MARICOPA COUNTY SPECIAL HEALTH CARE DISTRICT

DBA VALLEYWISE HEALTH

ADDENDUM #1 TO THE

REQUEST FOR PROPOSALS

FOR

CREATIVE, DIGITAL MARKETING, WEB AND/OR MEDIA SERVICES

FOR AGENCY OF RECORD

90-23-106-RFP

COVER SHEET

BY SIGNING AND RETURNING THIS COVER SHEET, I CERTIFY RECEIPT OF ADDENDUM #1 TO THE CREATIVE, DIGITAL MARKETING, WEB AND/OR MEDIA SERVICES FOR AGENCY OF RECORD

Printed Name of Authorized Individual	**Name of Submitting Organization**
Signature of Authorized Individual	**Date**

THE SIGNATURE PAGE OF THIS ADDENDUM ONE MUST BE SIGNED AND RETURNED WITH YOUR PROPOSAL.

CONTRACTS MANAGEMENT DEPARTMENT
2611 E PIERCE STREET, PHOENIX, AZ 85008

The Maricopa County Special Health Care District ("District") d.b.a. Valleywise Health is hereby issuing Addendum #1 to the Request for Proposals (RFP) which requested sealed proposals from qualified Proposers to provide Creative, Digital Marketing, Web and/or Media Services for Agency of Record.

Pursuant to the Procurement Code Clause HS-305, Addenda to Solicitations, Paragraph D, this Addendum One will extend the Proposal Submission Deadline to January 18, 2023, 2:00pm Phoenix, AZ time.

Pursuant to the Procurement Code Clause HS-305, Addenda to Solicitations, Paragraph A (3), this Addendum One will furnish to other Respondents information given to one Respondent to assist the other Respondents in submitting their responses.

1.	**Question.** What Criteria did you use in sending our RFP notifications to potential vendors?
	Answer. Public notice procedures require the solicitation to be posted on the District Procurement web page and by way of notice issuances via email or other medium.

2.	**Question.** How many agencies are you expecting to participate in this process?
	Answer. As many as are willing to participate.

3.	**Question.** What criteria define the ideal vendor for this engagement?
	Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers.

4.	**Question.** Are there any factors that reduce the likelihood of a vendor being selected such as location?
	Answer. While we prefer vendors to be in or near Arizona, location is not a factor if the vendor is able to meet the needs of the organization at the same or better level of an organization outside the state.

5.	**Question.** Does Valleywise currently have a relationship with an advertising agency?
	Answer. Yes.

6.	**Question. Has Valleywise had a relationship with an advertising agency in the last two years?**
	Answer. Yes.

7.	Question. What is the number of employees currently in your marketing department, and what are their functions?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

8.	Question. What budget range have you identified for this engagement?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

9.	Question. Is there an incumbent agency, and is that agency participating in this process?
	Answer. Yes, and that additional information will not be provided.

10.	Question. Can you clarify what is meant by item #1 on Page 9? Is this about communication between vendor and Valleywise stakeholders?
	Answer. Communications planning – this includes delivering from beginning to end, a strategic message to a target audience. While a majority of this is handled in-house, there are instances when we collaborate with the AOR.

11.	Question. Can you disclose your total media budget for your last fiscal year as well as your overall marketing/communications budget?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

12.	Question. With regard to Page 28 (Attachment E: Pricing) our intention is to provide hourly rates for all personnel who would be assigned to this account. This would include Creative Director, Art Director, Media Planner, Media Buyer, Account Executive, etc. We will also indicate a commission percentage for media buying. Is this sufficient and/or what you had in mind, or would you prefer something else?
	Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure is offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.

13.	Question. Can you disclose who the incumbent agency or agencies are and whether or not they will be participating in the RFP process?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

14.	Question. With regard to the Commercial Credit Card Program discussed on Page 30, would the agency vendor incur a bank-initiated fee for accepting payment via credit card?
Answer. Yes.	

15.	Question. Are Pages 58 and 67 to be filled out and submitted with RFP reply or is that to be filled out if we are selected to be your vendor?
Answer. Attachment I, Employee Verification Worksheet is an example for awarded vendor(s), and page 58 should have the 'example' mark as well. Page 67 is only filled out if awarded vendor(s) releases information to a third-party vendor in performance of the contract(s).	

16.	Question. Why are you conducting this RFP? Is it required by Compliance, and/or do you have specific gaps/pain points that you are looking to resolve?
Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.	

17.	Question. Are there any incumbent agency partners included in the process?
Answer. Yes.	

18.	Question. Can you provide any strategic goals for 2023 related to this RFP?
Answer. In 2023, we would like to increase the number of channels we advertise on as well as broaden our scope to include service line specific advertisement.	

19.	Question. Can you provide any additional information regarding overall scope of work or budget?
Answer. The Scope of Work is defined in pages 8-13. Budget = This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

20.	Question. What are your top service line priorities?
	Answer. We have many priority service lines, and those priorities may shift. Additional and more specific information may be provided during any shortlisted vendor stage.

21.	Question. What do you feel you are doing really well?
	Answer. We know there is always room for growth, but if we can cite one thing we do well, it would be community engagement and outreach. We have nurtured relationships with our community partners that far exceed what could be done through marketing alone. Additionally, we have done an excellent job of carving out niche populations that fall in line with our overall mission and goals for Valleywise Health.

22.	Question. What do you feel your marketing plan is currently missing?
	Answer. We are interested in using personas, patient journey mapping, and match back strategies within our marketing campaigns.

23.	Question. How are your internal teams structured in terms of workflow?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

24.	Question. In the note: Campaigns may be executed through one or more of our other third-party agencies specializing in digital, email or other forms of marking. • Is this an RFP to be the SOLE agency of record? • How many external agencies do they work with?
	Answer. No, this RFP is not necessarily meant for a sole agency of record. We work with a few external agencies.

25.	Question. The last paragraph mentions executing campaigns to generate ROI. • Do they have a CRM platform, and if yes which platform is it? • Would the awarded partner have access to the CRM, and do they have the ability to track patient appointments, encounters, revenue, etc. from their campaigns? • How are they tracking ROI currently?
	Answer. No, we currently do not have a CRM platform, but would be interested in exploring this option in the future. ROI is currently tracked based by conversion actions and budget or investment. We assess leads generated, conversions, audience, and engagement. We would like to track ROI at a

more granular level going forward. The selected vendor will have access to some information (i.e. ability to track patient appointments).

26.	Question. Do you have any internal teams/resources that support the Marketing team that we should be aware of or who the awarded agency partner would work with? For example, do you have an internal Web or Digital team, Creative (art and/or copy), Research team, etc.?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

27.	Question. Can you provide any additional detail regarding which team members comprise the Committee that will be evaluating the RFP process?
	Answer. There is an official Evaluation Team and Subject Matter Experts. The solicitation follows a defined process to maintain maximum confidentiality and fairness. See page 20, Section 5.13 of the RFP. All communication must remain between the vendor and the Procurement Officer (Laela Pardo) from issuance of RFP to contract award. The exception is for existing services and must remain with communication pertinent to those existing services.

28.	Question. Do you currently have an agency of record providing Creative, Digital Marketing, Web and/or Media Services for Valleywise? If so, what is prompting this new request for proposals?
	Answer. Yes. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.

29.	Question. Have you allocated a budget for these services? As you can appreciate there are many variables involved with this type of work.
	Answer. This RFP is budgeted.

