



4343 N. Scottsdale Road
Suite 150
Scottsdale, AZ 85251

O: 602-957-8881
W: hmapr.com



June 2, 2026

Tiffanie Blanco, Purchasing Manager
Arizona Health Care Cost Containment System (AHCCCS)
procurement@azahcccs.gov
RE: Task Order YH26-0082 – H.R. 1 Community Engagement & Medicaid Work Requirements Communications

HMA Public Relations is pleased to submit this response to **AHCCCS Task Order YH26-0082 for H.R. 1 Community Engagement & Medicaid Work Requirements Communications**. Our team has extensive experience supporting statewide public awareness campaigns, public affairs initiatives, healthcare communications, and stakeholder engagement efforts for Arizona state agencies, healthcare organizations, and Medicaid-funded programs.

As a current State of Arizona marketing contractor, HMA has provided communications and public affairs support to AHCCCS initiatives, including most recently leading Task Order YH24-0102. That experience gives our team a working understanding of AHCCCS's approval processes, internal review cycles, and stakeholder landscape; knowledge we will put to immediate use on this engagement.

We recognize that the implementation of H.R. 1 community engagement requirements presents unique communications challenges; our proposed approach prioritizes clarity, accessibility, stakeholder trust, and timely action while ensuring all communications align with CMS guidance and AHCCCS approval processes.

HMA proposes a phased approach that includes stakeholder engagement, strategic message development, multi-channel campaign implementation, and ongoing optimization supported by performance analytics and rapid-response communications. Our methodology is intentionally flexible to accommodate evolving federal guidance and AHCCCS priorities. Having previously supported AHCCCS communications initiatives, our team is familiar with the agency's internal review cycles, approval workflows, and multi-stakeholder coordination requirements. We have built these timelines into our project plan from the outset, ensuring that deliverables are sequenced to accommodate review periods without compromising campaign launch milestones.

We appreciate the opportunity to submit this response and look forward to once again partnering with AHCCCS on this important statewide initiative.

Sincerely,

A handwritten signature in cursive script that reads 'Abbie S. Fink'.

Abbie S. Fink
President

cc: KC Crabtree, Senior Consultant



4343 N. Scottsdale Road
Suite 150
Scottsdale, AZ 85251

O: 602-957-8881
W: hmapr.com



Company Experience & Qualifications

Relevant Experience

HMA Public Relations has more than four decades of experience providing public relations, strategic communications, stakeholder engagement, and issues management services throughout Arizona. Our agency has extensive experience developing statewide public education campaigns for government agencies, healthcare organizations, nonprofit entities, and community-based organizations.

HMA currently serves on the State of Arizona statewide marketing contract and has previously provided communications and public affairs support to AHCCCS initiatives, as well as Medicaid-funded programs through Mercy Care. This experience provides HMA with a strong understanding of:

- Medicaid member communication requirements
- Healthcare literacy and culturally responsive messaging
- Community outreach and stakeholder engagement
- Public sector communications processes
- Crisis and issues management
- Multi-language communications strategies
- CMS-related communications review requirements
- Public awareness and action-oriented campaigns

Our healthcare communications experience includes campaigns focused on enrollment awareness, public health education, behavioral health, provider engagement, health equity, and member outreach.

Understanding of the Project

The HMA team understands that the successful implementation of H.R. 1 communications requires more than simply informing stakeholders of policy changes. The communications strategy must:

- Reduce confusion and misinformation
- Prevent avoidable disenrollment
- Encourage timely member action
- Support providers and community partners with accurate information
- Ensure messaging is accessible, culturally responsive, and understandable
- Build public confidence and trust in the process
- Provide flexibility as federal guidance evolves

Our proposed approach is designed to support these objectives while creating scalable and reusable communications tools for AHCCCS.

Key Personnel

The HMA team for this effort has extensive experience in healthcare communications, public affairs, media relations, social media strategy, stakeholder engagement, creative services, and project management.

