations for collateral material production.
- Develop use agreement for licensed material.
- Provide a final presentation of the final branding message and marketing images.

**Project Management**

Riverside County will assign a project manager as the main point of contact to ensure effective communication between the RCHS and the selected firm or individual

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**Assumptions and Constraints**

The firm or individual responding to the RFP must be willing to enter into a professional services agreement to perform marketing consultant services for a period not to exceed one (1) year. Agreement may be renewable annually based on available funding.

Negotiations with the best qualified firms and/or individuals in response to the RFP will commence after final review of the proposals.
Detailed Specifications

Qualifications
The firm or individual responding to the RFP must provide the following:

- The successful firm or individual will have extensive experience in developing branding for a hospital or other health-care related services.
- The successful firm or individual must have extensive experience in various media and markets. It must have expertise in cooperative advertising programs, branding campaigns, television, magazine, newspaper, radio, direct mail, outdoor, website/internet, display and other forms of specialty advertising tailored to all of the target audiences.
- The successful firm or individual shall have qualified, experienced staff and resources to develop a plan that includes strategies for a comprehensive social media campaign including solutions for multiple, two-way and mobile platforms such as, but not limited to, Facebook, Bing, Twitter, Instagram, Pinterest; search engine marketing/search engine optimization (SEO/SEM); and the deployment of e-newsletters, videos, and postings.
- The successful firm or individual will have extensive experience in developing media and marketing plans and should be able to suggest strategies to expand the impact of advertising and marketing campaigns while allowing for the broadest possible exposure to the target audiences within the available budget. Such strategies would include maximizing the use of cooperative and tag-on advertising, as well as possible joint advertising programs that align the County with traditional and non-traditional cooperative advertising partners.

References
The firm or individual responding to the RFP must provide a minimum of three (3) branding campaigns they have created for other customers, including one local healthcare system and/or medical center customer, providing the name of the person(s) who may be contacted, title of the person, addresses and phone numbers. The references should be able to discuss your successes and strengths as a company.

Submission Requirements

Please include the following information in your proposal:

1. Proposed plan for marketing, brand/identity and communication strategies:
a. Summarize your understanding of the scope of work and your proposed methodology as to how you will meet each of the requirements identified in the scope of work.

b. Please use a phased approach to the project, (example: Phase I – Research and Information Gathering, Timeline, Cost Associated with Phase I; Phase II – Develop Plan, Timeline, Cost Associated with Phase II; etc.)

c. Type and quantity of marketing elements produced for this campaign.

d. Project schedule.

e. Related experience of project manager and team.

2. Staff Support:

a. Please indicate how many employees you will provide to work on this campaign.

b. Name of main point of contact.

c. Name of person who will ensure that the scope of work is completed efficiently and on time.

d. Name of any subcontractors that will be used in order to complete the Scope of Work.

   i. Please indicate company name, type of service provided and the point of contact.

3. Financial Needs:

a. Please break down the costs, by category of work, associated with your service.

b. Please indicate the payment schedule, including amount of payments and when payments will be due.

c. Please use a phased approach to the project, (example: Phase I – Research and Information Gathering, Timeline, Cost Associated with Phase I; Phase II – Develop Plan, Timeline, Cost Associated with Phase II; etc.)

4. Examples:
a. Please include three (3) image branding campaigns you have produced that showcase your ability to meet the scope of work identified in this RFP.

5. This proposal must be signed by a duly authorized official of the proposing company.

Attachments Required:

1. Please provide a minimum of three references including the name of person(s) who may be contacted, title of the person, addresses and phone number.

2. The references should be able to discuss your successes and strengths as a company.

Terms and Conditions

The recipient of this proposal must be willing to enter into a professional services agreement to perform marketing consultant services for a period not to exceed one (1) year. Agreement may be renewable annually based on available funding.

Agreement terms will be negotiated and may include performance, termination and renewal terms.

The firm or individual selected for this proposal must maintain, and provide proof of, appropriate licensing and insurance for the entirety of the agreement; failure to do so will result in immediate termination of agreement.

Selection Criteria

The proposals will be evaluated based on the following criteria:

- The completeness of the submittal.
- Relevant experience in producing similar, high-quality strategies and campaigns.
- Prior experience developing and implementing successful marketing, brand/identity and communication plans/campaigns for city and/or county hospitals and/or medical centers.
- Demonstrated success with presentations to community members, staff and elected officials.
➢ The degree to which the respondent illustrates its understanding of RCHS and the importance of a brand and identity campaign.

➢ Comprehensiveness of the phase plan, timeline and cost structure.

➢ The quality of example materials.

➢ The quality of any presentation requested by Riverside County, if applicable.

➢ Overall fit with the County’s economic goals and efforts.

**Selection Process**

All statements submitted in response to this RFP will be reviewed and evaluated based on the information contained in the responses, an investigation of the respondent’s past projects and performance, and other pertinent factors. The County will prepare an analysis of all statements. In addition, the County may form a selection committee and interview a limited number of finalists. The County reserves the right to request additional information as deemed necessary and appropriate.

A recommendation will be made to the County for the selection of the firm or individual with whom EDA, on behalf of Riverside County Health System, will enter into a professional services agreement.

Proof of financial soundness and summary of professional liability insurance coverage will be required of the successful firm or individual prior to final selection.

The County intends to commence work on the campaign in fall of 2014.