30.	Question. Valleywise Health reserves the right to award more than one contract, so that means it is ok to submit a response for some, but not all of the requested items?
	Answer. Yes.

31.	**Question. Valleywise Health has entered into Cooperative Purchasing arrangements including with the State of Arizona and the Strategic Alliance for Volume Expenditures ($AVE). Will that be taken into consideration as part of this response?**
	Answer. No. This is an open-market RFP, and all vendors are welcome to respond. Any resulting contract(s) of this RFP will be just that, and not cooperative purchasing.

32.	**Question. Other than the forms requiring signatures, can we provide our narrative response as a word document, with hyperlinks and works samples?**
	Answer. See page 18, Section 5.2 for instructions on the format for your proposals. For further clarification, additional narrative response can be provided to Attachments B (not as supplemental but in answering the questions), C, E, and F, and G (follow specific instructions on this form). Any pages added for these sections must be clearly marked as belonging to that attachment. It is not recommended to use hyperlinks as our server may block and your information cannot be viewed. Additionally, our incoming emails from an outside entity have a file size limit of about 20MB. Anything bigger may not come through so you may need to break out your proposal into multiple emails.

33.	**Question. Are you open to additional research to explore general perceptions, awareness and prospective patient understanding of Valleywise Health? If so, understanding possible barriers to engagement for those potential patients representing new audiences (students, fully insured, etc.) will be key in addressing possible misconceptions about Valleywise, its available service lines and associated clinical care?**
	Answer. Yes, this is negotiable.

34.	**Question. What are the most crucial components to the Valleywise Health brand we should consider for media testing (ex. Logos, color, messaging) that may be part of this larger, brand-focused potential research?**
	Answer. We test many elements today and welcome proposed testing recommendations. We usually assess messaging, brand awareness and recall, imagery, target audience, and reputation as some of our key elements for testing. We would like to also assess customer loyalty and sustained engagement in future testing efforts.

35.	**Question. If broadening your target audience becomes an increased priority, what percentage of total spend/resources do you see being allocated to reach these new audiences when considering total spend earmarked toward reaching all audiences?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

36.	**Question. What new initiatives and/or patient growth projects are on the horizon for Valleywise Health over the next three years??**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

37.	**Question. If there are still those that default to MIHS when searching or referencing Valleywise Health, is this something you are comfortable with, or should there be an effort to reinforce the Valleywise name and to lessen the use of MIHS amongst current and prospective patient audiences?**
	Answer. Since we have rebranded to Valleywise Health, we would like our organization to be associated with our new brand, while still honoring our proud County history.

38.	**Question. What is more important: online user experience or in-person patient experience (offsite interaction versus on-campus visits) for the net growth of the Valleywise brand within the community?**
	Answer. Both areas cited are equally important. In the marketing department, our goal is to impact the areas within our functional realm.

39.	**Question. Assuming that net new patients are always going to be an important aspect of Valleywise growth, what is your ideal mix of new patient appointments v. that of current patient appointments? Also, what percentage of your future budget should be allocated toward new patient growth v. current patient retention?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

40.	**Question. Is there a goal for percentage of market share for Valleywise Health to achieve within Phoenix metro area?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

41.	**Question. What are the top new audiences that Valleywise Health is looking to target over the next three years?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

42.	**Question. Are you open to testing emerging digital media types (Digital Audio, TikTok, Quora, Nextdoor)? To further augment this outreach to new audiences, is Valleywise Health open to testing additional traditional media channels that may also broaden our reach toward a more diverse audience(s)? (Examples: gas stations, airports, movie theaters, light rail)?**
	Answer. Yes, we are always open to exploring new media channels and various types of marketing campaigns.

43.	**Question. Will there be a new monthly action goal developed?** **a. Will the model assign a value to a call vs. form submission (ex. Calls worth 3x value of form submissions?)** **b. Will a value be assigned to repeat appointments as we work toward establishing an LTV for current and future patients?** **c. Is there functionality in place that would allow us to track MyChart logins back to media efforts??**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

44.	**Question. Do you envision utilizing paid media to support the Burn Center? If so, aside from the Burn Center, are there other service lines we should also consider for this type of support in future budgets?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

45.	**Question. In your opinion, is it more valuable to support the overall brand or specific CHC locations through paid media in the long run?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

46.	**Question. To introduce new patients to Valleywise, would you ever consider utilizing a HIPPA-compliant patient CRM list or CDP initiative as part of a targeted media campaigns?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

47.	**Question. Do you have an estimated Customer Lifetime Value (CLTV)? Is this something we can help you with if this is still a work in progress?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

48.	**Question. How Valleywise Health would like to use their website from the time that it was initially built? If so, what are those goals?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

49.	**Question. How would Valleywise Health like to refresh/restructure their website in the next year?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

50.	**Question. To enhance and speed website improvements, would Valleywise Health consider modifications to its website that would include utilization of the Gutenplate page builder theme that we have created to improve user experience when building pages out at higher volumes?**
	Answer. Yes, we are always willing to discuss options for improving our user's experience.

51.	**Question. Does Valleywise Health currently have a contract for web cloud hosting and what role do you see an agency in playing in this area?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

52.	**Question. When talking about generating new leads, how serious/aggressive does Valleywise Health want to be in their pursuit of new leads and updating various parts of the website to support this effort?** **a. CTA Banners with list subscription opportunities** **b. Migrating forms to email marketing solution to collect contact data?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

53.	**Question. Does Valleywise Health plan on utilizing an agency to assist in their email marketing efforts for list cleansing strategies, segmentation strategies and nurture flows? If so, what role do they foresee an agency playing in this area??**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

54.	**Question. Valleywise Health is currently utilizing Marketo as their email marketing solution. Do they plan on staying with Marketo or moving to another platform? What role would an agency play in this?**
Answer. We are not committed to any specific vendor or solution. Various options will be weighed by the organization and vendor partner to determine the best platform solution for the organization's needs. Additional information may be offered during any shortlisted vendor stage.	

55.	**Question. Multiple software platforms working seamlessly to provide data and insights are an important driver of future strategies. How does Valleywise Health plan on closing the gap for contact data share with their patient scheduling tools and a marketing automation solution?**
Answer. This is a work in progress that requires collaboration between various functional areas and any agency partner selected through this process.	

56.	**Question. Does Valleywise Health plan on utilizing an agency to help with the messaging in their current email efforts to help increase Click Through Rate and Conversions?**
Answer. Yes, agency partners will be invited to support messaging and email campaign development and execution.	

57.	**Question. Are there pages and/or terms you would like to prioritize in terms of keyword ranking and Search Engine performance in 2023?**
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

58.	**Question. How does Valleywise currently prioritize which locations to be promote via SEO, backlinking, etc.? Is it determined by capacity/utilization rates at these locations or are there other key factors identified by senior leadership that have the potential to influence strategy?**
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

59.	**Question. How quickly do you expect to grow via the following? please rank 1-4 with 1 being the most preferred tool:** **a.** **Keyword ranking** **b.** **Surround Sound SEO** **c.** **Backlinking/Guest Posting** **d.** **Technical Health**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

60.	**Question. When considering the website, which is more important to you:** **a.** **User experience (functional in nature, get things done)** **b.** **Website/content optimization (superior organic performance, get things done)**
	Answer. In our view, both are equally important for a website to perform as desired. Having great content is essential, but if users are frustrated by the navigation or can't find what they need quickly, they never get to the great content. Likewise, if we have a well-designed website that loads quickly and fills all boxes on a user experience (UX) checklist, but the information on the site is not relevant or insufficient, we still have frustrated users. Our goal is to balance both for an optimal user experience.