HMA will also coordinate with qualified subcontractors and translation partners, as needed, to support language access requirements and production scalability.

Leading the team will be Abbie S. Fink, president and KC Crabtree, senior consultant.

Abbie S. Fink is president of HMA Public Relations. She has been with the firm since 1993, most recently serving as vice president/general manager. Her varied marketing communications background includes skills in media relations, digital communications/social media strategies, advertising strategies, collateral development, special event management, community relations, issues management and marketing promotions for both the private and public sectors, including such industries as healthcare, financial services, professional services, education, economic development and real estate, government affairs and tribal affairs, as well as not-for-profit organizations.



She is the host of [Copper State of Mind](#) and [PRGNPresents](#) for executives and directors of marketing and communications who want to increase the effectiveness of their public relations and marketing campaigns.

Fink is often called upon to present to a wide variety of business and civic organizations on such topics as media relations, social media and digital communications strategies, issues/crisis communications and special events management.

Under her leadership, the agency was awarded the Silver Anvil Award of Excellence for Boutique Agency of the Year from the Public Relations Society of America in 2025 and was inducted as a member of the Class of 2025 and 2026 Arizona State University Sun Devil 100.

She currently serves as board chair for Valley Youth Theatre, is the marketing committee co-chair at Congregation Beth Israel and is a member of the Common Sense Media Advisory Council. She is a member of the 2025-26 cohort for the Arizona State University Leadership Institute.

She is a past president of the Phoenix Chapter of the Public Relations Society of America, is a member and past board chair of the Public Relations Society of America's Counselors Academy and is a past chair of the PRSA Western District. She has received awards from the PRSA, including the national Patrick Jackson Award for Distinguished Service to PRSA and the Phoenix chapter's highest honor, the Percy Award, for her commitment to the industry. In addition, she has been honored by the Arizona Festivals and Events Association, International Association of Business Communicators and the City of Phoenix Mayor's Commission on Disability Affairs for her work in media relations, issues management and special event management.

In 2022, she was named as an honoree in "A Decade of 48 Women." She was named one of Az Business' Most Influential Women in Arizona in 2024. She is listed in the 2026 inaugural issue of 50 Women to Know in Arizona and was recently named a 2026 Top Woman Agency Leader by Ragan Communications. She is 2026 Scottsdale History Hall of Fame inductee and has been named a 2026 Most Admired Leader by the Phoenix Business Journal.

Fink has both a master's degree in mass communications and a Bachelor of Arts degree in journalism/public relations from the Walter Cronkite School of Journalism and Telecommunication at Arizona State University. She resides in Scottsdale.



Karen “KC” Crabtree, APR, Fellow PRSA, is a senior consultant with HMA Public Relations, where she implements strategies for managing information, shaping internal and external perceptions, leading issues management and advocating for organizations. She has more than 20 years of experience guiding nonprofit organizations, technology start-ups and Fortune 100 aerospace and defense companies to define meaningful communications strategies. She most recently led the AHCCCS Task Order YH24-0102.

Her training and early work as a journalist means she brings a storytelling and relationship-driven approach. She has extensive experience partnering with teams and clients in a way that fosters creativity.

Crabtree served on the Public Relations Society of America’s National Board of Directors in 2022-2023, and as a trustee with the PRSA Foundation. She previously served as the 2021 PRSA Puget Sound Chapter Programs Committee Chair and received the 2021 President’s Award for Volunteerism. She has degrees in English literature and journalism from Seattle Pacific University and certificates in Public Affairs from PRSA and Global Leadership from Thunderbird School of Global Management at Arizona State University. She resides in Phoenix.

Related Experience

Please visit our [client newsroom](#) for news release examples and our [YouTube](#) channel for story placements.