61.	**Question. Do you have any measurable goals you want to prioritize in 2023? (Keyword ranking on specific pages, organic traffic, technical health, etc.)?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

62.	**Question. While we keep our eye on your competitors, are they doing something with their digital marketing, SEO, or content that you may want to explore with Valleywise Health?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

63.	**Question. What role do you see Spanish playing in your marketing efforts?**
	Answer. We serve a very diverse population with Spanish patients making up a majority of our population. For this reason, we intend to continue to support this audience through our marketing campaigns and initiatives.

64.	**Question. Aside from your focus on the Spanish audience, do you see other historically under-served audiences becoming more prevalent in the coming months and years? (Thinking here about Refugees, LGBTQ, African American Community, others)?**
	Answer. Yes, we intend to continue to market our services to a diverse audience.

65.	**Question. If you had to estimate the ratio or marketing efforts that you would want to fall in each stage of the marketing funnel, what would it be? Are you more concerned with building awareness, or should more bottom-funnel tools be implemented to further grow the Valleywise brand?**
	Answer. This is a great question that will be discussed later in the RFP process.

66.	**Question. How do you envision your brand evolving over the next five years from a content perspective to react to and shape patient and prospective patient perceptions?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

67.	**Question. Do you think Valleywise Health service line priority will change and evolve in the next five years? If so, how??**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

68.	**Question. Do you feel like all your existing communications and marketing efforts adhere to your brand voice and tone, as well as overall personality and values? If not, is that a high priority? If this is a priority, what do you believe to represent low-hanging fruit?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

69.	**Question. For existing patients, what value adds do you want your content marketing and email efforts to provide and focus on? How big of a priority is it to keep patients engaged with content between appointments and to shape and/or reinforce positive perceptions?**
	Answer. We are interested in growing and nurturing our relationship with current patients through our marketing initiatives.

70.	**Question. Based on earnings to this point, are you open to exploring new ways to push creative boundaries to help identify new audiences?**
	Answer. We are always open to new, creative innovative ways of marketing to new audiences.

71.	**Question. Are there areas in creative that you are looking to focus on or want to address moving forward?**
	Answer. We would like to ensure our creative reflects the patient populations we serve. This is something we would like to focus on in the future.

72.	**Question. With the continued rise of popularity in motion and animation, would there be a potential to add more emphasis to video content and increased animation?**
	Answer. It is hard to say as this will depend heavily on available budget and expected return on investment. We are always interested in new and innovative creative angles.

73.	**Question. While potential revenue realized through hypothetical community is an important measurement regarding its net value, is Valleywise Health open to pursuing other opportunities that offer improved awareness, community engagement and goodwill as well?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

74.	**Question. Balancing PR activities to coincide with marketing, SEO and community/patient engagement is essential in maximizing ROI. What future initiatives on the horizon for 2023 and beyond represent opportunities where these disciplines can most effectively work in concert to result in the highest possible ROI for your PR dollar?**
	Answer. Please share any recommendations in your formal submission.

75.	**Question. Will 2023's Public Relations efforts begin to deepen Valleywise Health's focus to include pursuing opportunities and story line uniquely aligned to the interests of audiences?**
	Answer. As an organization deeply committed to diversity and inclusion, we are always exploring avenues to reach our unique audiences.

76.	Question. Please provide budget ranges to best reach a realistic proposal estimate?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

77.	Question. How many agencies have been selected to partake?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

78.	Question. Please list agencies selected to partake in RFP process?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

79.	Question. What are the deciding factors of who you will choose?
Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers.	

80.	Question. Please list your primary and secondary competitors?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

81.	Question. What brought on the need for the RFP request?
Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.	

82.	Question. Please advise on how many agencies will you be narrowing down to before making a final selection?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

83.	**Question. What does the decision-making process look like?**
	Answer. See pages 15-17, Section 4.

84.	**Question. Is your final selection going to be multiple vendors to execute the services outlined in the RFP or just one vendor?**
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

85.	**Question. Do you have any specific milestone deadlines for any of the tactical deliverables?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

86.	**Question. When will responses to the comprehensive Q&A provided to vendors?**
	Answer. See Page four (4), paragraph two (2). Every effort was given to list all questions and provide answers in a timely manner. It is the responsibility of all potential Proposers to check the Valleywise Health web site for any Addendums to the RFP.

87.	**Question. Is Valleywise Health's current CMS platform WordPress and if yes, are you planning to remain with WordPress for the foreseeable future?**
	Answer. Yes, our current CMS is WordPress, and we don't have any plans of changing platforms for the foreseeable future.

88.	**Question. The RFP indicates $5 Million in Cyber Liability Insurance. Typically, $3 million is requested and sufficient for most clients. Would this amount be acceptable to Valleywise Health?**
	Answer. Patient or employee identifying information are our biggest concerns and the limit is determined based upon the size of current claims and jury verdicts. We will not be changing our Cyber Liability Insurance requirements.

89.	**Question. What is your most important marketing goal to achieve in 2023?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

90.	Question. What marketing channels have been the most successful in reaching your diverse patient population in the past? Which have been least successful?
	Answer. Most successful marketing channels to date include paid digital and social media marketing. We find value in traditional media channels as well.

91.	Question. For which channels or audience segments do you need the most support?
	Answer. All media channels are covered under the RFP. We are happy to go into more detail once a vendor(s) is selected through this RFP process.

92.	Question. Please describe Valleywise Health's current video assets?
	Answer. We currently produce a lot of our video in house and have access to equipment and creative assets needed for video production. However, many of our paid video campaigns are completed in collaboration with our agency partner.

93.	Question. Can you provide a range for total media spend and your total agency services budget?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

94.	Question. What are your expectations for pricing? Are you expecting an exact amount or information about hourly rate, etc.?
	Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure is offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.

95.	Question. How many agencies are participating?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

96.	Question. Is the incumbent agency participating?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

97.	Question. What is the catalyst for releasing this RFP?
Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.	

98.	Question. What are some historical challenges you've had with previous partners?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

99.	Question. What do your in-house capabilities look like?
Answer. We have a very talented team at Valleywise Health across many functional areas. We are happy to discuss our in-house capabilities as we get further along in this process.	

100.	Question. What are your greatest business and marketing challenges?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

101.	Question. What are your target markets?
Answer. Please review the scope of work section on Page 8 of the RFP for detailed clarification on our target market and goals	

102.	Question. Who are your target audiences?
Answer. Please review the scope of work section on page 8 of the RFP for detailed clarification on our target market and goals.	

103.	Question. Do personas, market research and campaign insights currently exist, or would your partner be developing these?
Answer. We have old data and will likely require our partner to update market research, complete a brand study/focus groups, and develop personas.	

104.	Question. Do you have a current email platform in place, or would your agency be responsible for recommending and setting up a platform?
Answer. It is in place.	

105.	Question. What service lines are you focusing on?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

106.	Question. Who do you see as your core competitors?
Answer. . This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

107.	Question. What are your patient acquisition goals?
Answer. . This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

108.	Question. What geography do you focus on?
Answer. . This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

109.	Question. What is the LTV of a new patient?
Answer. This is something we would like our AOR to determine as part of our engagement.	

110.	Question. What are your KPI's?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

111.	Question. Are you able to utilize CRM lists for patients/members?
	Answer. Yes, if execution is compliant with HIPPA guidelines.

112.	Question. What technology/platforms do you use? o Website, appointment forms, etc. o Are we able to put tracking on them?
	Answer. Our extranet site, www.valleywisehealth.org is externally hosted and has access/usability metrics available. For appointments, we are an Epic EMR customer that utilizes Epic's MyChart capability and ancillary systems. Further information may be offered during any shortlisted vendor stage.

113.	Question. How often do you refresh creative?
	Answer. We rebranded about three years ago so most of the content is new, but we do refresh our imagery annually.

114.	Question. Do you have preset reporting needs?
	Answer. Yes, we require performance reporting for all marketing campaigns and strategies deployed.

115.	Question. How many agencies have been invited to respond to your RFP?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

116.	Question. Who are the key decision-makers involved in selecting a new agency (marketing executives, board members, committee, etc.)?
	Answer. There is an official Evaluation Team and Subject Matter Experts. The solicitation follows a defined process to maintain maximum confidentiality and fairness. See page 20, Section 5.13 of the RFP. All communication must remain between the vendor and the Procurement Officer (Laela Pardo) from issuance of RFP to contract award. The exception is for existing services and must remain with communication pertinent to those existing services.

117.	Question. Do you have a current agency partner providing these services? If so, who and have they been invited to respond?
	Answer. Yes. Additional information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

118.	Question. Is this RFP time or issue based (meaning is it mandated every four or five years or is there a specific issue or problem that needs to be solved)?
	Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.

119.	Question. If it's the latter, what is the biggest issue we can help solve?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals

120.	Question. Do we have any flexibility in the response format beyond completing the required forms to add content?
	Answer. See page 18, Section 5.2 for instructions on the format for your proposals. For further clarification, additional narrative response can be provided to Attachments B (not as supplemental but in answering the questions), C, E, and F, and G (follow specific instructions on this form). Any pages added for these sections must be clearly marked as belonging to that attachment. It is not recommended to use hyperlinks as our server may block and your information cannot be viewed. Additionally, our incoming emails from an outside entity have a file size limit of about 20MB. Anything bigger may not come through so you may need to break out your proposal into multiple emails.

121.	Question. What's the available budget for these services?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

122.	Question. Are you able to provide any guidance on the budget parameters?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

123.	**Question. What KPI's does Valleywise Health have, or– as an indicator of what is expected for 2023– what were the specific KPI's that Valleywise Health had for 2022?**
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

124.	**Question. For Strategy, Media Planning, and Management , we are confirming that the marketing plan will not be executed under this contract by us, just have it developed, is this correct?**
Answer. The media plan and marketing plans for specific services will need to be developed in collaboration with Valleywise Health. Actual plan execution will be done by the AOR. All strategy is developed collaboratively, but actual execution of the media and or marketing plan(s) will be done by the AOR with Valleywise Health providing guidance and direction as needed.	

125.	**Question. For Full Service Creative Design, Production, and Traditional Marketing , we are confirming that we will be developing the strategy and assets, along with implementing the plan for the same, is this correct?**
Answer. The AOR will be developing and implementing the strategy and may develop assets if assets do not already exist. All work is done in collaboration with Valleywise Health's guidance and direction.	

126.	**Question. For Full Service Creative Design, Production, and Traditional Marketing , for how long would we be implementing the plan?**
Answer. Our media plans are developed annually and implemented across 12 months. See page 4, paragraph 4: "The contract is scheduled for award for the initial term of one (1) year with the option to extend for additional periods up to a maximum contract term of (5) years". For further clarification, Valleywise Health has the option to make terms longer than one (1) year when extended the next term. All term extensions will be official amendments to the contract specifying the new term.	

127.	**Question. For Full Service Paid Digital and Paid Social Media Marketing, could you clarify the length of the engagement for this?**
Answer. See page 4, paragraph 4: "The contract is scheduled for award for the initial term of one (1) year with the option to extend for additional periods up to a maximum contract term of (5) years". For further clarification, Valleywise Health has the option to make terms longer than one (1) year when extended the next term. All term extensions will be official amendments to the contract specifying the new term.	

128.	Question. For Communications, Media, and Public Relations, could you clarify the length of the engagement for this?
	Answer. See page 4, paragraph 4: "The contract is scheduled for award for the initial term of one (1) year with the option to extend for additional periods up to a maximum contract term of (5) years". For further clarification, Valleywise Health has the option to make terms longer than one (1) year when extended the next term. All term extensions will be official amendments to the contract specifying the new term.

129.	Question. For Email Marketing Platform (Managed Service), we understand that we are to not recommend or price on in our proposal but work on and support the same when under engagement with yourselves. Is this correct?
	Answer. You are welcome to recommend in your proposal whatever solution you would want us to consider, and yes, feel free to include costs and pricing information. However, since this is a preliminary process, it will be difficult to decide solely on price without other information shared, so try to focus on the services being provided specifically as part of the engagement.

130.	Question. For Website Design, Development, and Platform Management (Managed Service), could you let us know what the length of the engagement would be?
	Answer. See page 4, paragraph 4: "The contract is scheduled for award for the initial term of one (1) year with the option to extend for additional periods up to a maximum contract term of (5) years". For further clarification, Valleywise Health has the option to make terms longer than one (1) year when extended the next term. All term extensions will be official amendments to the contract specifying the new term.

131.	Question. Could you let us know what the individual or total budget is for this engagement along with that for media buys?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

132.	Question. Could you let us know if you have a local preference or are you open to a Canadian agency specializing in Healthcare, that has done similar work with clients across North America?
	Answer. Currently, this opportunity is only open to agencies within the US.

133.	Question. Attachment E does not showcase any specific way you would want us to price the work identified in the RFP. Are you looking for us to define this?
Answer. Page 27, Attachment E: Pricing states "Pricing should be provided in a clear and concise manner. Proposer may provide additional/supplemental documentation to explain their pricing, but all pages must be marked clearly as Attachment E: Pricing". For further clarification, vendors should be defining their pricing the best way to represent the services they're offering in their proposal, while also following this direction.	

134.	Question. As the scope of work is quite varied, would a rate card, a blended rate or a retainer rate be ideal?
Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure is offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.	

135.	Question. What is driving this RFP for identifying a new agency partner in 2023?
Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.	
136.	Question. What are your overarching marketing goals for 2023 and beyond?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

137.	Question. Can you provide more background on Valleywise Health's current brand strategy and supporting campaign(s)?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

138.	Question. Are you comfortable with an agency bringing forth a partner for certain marketing services, if we do not provide those services in-house?
Answer. Yes, this is always an option.	

139.	Question. Do you have existing research that will be provided to your marketing agency partner and/or are you open to your partner conducting research on your behalf to inform your marketing programs? What research has been conducted and be provided, if so?
Answer. Yes, we do have some research that can be shared; however, we would expect our AOR to conduct additional evidence-based research to better understand our patient population.	

140.	Question. What was Valleywise Health's 2022 marketing budget for your marketing and media agency(s)? What is your 2023 marketing budget for a marketing partner?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

141.	Question. Are you open to a fixed fee contract structure?
Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure is offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.	