HMA’s healthcare related experience includes (current clients are highlighted):

| | |
|--|--|
| Ahwatukee Foothills Medical Center | Arthritis Foundation |
| Alzheimer’s Association of Arizona | Benefits Planning Administration |
| Ancillary Care Solutions | BriteSmile |
| Arizona Association of Providers for People with Disabilities | Carrington College |
| Arizona Breast Cancer Specialists | Chandler Regional Hospital |
| Arizona Bridge to Independent Living/Ability360 | Cigna HealthCare of Arizona |
| Arizona Center for Cancer Care | Cigna Medical Group |
| Arizona Chiropractic Association | Community Health Charities of Arizona |
| Arizona Commission for the Deaf and the Hard of Hearing | Connie Health |
| Arizona Department of Health Services | Delta Dental of Arizona/Delta Dental Foundation |
| Arizona Health Care Cost Containment System | Drugs Don’t Work in Arizona |
| Arizona In-Home Care Association | Geriatric Services of America |
| Arizona Institute for Breast Health | Governor’s Council on Developmental Disabilities |
| Arizona Nutrition Network | Healthcare Supply Network |
| Arizona Public Health Association | Healthtalk Interactive |
| Arizona Radiation Oncology Specialists | Humana |
| Arizona State University - College of Integrative Sciences and Arts | Independent Mobility Systems |
| Arthritis Center, LTD | Jewish Family & Children’s Service |
| | Jackson GI/Prebiotin |
| | Maynard Chiropractic |
| | Mercy Care |

NAPNAP - National Association of Pediatric
Nurse Practitioners
North Valley Neurology
One Point Patient Care
Partnership for a Drug-Free America
Phoenix Memorial Hospital

Sanford Brown
SmithKline Beecham Pharmaceuticals
Southwest Behavioral Health & Services
The World Egg and Sperm Bank
Westside Coalition for Substance Abuse

Methodology & Proposed Approach

Strategic Communications Philosophy

HMA recommends a phased, audience-centered communications strategy grounded in stakeholder feedback, behavioral communications principles, and plain-language best practices.

Our approach is designed to ensure:

- Early awareness and understanding
- Repeated action-oriented reminders
- Trusted community-based amplification
- Consistent messaging across all channels
- Rapid adaptation to evolving federal guidance
- Strong coordination between AHCCCS, providers, health plans, and community organizations

The campaign framework will focus on three primary communication pillars:

1. Awareness

Building broad awareness of the upcoming changes before implementation.

2. Understanding

Helping members and stakeholders understand who is impacted, what actions are required, and where to obtain assistance.

3. Action

Driving timely compliance actions, including reporting, renewals, and contact information updates.

Should federal guidance evolve during implementation, a realistic possibility given the ongoing nature of H.R. 1 rulemaking, HMA is structured to respond rapidly, with message revision, stakeholder notification, and channel updates initiated within 48 hours of confirmed guidance changes.

Phase 1 – Stakeholder Input & Insight Development

Objectives

The objective of Phase 1 is to ensure all communications materials and campaign strategies reflect the real-world experiences, concerns, and preferences of impacted audiences.

Proposed Activities

Stakeholder Input Plan and Insight Development

HMA will develop a comprehensive Stakeholder Input Plan for AHCCCS review and approval that includes:

- Stakeholder categories
- Engagement methods
- Proposed timelines
- Discussion guides and facilitation tools
- Accessibility accommodations
- Language access considerations
- Reporting methodology

Stakeholder Engagement Strategy

HMA recommends engaging the following audiences:

- AHCCCS members and caregivers
- Medicaid providers
- Managed Care Organizations
- Community-based organizations
- Workforce development agencies
- Advocacy organizations
- Internal AHCCCS teams
- Call center and customer support representatives
- Tribal communities: HMA brings direct and longstanding experience working with Arizona's tribal nations, serving as agency of record for several tribal communities across the state. This relationship-based experience informs how we approach tribal outreach; not as a translation exercise, but as a distinct communications discipline requiring sovereign awareness, community trust, established relationships, and culturally grounded engagement. HMA will work closely with AHCCCS and tribal liaisons to ensure communications reaching tribal members reflect that understanding.

Engagement Methods

HMA recommends a combination of:

- Virtual listening sessions
- Focus groups
- Stakeholder interviews
- Community roundtables
- Online surveys
- Webinar-based feedback sessions
- Facilitated provider discussions

These methods will ensure broad geographic representation and accessibility.

Deliverables

Deliverable 1: Stakeholder Input Plan

A detailed engagement strategy document for AHCCCS approval.

Deliverable 2: Stakeholder Engagement Summary

Documentation of outreach activities, participation, and methodologies.

Deliverable 3: Insights Summary Report

A report identifying recurring themes, barriers, concerns, misinformation risks, and communication opportunities.

Deliverable 4: Recommendations Report

Actionable recommendations for messaging, outreach, and campaign implementation.

Phase 2 – Planning & Message Development

Communications Framework

Following stakeholder engagement, HMA will develop a strategic communications framework that establishes:

- Audience segmentation
- Key messaging architecture
- Communication objectives by audience
- Tone and language standards
- Message cadence recommendations
- Escalation communications strategy
- Channel prioritization

Message Development

HMA will create a comprehensive plain-language message library covering:

Community Engagement Requirements

- What the requirement is
- Who must comply
- Qualifying activities
- Exemptions and exceptions
- Reporting requirements
- Deadlines and timelines

Six-Month Renewals

- Who is impacted
- Required member actions
- Renewal timelines
- Consequences of non-response

Address Verification & Updates

- Importance of maintaining current contact information
- How to update address information
- Available support resources

Message Variants

HMA will develop message variations tailored for:

- Awareness campaigns
- Pre-implementation education
- Active compliance periods
- Deadline reminders
- Escalation notifications
- Renewal and redetermination communications

Audience-Specific Messaging

Medicaid Members

Member communications will prioritize:

- Plain language
- Clear calls to action
- Mobile-friendly content
- Visual simplification
- Multi-language accessibility
- Trust-building messaging

Providers & Community Partners

Provider and partner communications will focus on:

- Operational guidance
- Referral pathways
- Member support responsibilities
- Talking points and FAQs
- Front-line staff readiness
- Internal Communications & Staff Alignment - Effective public communications begin with internal alignment. Before any member-facing materials are released, AHCCCS front-line staff – including eligibility workers, call center agents, case managers, and member navigators – must be equipped with consistent, accurate, and accessible information about H.R. 1 community engagement requirements.

HMA will develop a dedicated internal communications workstream that runs parallel to external campaign development and includes:

- Staff Awareness & Readiness
- Internal briefing documents summarizing policy changes in plain language
- Timeline of upcoming communications activities so staff anticipate member questions
- Clear escalation pathways for complex or sensitive member inquiries
- Front-Line Support Tools
- Talking points aligned with public-facing messaging
- Frequently asked questions (FAQs) with approved responses
- Quick-reference guides for call center and eligibility staff
- Script guidance for common member scenarios
- Leadership & Supervisory Alignment
- Executive briefing materials for AHCCCS leadership prior to public launch
- Supervisor guides to support consistent staff communication
- Coordination with AHCCCS communications and policy teams to ensure messaging approval is integrated into the internal distribution process
- Timing: Internal communications materials will be developed and distributed in advance of public campaign activation. This ensures that when members respond to outreach – by calling, visiting an office, or seeking assistance through a community partner – staff are prepared to reinforce campaign messaging rather than contradict or undermine it.