142.	Question. Is this partnership for only 2023 or longer?
Answer. See page 4, paragraph 4: "The contract is scheduled for award for the initial term of one (1) year with the option to extend for additional periods up to a maximum contract term of (5) years". For further clarification, Valleywise Health has the option to make terms longer than one (1) year when extended the next term. All term extensions will be official amendments to the contract specifying the new term.	

143.	Question. Who are the key decision makers for this RFP?
Answer. There is an official Evaluation Team and Subject Matter Experts. The solicitation follows a defined process to maintain maximum confidentiality and fairness. See page 20, Section 5.13 of the RFP. All communication must remain between the vendor and the Procurement Officer (Laela Pardo) from issuance of RFP to contract award. The exception is for existing services and must remain with communication pertinent to those existing services.	

144.	Question. Do you have a brand profile or style guide document we can view at this stage?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

145.	Question. Do you have a current agency that you are working with? a. If no, how do you currently manage your media efforts?
Answer. Yes.	

146.	Question. Can you share the last three years marketing budgets (all in, including media spend)?
Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.	

147.	Question. Can you share measurable KPIs that you want to grow?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

148.	Question. What are the top 3 qualities you look for in an agency?
Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers.	

149.	Question. When was the last time Valleywise did any sort of rebranding? How strongly do you feel about the current brand as patients and other influencers perceive it? a. Could you also expand on branding expectations?
Answer. We rebranded in 2019 under a new name and could benefit from an updated brand study and market research to see where we are now. This work will help us obtain details around perception, reputation and more. In terms of branding, we would desire that our AOR manage and maintain brand standards and assist with any brand enhancement initiatives that may surface from market research/focus groups.	

150.	Question. Can you share your top competitors?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

151.	Question. Can you share your revenue goals for 2023?
Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.	

152.	Question. Will you provide context around the frequency and scale of campaigns and other initiatives included within the marketing plan, so we can garner a better understanding of scope of the request?

Answer. Yes. We expect or AOR to build out a 12-month media plan with marketing tactics across a variety of media channels all focused on driving specific business goals. The media plan should encompass a high-level brand awareness campaign across several media channels .

There should also be several sub-level campaigns across several media channels within the media plan that are service, or location focused. We have one hospital that offers a number of acute services across several community health locations across the valley. The AOR will need to build out a marketing plan and supplemental campaigns to drive patient acquisition/generate leads to services across all locations. Most campaigns are expected to be in market for a duration of 12 months, while some may be shorter in duration for a variety of reasons.

Valleywise Health provides most of the imagery assets to include custom photography and b-roll. While the AOR is responsible for art creation, management, execution, reporting, and optimization of all campaigns, ad creation and deployment.

153.	Question. Will you provide context for paid media budgets?

Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

154.	Question. How many other agencies do you have on record, and how are each of their scopes defined? o On a related note, we saw some sections are listed as "all vendors". Does this mean the winning agency will be managing all other partners?

Answer. Valleywise Health reserves the right to award this contract in whole or in part to one or more contractors. An agency can bid for a portion of the solicitation, the entire solicitation, and can bid in collaboration with other partners

155.	Question. Will you please provide guidance on budget ranges for the overall scope?

Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

156.	Question. Since different groups often use the words and phrases interchangeably, we'd like to know what distinction the Valleywise Health team makes between Communications planning and Marketing Planning?
	Answer. Communications planning includes internal and external communications (earned media and social media). Marketing planning are all paid media efforts and website management.

157.	Question. Is it possible for your team to provide us with examples of "events and other forms of experiential marketing?" and how many events are typical for a given year?
	Answer. Examples of events vary from flu shot vaccine event, to health fairs, and new facility or grand opening events.

158.	Question. On page 12, under "other responsibilities may include" it reads "CRM integration." Can you let us know what systems are being used for CRM? Hubspot? Marketo? Salesforce? Other?
	Answer. No, we are talking more about joint marketing project management tools like ASANA, WRIKE, SMARTSHEETS, etc.

159.	Question. On page 14, where it reads, "Vendor will identify a project management tool that can…" o Are the KPIs this tool is meant to track specific to IT KPIs, like up-time, processor load, response time, etc. different from the "Specific KPIs and measures of success" mentioned on page 11 in the Reporting & Analytics section?
	Answer. No, we are talking more about joint marketing project management tools like ASANA, WRIKE, SMARTSHEETS, etc.

160.	Question. As per the instructions that allow for responding agencies to reply to the entirety of the RFP or select sections, we intend to submit a response for 12 of the 15 service areas found on page 9. Should we be fortunate enough to win the business, will our team be expected to manage the other agency(cies) that have been selected to provide the remaining services?
	Answer. No, but you will be responsible to work in collaboration with these agencies to execute portions of the work.

161.	Question. Is it possible to provide us with the current monthly average website traffic numbers? Maybe the latest website analytics report?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

162.	Question. Is/are the website(s) currently built on WordPress? o If on WP, is it a custom-coded theme? o If not, what other platforms are being used?
	Answer. Yes, our website is built on WordPress with custom coding.

163.	Question. It wasn't clear from the RFP that Valleywise Health would be looking for a complete website overhaul or an approach that is focused on a series of prioritized updates to pages or sections. Can you help us understand the scope of the request as it relates to the website?
	Answer. We are not looking for a complete website overhaul, but management and optimization of our existing website platform including content management, user navigation, etc. We are also looking for our AOR to manage the hosting relationship and security of the website. The web site portion is considered a fully managed service contract, so this includes all work associated with the website, down to code level implementation, patching, etc.

164.	Question. Are you open to an agency partner outside of Arizona?
	Answer. Yes, if the partner can execute the work as if they were in Arizona. We are not open to agencies outside of the U.S.

165.	Question. Do you have a preference for one agency that covers all capabilities or multiple agencies that are more specialized?
	Answer. No preference.

166.	Question. The RFP states that we can respond to all or portions of the scope areas. If we respond to only a portion of the scope, will that be scored lower / differently than someone who is offering full-service support?
	Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers. For further clarification, scoring is based on the criteria listed in the RFP, not whether a vendor responds to all or some portions of the scope.

167.	Question. What is driving the desire for change? Was there a previous AOR or AOR(s)?
	Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.

168.	**Question. How large is the internal marketing team and what are considered the core strengths of that team?**
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendors.

169.	**Question. Do you currently have an approved brand strategy, brand positioning and audience personas in place?**
	Answer. No, we do not. We would be open this level of work from our AOR.

170.	**Question. Will we have access to prior audience or brand research? How recent is that research?**
	Answer. We will share what we can.

171.	**Question. Are there current goals and/or pain points you're looking to address with new brand and creative work?**
	Answer. Yes, our goal is to grow and retain our current patient volume across the entire system. Specific information may be shared during the interview phase to any shortlisted vendors.

172.	**Question. Timing and process wise, what could potentially be the first engagement or focus upon selection of an agency partner? Would a new campaign in-market be considered as the first step?**
	Answer. We would want to first assess our market and understand brand perception as a first step.

173.	**Question. The RFP mentions "brand development" work that is needed. Can you expand on what you mean by this? Are you looking for a completely new brand identity (along with strategy), an evolution of either the verbal or visual brand, or is there a different type of brand development that you're referring to?**
	Answer. We already have brand standards and guidelines in place, but we anticipate that we will want to do some minor updates and a slight refresh of our brand guidelines. This will not be a significant part of the work.