Recommended Communication Channels

HMA recommends a multi-channel integrated campaign utilizing:

- AHCCCS website and landing pages
- Member portals
- Email campaigns
- SMS/text messaging
- Social media platforms
- Print collateral
- Provider bulletins
- Community partner toolkits
- Earned media outreach
- Webinar briefings
- Community outreach events
- Radio and digital advertising, if approved

Creative Concept Development

HMA will develop campaign creative concepts that are:

- Clear and reassuring
- Action-oriented
- Accessible and ADA compliant
- Mobile optimized
- Available in English and Spanish
- Flexible for future adaptation

Proposed Creative Deliverables

- | | |
|---|--|
| <ul style="list-style-type: none"> • Social media graphics • Web banners • Infographics • Flyers and posters • FAQ documents • Toolkits | <ul style="list-style-type: none"> • Email templates • Presentation materials • Short-form videos • Animated explainers • Branded templates |
|---|--|

Social Media Campaign Strategy

HMA recommends a segmented social media strategy that includes:

- Educational content series
- Myth vs. fact content
- Reminder campaigns
- Short-form informational videos
- Provider and partner amplification toolkits
- Community engagement opportunities

The campaign will include platform-specific recommendations for Facebook, X/Twitter, LinkedIn, YouTube, and emerging digital opportunities.

Phase 3 – Publication, Implementation & Compliance

Campaign Rollout Strategy

HMA understands the requirement to advance this effort by September 1, 2026 and will endeavor to ensure the deadline is met. HMA has built AHCCCS review and approval cycles into the project timeline from the outset, with materials sequenced to allow for internal and CMS review – if applicable – without jeopardizing the September 1 launch.

As such, we propose a phased implementation strategy beginning with awareness and education activities prior to September 1, 2026.

The rollout will include:

- Sequenced communications releases
- Channel-specific scheduling
- Escalation reminders tied to deadlines
- Ongoing stakeholder coordination
- CMS and AHCCCS review integration

Publication Management

HMA will coordinate:

- Publication calendars
- Approval workflows
- Version tracking
- Deployment logs
- Accessibility validation
- Multi-channel distribution

Implementation Support

The HMA team will manage:

- Website updates
- Social media publishing
- Email distribution
- Toolkit dissemination
- Provider communications
- Earned media outreach
- Coordination with AHCCCS internal teams

Compliance & Documentation

HMA will maintain detailed documentation supporting:

- Audit readiness
- Publication tracking
- CMS review support

- Accessibility compliance
- Version control
- Change management logs

Phase 4 – Monitoring & Optimization

Performance Monitoring Framework

HMA will establish a campaign performance dashboard tracking key performance indicators including:

- Audience reach
- Website traffic
- Social engagement
- Email open and click-through rates
- Member inquiries
- Sentiment analysis
- Provider participation
- Media coverage

Real-Time Monitoring

HMA will monitor:

- Media coverage
- Social conversations
- Public misinformation trends
- Stakeholder concerns
- Community feedback
- Engagement trends

Optimization Strategy

HMA will provide ongoing recommendations regarding:

- Messaging adjustments
- Audience targeting
- Communication frequency
- Creative performance
- Channel prioritization
- Emerging communication risks

A/B Testing

The campaign may include structured testing of:

- Subject lines
- Calls to action
- Visual design approaches
- Content formats
- Messaging tone

Results will be used to optimize campaign performance throughout implementation.

Proposed Timeline

The following proposed timeline aligns with the September 1 deadline. Specific items may shift based on approvals and availability of stakeholders.

June 2026

Project Initiation & Stakeholder Input

- Project kickoff meetings
- Finalize work plan and approvals process
- Develop Stakeholder Input Plan

- Conduct stakeholder interviews and listening sessions
- Complete insights analysis
- Submit recommendations report

June–July 2026

Message Development & Campaign Planning

- Develop communications framework
- Create message library
- Develop creative concepts
- Draft provider and partner toolkits
- Develop website content and FAQs
- Build publication calendar
- Develop social media strategy

July–August 2026

Creative Production & CMS Review

- Finalize creative assets
- Produce videos and graphics
- Complete translations
- Finalize implementation schedules
- Submit materials for AHCCCS and CMS review
- Prepare deployment systems

September 1, 2026

Public Launch

- Launch public awareness campaign
- Activate digital communications
- Launch provider and partner outreach
- Begin earned media efforts
- Implement reminder messaging