174.	**Question. Our typical pricing structure is value-based and fixed-bid based on project/partnership scope. How will that be scored against other hourly payment structures?**
	Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.

175.	**Question. The RFP states that "Valleywise Health makes no representations nor guarantees the Contractor any maximum or minimum volume, payment, reimbursement, or number of units of service to be provided. " If we 'win' this RFP, are we added to an agency roster for the chance of projects throughout the year, or will there be a specified amount of work/projects awarded?**
	Answer. Resulting contract(s) will define the work that is mutually agreed upon. Any changes will be mutually amended during performance of contract.

176.	**Question. Do you have an approximate number of key stakeholders that will be involved in the core team, and do you anticipate the need for reviews with multiple groups of stakeholders for each deliverable?**
	Answer. The assumption is that "core team" is the team vendor(s) will be working with after contract(s) award(ed). This information will not be provided at this stage of the solicitation but may be offered during any shortlisted vendor stage.

177.	**Question. What is the annual marketing budget set aside for agency partnership and media?**
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

178.	**Question. Are there any current campaigns or tactics within the ecosystem that we should be aware of / that would be running in parallel with our work?**
	Answer. No.

179.	**Question. Will team interviews during the RFP selection process be conducted in person or remotely?**
	Answer. Interviews will be in person in Phoenix, Arizona.

180.	Question. What characteristics make up an ideal agency partner for Valleywise Health?
	Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers.

181.	Question. What prompted this RFP search?
	Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.

182.	Question. Given that you are a teaching hospital, do you position yourself as an academic medical center?
	Answer. Yes, we are an academic medical center, and are a part of the Creighton University Arizona Health Education Alliance.

183.	Question. Are you an integrated health system?
	Answer. Valleywise Health is a special healthcare district and political subdivision of the State of Arizona. Our facilities include the Valleywise Health Medical Center, three inpatient and three outpatient behavioral health clinics, as Assertive Community Treatment Team, the First Episode Center, the largest Ryan White HIV/AIDs program in the state, and 11 Federally Qualified Health Centers. We do not have a health plan or a post-acute program.

184.	Question. Will the focus of this partnership be branding, or will there also be a focus on service line promotion and other market share development activities?
	Answer. Both. We anticipate a portion of the focus to be on health system brand awareness and a larger portion on service line and location-based/facility promotion.

185.	Question. If there will be a focus on service lines, what might those be?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

186.	Question. Will there be a focus on primary, secondary, tertiary markets?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

187.	Question. What qualities are you looking for in your Agency of Record?
	Answer. See pages 15-16, Sections 4.2-4.3 for the criteria Valleywise Health will be using to evaluate offers.

188.	Question. What functionality is missing from your current site?
	Answer. We would like to see more engagement on the website where our patients come to the site to conduct business, not just consume information.

189.	Question. How is the current site being measured? How are other communication strategies being measured?
	Answer. We use KPIs to assess our website, and we are mostly focused on engagement-based activities.

190.	Question. Do you currently have digital brand guidelines, a design management system, or a patterns library?
	Answer. No, we do not.

191.	Question. Are you expecting to maintain your current tech stack, or will you be looking for new recommendations? (WordPress, Google Translate, Google Maps, WebEx, Marketo, GA/GA4, etc.)?
	Answer. We expect to maintain most of the current tech stack, but we are open to exploring other solutions if there is a good business case for transitioning.

192.	Question. Based on the language in the RFP, we assume subdomains such as the careers, blog and COVID site, as well as Valleywise Health Foundation are also included in this work? Are there any additional properties??
	Answer. Valleywise Health Foundation's website nor the careers website is included in this work. Those web instances are maintained by other departments.

193.	Question. Can you outline the systems we will need to integrate with and to what level, for example EPIC, recruiting platforms, CRM, donation platforms, etc.?
	Answer. All systems that need integrating are already integrated at this point unless a new requirement is identified. Current integrations include EPIC/MyChart, employee promotional store, employee benefits, etc., other integrations can be shared later in the RFP process. The system integrations are mostly done through an API.

194.	Question. Do you currently have a 24/7/365 SLA in place? o Are you able to share the terms? o What is the uptime expectation? o What is the expected response time??
	Answer. We can share these details later in the RFP process. We do have an SLA in place for web hosting services.

195.	Question. What ESP and/or email marketing automation platform is utilized? Or will a new platform need to be evaluated and selected?
	Answer. We are open to exploring new email platform solutions. We currently use Marketo and Campaign Monitor.

196.	Question. What lead generation tactics are currently in place?
	Answer. We use events, social media, landing pages, display, programmatic, CTV, paid search, content marketing/blog articles, and email as our primary lead generation tactics.

197.	Question. What account-based marketing tactics are currently implemented?
	Answer. We use digital and traditional marketing tactics.

198.	Question. What email marketing automation campaigns and ad hoc email communications are live?
	Answer. We have several one-off email campaigns in flight as part of our media plan; however, we do not have any email marketing automation campaigns currently in flight. This is an area we would like to grow in.

199.	Question. Can you outline the audiences you target, and how they are defined? (i.e., existing patients = anyone with an appointment in the last 12 months)?
	Answer. Please review the scope of work section on Page 8 of the RFP for detailed clarification on our target market and goals

200.	Question. What CRM platform is currently being utilized?
	Answer. No CRM is currently being used.

201.	**Question. For the Scope of Work identified, what is the budget or budget range that has been earmarked for these services? Is it possible to provide the percentage for agency fee, media, and production??**
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

202.	**Question. With this contract start date most likely in April of 2023, is that the start of your fiscal year? If not, what is your fiscal year for planning and budgeting??**
	Answer. Contract term and fiscal year are not always the same. Our fiscal is July-June; however the intent is to award sooner.

203.	**Question. For attachment E, to ensure an apples-to-apples evaluation, are you looking for agencies to submit an agency rate card that details rates by individual position/discipline, or are you seeking an annual agency fee be proposed based on the services outlined??**
	Answer. We do not define how pricing should be presented and want vendors to decide what pricing structure is offered, based on the services listed. Page 15, Section 4.2 shows that pricing will not be the highest scoring criteria.

204.	**Question. For the RFP response, is PowerPoint or other an acceptable format?**
	Answer. See page 18, Section 5.2 for instructions on the format for your proposals. For further clarification, additional narrative response can be provided to Attachments B (not as supplemental but in answering the questions), C, E, and F, and G (follow specific instructions on this form). Any pages added for these sections must be clearly marked as belonging to that attachment. It is not recommended to use hyperlinks as our server may block and your information cannot be viewed.

205.	**Question. Do you require the submission of attachments B, C, E, F and G using the supplied format verbatim, or is it acceptable to repurpose into a response format that incorporates agency branding and visuals??**
	Answer. Please do not change our forms. You can add information to the forms as needed (for example, Attachment B), but do not change any formatting or anything else. You can include supplemental documents to support any Attachments as long as it's clearly marked as belonging to that attachment.

206.	Question. For the RFP response, is there any file size limitation that we should take into consideration??
	Answer. Incoming emails from an outside entity have a file size limit of about 20MB. Anything bigger may not come through so you may need to break out your proposal into multiple emails. Multiple emails need to be numbered in sequence to be clearly marked.