September 2026 and Ongoing

Monitoring & Optimization

- Monthly reporting
- KPI monitoring
- Message refinements
- Ongoing stakeholder support
- Campaign optimization
- Escalation messaging

Pricing Proposal

Proposed Budget Allocation

HMA recommends the following allocation of the currently obligated \$750,000 budget.

| Phase / Deliverable | Estimated Budget |
|--|------------------|
| Phase 1 – Stakeholder Input & Research | \$170,000 |
| Phase 2 – Planning & Message Development | \$250,000 |
| Phase 3 – Publication & Implementation | \$230,000 |
| Phase 4 – Monitoring & Optimization | \$100,000 |
| Total | \$750,000 |

Invoice Schedule Recommendation

HMA recommends monthly invoicing aligned with project milestones and deliverable completion.

Suggested invoicing structure:

- Monthly retainer for project management and strategic services
- Milestone-based billing for major deliverables
- Pass-through costs for approved media and production expenses
- Separate tracking for translation and accessibility services

Reporting & Communication Structure

HMA recommends the following project governance structure:

Weekly Coordination Meetings

- Project status updates
- Deliverable review
- Risk identification
- CMS guidance updates
- Approval coordination

Monthly Reporting

Reports will include:

- Completed activities
- Upcoming deliverables
- Campaign performance metrics
- Stakeholder feedback trends
- Risks and mitigation recommendations
- Optimization recommendations

Executive Briefings

HMA will provide executive-level summaries for AHCCCS leadership as requested.

Conclusion

HMA Public Relations is uniquely positioned to support AHCCCS in the successful implementation of H.R. 1 community engagement and Medicaid work requirement communications. As a current State of Arizona marketing contractor with direct prior experience supporting AHCCCS – most recently leading Task Order YH24-0102 – we bring not only strategic communications expertise but institutional knowledge of AHCCCS's approval processes, review cycles, and stakeholder landscape that no new vendor can replicate.

We understand what is at stake. For Arizona's Medicaid members, unclear or mistimed communications can mean avoidable coverage loss. For AHCCCS, a poorly coordinated rollout creates operational burden, member confusion, and reputational risk. Our approach – grounded in early stakeholder insight, internal staff alignment, plain-language messaging, and a timeline built around AHCCCS's actual review processes – is designed to minimize these risks while meeting the September 1, 2026 deadline.

We are not learning this work. We are ready to lead it.


We appreciate the opportunity to submit this proposal and look forward to once again partnering with AHCCCS on this initiative.

**TASK ORDER SOLICITATION
AMENDMENT #1**

| | | |
|--|---|---|
| <p>YH26-0082 YH26-0082 H.R. 1 Community Engagement & Medicaid Work Requirements Communications</p> | <p>Task Order due date: Tuesday, June 2, 2026, 3:00 P.M. Arizona Time</p> | <p>Procurement Officer: Tiffanie Blanco Email: procurement@azahcccs.gov</p> |
|--|---|---|

A signed copy of this amendment must be submitted with your Task Order solicitation response.

This Task Order Solicitation is amending the task order due date from Thursday, May 28, 2026, 3:00 P.M. Arizona Time to Tuesday, June 2, 2026, 3:00 P.M. Arizona Time.

| Paragraph # or Title | Page # | Amendment |
|--|--------|--|
| Proposal Due Date Change | 1 | Task order due date has been changed from May 28, 2026, 3:00 P.M. Arizona Time to Tuesday, June 2, 2026, 3:00 P.M. Arizona Time. |
| OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT. | | THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ. |
| SIGNATURE OF AUTHORIZED INDIVIDUAL:  | | SIGNATURE: SIGNATURE ON FILE |
| TYPED NAME: Abbie S. Fink | | TYPED NAME: Meggan LaPorte, CPPO, MSW |
| TITLE: President | | TITLE: Chief Procurement Officer |
| DATE: 5/19/26 | | DATE: 5/14/2026 |