207.	Question. On page 4 of RFP, it states that all responses must be delivered via email, and that it may require more than one email to deliver all responses due to attachment size. Are you ok with us providing a URL for you to download all attachments versus sending in several separate emails?
	Answer. URLs for any part of the responses will not be accepted for IT security reasons.

208.	Question. In Attachment B: Organizational Information, point #9 requests copies of current resumes. Can professional bios be submitted to detail the qualifications and background of the proposed staff versus more traditional resumes?
	Answer. Yes this is acceptable.

209.	Question. In several locations in the RFP, it states that the agency will be responsible for both asset and project management systems. Does Valleywise Health have preferred platforms that the agency should consider or is it the sole discretion of the agency?
	Answer. No, we do not have a preferred solution for asset management or project management. However, we would like whatever solution is used to be determined with client input. Also, it will be essential for the client to have access and insight into these tools at the user level so both parties can access one, unified system.

210.	Question. What are your primary objectives for this RFP? To maintain patient awareness, increase patient engagement and conversion, or acquire new patients, etc.? Please explain.?
	Answer. Our primary goal is to acquire new patients and retain existing patients. Specific information can be provided during the interview phase to shortlisted vendors.

211.	Question. What is the primary reason for creating a Digital AOR RFP?
	Answer. Current contract is coming to term and a re-solicitation for these services has been determined to be most advantageous for Valleywise Health.

212.	Question. What are your greatest marketing challenges? E.g. Service Reputation, location proximity, revenue, requirements of taking non-payer patients, etc. · Can you please share examples of specific challenges you are looking to improve?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

213.	Question. Is the current AOR involved in this RFP process? If not, can you explain why?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

214.	Question. What are your overall business and marketing goals?
	Answer. Our primary business and marketing goal is to increase patient acquisitions and retain current patients. More specific goals can be shared later in the RFP process.

215.	Question. Who are your largest competitors? What do you think they are doing better than you currently from a marketing perspective?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

216.	Question. What is your total annual paid media budget? (Please breakout traditional vs digital)?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

217.	Question. How much do you typically spend on SEO, social media, email, paid, PR, website maintenance, and analytics, as an agency management fee?
	Answer. This information cannot be shared as part of the official solicitation process to maintain maximum confidentiality and fairness. Additionally, this information is not necessary for vendors to prepare/provide their proposals.

218.	Question. What are the benchmarks and primary objectives of each service line: · PR and Communications · Social Media · Paid Media · Email · SEO?

Answer.

PR and Communications – Our primary benchmark is share of voice.

Social Media – We focus on content engagement and followers as primary benchmarks.

Paid Media – Our goal with paid media of any kind is to drive conversions (patient visits and encounters) through the health system and generate a positive ROI. As a result, our primary benchmark would be conversions and leads that result in appointments.

Email – Our goal here is also to see a positive ROI for paid email campaigns. Email campaigns are currently used to nurture the patient's relationship with the health system, drive loyalty, share information, and obtain patient insights. The primary objective outside generating a positive ROI is to provide patients and potential patients with a straightforward way to engage with the health system. We track engagement and conversion rates from email campaigns.

SEO- We have several benchmarks we track in SEO, but our ultimate objective is to manage and meet the expectations of visitors to our website with relevant and timely content. As mentioned, we have several factors or benchmarks we assess under SEO that can be discussed in more detail later in the RFP process.

219.	Question. "Executive branding for various Valleywise Health clinicians and leaders" Are these sub-brands under the Valleywise Health master brand or separate individual brands of clinicians and leaders??

Answer. It would be the latter; we have clinicians and executive leaders for whom we would need to manage branding. Executive branding increases business value through the presence of the executive or clinician.

220.	Question. What does Valleywise's current brand asset library look like? Are there assets (i.e.: images, videos, etc...) that could be leveraged, or do this need to be created? Or will it be a mixture of both? • Do you have design and creative resources in-house?

Answer. Assets exist already and we have in-house creative teams who can produce most assets, not all. We do have a custom image library that we are growing. We are working on creating a custom video (b-roll) library, but we also have access to many paid subscriptions where creative assets can be obtained or leveraged.

221.	Question. Are there current Brand Standards and Guidelines available, and if so, are they current and up-to-date or do you see a shift in how the brand should be communicated verbally and visually?
	Answer. Yes, we do have brand standards and guidelines. We will update our brand standards over the next year to make minor changes, but all documentation is currently up to date. These guidelines have been shared with all staff and we are working to make brand education a core part of our new employee orientation.

222.	Question. Target Audiences – Prospective Patients and secondarily Referring Physicians – what are some of the objections from Referring Physicians to refer patients under your care?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

223.	Question. Who are the key decision-making stakeholders across Product, Marketing, and Technology for this engagement, and what are their roles?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

224.	Question. Which team presently manages hosting and development for you, what is their size/location/make-up, and how (if at all) will they be involved in this engagement or in its transition?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

225.	Question. Which vendors or other third parties would be involved in this engagement, and what are their roles?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

226.	Question. Do you have any requirements around team constellation or location for the selected agency?
	Answer. While we prefer local partners, we would be open to out of state agencies if the partner can execute the work as if they were in Arizona. We are not open to agencies outside of the U.S.

227.	**Question. You mention the desire to identify a project management tool to track work progress. What is your current toolset and process??**
	Answer. No tool is being used currently, but we are interested in exploring ASANA or a similar platform.

228.	**Question. What is your process and cadence for development releases and QA (1) currently and (2) ideally?**
	Answer. For IT assets managed by the Valleywise Health IT Division, the cadence varies by system/application. An example, we are very aligned to Epic's Quarterly Release cycle and have very detailed requirement, testing, and deployment protocols. Depending on the vendor/solution the processes may vary a bit but anticipate very rigorous expectations on SDLC protocols.

229.	**Question. What do a typical issue and release backlog look like in terms of types and severity of issues/changes, and deployment frequency?**
	Answer. The answer depends on the type of system/application. Systems/applications that have direct impact on Patient Safety, Quality, Regulatory, or PHI/PII deliverables garner the highest order or procedures, prioritizations, etc. We utilize ServiceNow as our Incident/New Request and Project Management platforms.

230.	**Question. Outside of your core WordPress websites at valleywisehealth.org and your blog at blog.valleywisehealth.org, which other websites, web-based applications, or platforms/implementations/integrations, services, feeds, ingestions, or databases would need to be maintained, hosted, or planned in the context of this engagement?**
	Answer. No other sites expected to be maintained other than our staging and production environments for the website and the blog. We have a few sub-domains that are not currently being used as well.

231.	**Question. Where and how do you presently host these, and how do they integrate?**
	Answer. Both the website and blog are hosted externally with an external hosting provider.

232.	**Question. Which theme framework(s)—such as Gutenberg, Elementor, Divi, fully custom— and custom plug-ins (if any) do you presently use on your WordPress sites?**
	Answer. Our WordPress deployment is fully custom.

233.	Question. Which, if any, CRM, Email Marketing, or A/B testing platforms do you presently use, and how do they integrate?
	Answer. We currently use Campaign Monitor for internal emails and Marketo for external customer-facing email campaigns. However, we are not tied to any one email marketing solution. We do not have a CRM solution in place.

234.	Question. How do features like Epic/MyChart, Find a Doctor, Location Map, and Book an Appointment presently integrate into the site technically?
	Answer. Epic/MyChart has an API and is also set up as a stand-alone web service. All the others are custom built in WordPress content.

235.	Question. You mention installation and management of associated databases, API integrations, and location listings - what specifically are these, and how do they presently integrate?
	Answer. API integration platforms are web-based software that allow sharing of information between two different platforms. We have a few integrations that will need to be maintained and may require additional integrations in the future.

236.	Question. What are your current change management, review, and approval processes with respect to development and releases?
	Answer. We would like to introduce an agile approach for change management for development and new releases in partnership with our in-house IT team. Currently, all change management and deployments are handled by our AOR.

237.	Question. Which documentation exists for your current platform and technical ecosystem?
	Answer. For systems/applications managed by either the Valleywise Health IT Division or with their vendors, detailed RunBooks are mandatory. These RunBooks contain all relative detailed information regarding the support of the application/system.

238.	Question. Which are your most significant challenges with respect to platform maintenance and evolution?
	Answer. We have no significant challenges with platform maintenance other than the detailed coordination with vendors or other 3rd parties. Evolution or upgrades of platforms or technologies must fit within enterprise-wide priorities and available capital budgets.

239.	Question. What is your current technology platform, process, and team constellation for localization and translation (between English and Spanish)?
	Answer. We have a Language Services team who augments our work with translation services, which is our preferred methodology. No technology-based solution for localization and translation of language services is currently being used.

240.	Question. What are the size, location, and makeup of your internal IT team?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

241.	Question. How do you presently maintain HIPAA compliance for your WordPress sites, does any PHI pass through them in any way?
	Answer. The next iteration of this site needs to ensure it is fully HIPAA compliant. This includes requirements for unique user identification, logging, encryption for data at rest, encryption for data in motion, etc. Further, the hosting vendor and site, needs to ensure standards based on industry norms such as Hitrust certification/compliance for the hosting / site design that we can trace back to HIPAA requirements/ and integrate into the design requirements and of course the HIPAA BAA agreement with the host if applicable

242.	Question. Do you anticipate the need for hosting any other systems beyond WordPress in a HIPAA-compliant manner?
	Answer. Potentially, but the current external site built upon WordPress is the scope of this RFP.

243.	Question. You mention Linux and MySQL/MariaDB administration - beyond that which is required for website/WordPress hosting, what specifically would this be in service of?
	Answer. The supporting elements of the current site contain these DB tools. It is expected that the underlying database tools would require this.

244.	Question. What are your current CI/CD process and toolset?
	Answer. At this time, Valleywise Health does not utilize automated CI/CD tools. The majority of our applications do have multiple environments (DEV/TST/TRN/REL/PRD) etc., but the code/configuration migration is not fully automated.

245.	Question. Does VH conduct any call tracking with a third party (i.e. CallRail) or in-house?
	Answer. No, but we would like to explore call tracking solutions with our AOR in the new year .

246.	Question. Is there an existing marketing dashboard that we need to build from? Or will we be setting up a new dashboard?
	Answer. Our current dashboard is provided by the AOR. We are open to modifying this in collaboration with the AOR.

247.	Question. Do you have a preferred method for reporting on your brand continuity? Examples: focus groups, online reviews (Healthgrades.com, Vitals.com), social listening, and press coverage.
	Answer. We use a variety of tools to monitor brand continuity including Hootsuite, Critical Mention, etc., we do not actively manage profiles found on review platforms such as Healthgrades or Vitals.com.

248.	Question. Is there a planned onboarding and overlap between the current annual marketing plan and the new marketing plan and vendor contract?
	Answer. Yes, we expect that there could be some overlap if the contract is awarded to a new vendor or vendors.

249.	Question. What email marketing platform is currently being used?
	Answer. We currently use Campaign Monitor for internal emails and Marketo for external customer-facing email campaigns. However, we are not tied to any one email marketing solution.

250.	Question. Can you clarify the vendor's responsibility for "all application and security patches needed"?
	Answer. The vendor managing the site/application will need to be responsible for the coordination of all relative application/tool security patching and maintenance. This includes the coordination of the patching and testing relative to the hosting companies platforms, Operating Systems, etc.

251.	Question. Is a CRM integration part of this RFP? If so, can you please elaborate on this requirement?
	Answer. No CRM exists today, but we are open to exploring a new CRM platform to support marketing efforts in the future.

252.	Question. Can you clarify who will own email content creation? AOR, Valleywise, collaboration?
	Answer. We have several email campaign executions. All paid email marketing efforts will be developed in collaboration with Valleywise Health. All customer-facing community emails and internal emails to staff, will be created and distributed by Valleywise Health's team, but this may change periodically based on the organization's needs.

253.	Question. How often are you scrubbing your list for non-active users or unsubscribing users?
	Answer. We just started introducing data hygiene best practices to our email management campaigns. However, we scrub our lists routinely for opt-outs.

254.	Question. What are your current email marketing efforts?
	Answer. We have several email marketing campaigns to a variety of target audiences, both internal and external. Most of our emails are one off deployments, but we would like to move to email marketing that leverages personalization and advanced segmentation tools.

255.	Question. Are you utilizing web forms/pop-ups with your current EMP?
	Answer. Yes, we use web-based forms, no pop-ups.

256.	Question. What is your current workflow process for content from inception to publication?
	Answer. It depends on the media channel, final output and purpose of the content being developed. We first determine scope with appropriate stakeholders, establish a project plan or timeline and develop a plan around messaging, audience, etc., including publication and execution by media channel.

257.	Question. What tools have you used to manage your social media platforms?
	Answer. We use Hootsuite for social media platform management.

258.	Question. Is there a robust community management system for social media that informs content strategy?
	Answer. No, we do not at this time.

259.	Question. How often do you publish new content to your profile pages?
	Answer. Updated content is published on profile pages as services and providers' change. We also make routine optimization efforts on our website and for that reason, profile pages may have content introduced or removed.

260.	Question. Please describe your current PR and communications to date.
	Answer. We have a robust PR program and interact with the media on a weekly, if not daily, basis. This includes news releases, virtual and in-person news conferences and active engagement with local and national media outlets. We are very proactive when it comes to PR.

261.	Question. What is the current escalation plan for crisis management?
	Answer. This information will not be offered at this stage of the solicitation but may be offered during any shortlisted vendor stage.

262.	Question. What is the current process for PR? Are releases drafted by Valleywise and an agency used to push them to the relevant newsrooms or is the whole process managed by an agency?
	Answer. Both. Most news releases are produced in house, but the agency also produces news releases and pitches them to the media. We work collaboratively and cooperatively with the agency to maximize exposure.

263.	Question. On average, how many releases are published per month? Are these in English and Spanish?
	Answer. Three to four per month, in English and Spanish.

264.	Question. What are your current KPIs for PR and related brand awareness objectives?
	Answer. Our KPI for PR is share of voice among top health organizations in Arizona.

265.	**Question. What is the current perception of the safety net health system, Level I trauma center and teaching hospital, Arizona Burn Center, psychiatric services, refugee services, and community health centers?**
	Answer. Our Arizona Burn Center is amongst the best in the nation, and we are the sole provider of inpatient court ordered behavioral health services in Maricopa County. We've had a historically strong reputation amongst the first responder and law enforcement communities. Additionally, due to our excellent community partnerships, our health centers are able to serve the most vulnerable patients in the County. Additional and specific information can be shared at the interview stage with shortlisted vendors.