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Date: July 5, 2016
To: Joint Labor Management Benefits Committee
From: Staff
Subject: Benefits Program Rebranding and Communications Strategy

RECOMMENDATION:
That the Joint Labor-Management Benefits Committee approve the proposed Benefits Program Rebranding and Communications Strategy for Plan Year 2017.

DISCUSSION:
Beginning January 1, 2016, the Personnel Department and JLMBC began a new consulting relationship with Segal Consulting for communications consulting services. Segal Communications was immediately tasked by Employee Benefits staff with providing assistance in two key areas:

- Communications Audit – Conducting a communications audit of existing Flex Benefits communication materials.
- Flex/Wellness Integration and Communications Rebranding – Assisting Benefits staff in creating a proposal for a rebranding of the benefits program which would integrate and assure consistency between the existing Civilian Benefits and developing Wellness programs.

Staff will first address the findings of Segal’s communications audit. Following that will be recommendations with respect to communications initiatives proposed for Plan Year 2017.

A. Communications Audit

Segal reviewed over twenty-five separate communication documents utilized in the Flex Benefits program, including the Open Enrollment guide, website, and a variety of forms and letters. Segal noted a number of positive elements of existing communication documents. However, Segal also observed a number of areas that the Flex Program could improve its communications effectiveness:

1. Flex Program Open Enrollment & New Hire Guides – Segal noted that these materials were dense and resembled more of what is traditionally distributed as a Summary Plan Document. Segal suggested breaking the content into more readily accessible “chapters” to help members find the information they need.
when they need it. Segal also noticed inconsistencies in titling of the materials at different access points.

(2) **Flex Website** – For the [www.Myflexla.com](http://www.Myflexla.com) website, which is a landing page for the Mercer TPA portal which members use to make benefit changes, Segal noted an over-reliance on PDF documents and suggested moving the PDF content onto web pages as well as shifting to a more employee responsive web design to make the site user-friendly for those accessing the content on mobile devices. Segal suggested moving to a new website as part of updating the look and feel of the content.

(3) **Letters, Forms and Other Materials** – Segal noted a number of areas in which the materials can be updated and made more consistent, professional, and user-friendly.

These and other findings from Segal are being incorporated into staff’s efforts to improve program communications.

### B. Flex/Wellness Integration and Rebranding

As the JLMBC is aware, the vision for the developing Wellness program is to establish it as a fully integrated program-wide resource, rather than as compartmentalized silo resources offered by the City’s health plans. Given this, staff and the City’s consultants believe that ideally communication of the Wellness and Flex benefits programs would be integrated in a fully cohesive manner. This would empower Flex Program members to see the relationships between their benefit elections and overall health and wellbeing, and to begin the process of raising the prominence of Wellness resources as vital components of the City’s benefits package.

In addition, the changes being made to the providers and benefit design for 2017 provide an additional and unique opportunity to re-engage the membership regarding their benefit opportunities. A wholly rebranded communications theme and messaging would promote engagement by asking members to take a fresh look at the program and the services available to them.

The “Flex” branding dates back to the origins of the current benefits program in 1998, which incorporated new benefit services and options for the membership. “Flex” at that time was meant to represent “choice.” The point of this branding was to emphasize what represented, then, an expanded suite of choices available to members. The implied underlying messaging was that members should approach their benefits from the point-of-view of customizing options to meet the member’s unique needs.

This is certainly an important and valuable concept. Looking forward, however, staff believes that it is time to create a new emphasis around “wellness” with a shift towards encouraging employees to think about their benefits as providing opportunities to create their present and future health and well-being. Although a subtle shift in emphasis, staff believes it is important as part of engaging employees at a deeper and more consequential level.
Given this, staff is proposing rebranding the City’s benefits program from “Flex” to “LA Well.” The new proposed logo is indicated right.

“LA Well” as a brand has grown out of combined efforts involving several resources, including work done by Coro Fellow Ross Green in developing core messaging and branding concepts for the Wellness program, Segal Consultants in developing branding concepts, and member feedback. As part of its development process, staff assembled a focus group consisting of a broad cross-section of the City’s workforce. The focus group initially provided input on a menu of design options. Focus group feedback helped to distill those concepts to a single approach, and also helped to refine and improve upon the initial version of that approach.

As part of this work and focus group feedback, it was determined that employees may benefit from a modular approach to the “LA Well” concept that would provide opportunities to brand and bring under one umbrella other benefit programs offered by the City. Doing so engages employees about their benefits in the way they intuitively think of their benefit options (as a collective offered by the City as an employer), rather than how they are presently communicated, which is as program silos driven by their administrative/membership structures.

Initially, those programs are proposed to include:

- Civilian Benefits Program
- Wellness Program
- Deferred Compensation Plan
- Commute Options Program

Following, at a high level, are the design entry points for Open Enrollment/New hire enrollment materials, landing page websites, and other communications:

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1 The focus group included employee representation from MOUs 01, 02, 03, 08, 12, 15, 20, 61; an almost even divide between male and female; a range of ages between 25-61; and a range of years of service between 1-33.
Once these modules are established, future opportunities may exist for incorporating other benefit information (e.g. regarding vacation/sick and other types of leaves, work related injuries, etc.) into this more centralized communications resource. Initially, however, the focus will be on those programs administered by the Employee Benefits Division.

With the concurrence of the JLMBC, staff will proceed with implementing this rebranding for the 2017 Open Enrollment communication materials. In addition to the Open Enrollment guide, the primary “jumping off” point will be the two web landing pages that are offered as internal and external informational resources for learning about the benefits offered to Civilian employees by the City of Los Angeles: (1) www.myflexla.com, which provides general information about the Flex program, will be renamed www.keepingLAWell.com; and (2) the Personnel Department’s Employee Benefits Division “landing page,” which provides information about not only the Flex program but the Division’s other benefit programs as well, will be redesigned to incorporate the new look and feel. The Mercer TPA Web Portal, which is the site used for employees to process their benefit elections, will also have some minor cosmetic updates.

Design samples for the rebranding are included within Attachment A.

C. Open Enrollment Communications Plan

Staff is working with Segal to develop a special communication piece to the membership explaining and highlighting the most significant changes included in the 2017 Civilian Benefits Program:

- Introduction of new branding to “LA Well”
- Replacement of Blue Shield with Anthem
- Introduction of new “Vivity” regional network option for residents of L.A. and Orange counties
- Introduction of new stand-alone Vision Plan
- Explanation of dental insurance benefit level enhancements
- Introduction of new Member Advocacy resources from the City’s health/dental providers

This communication, targeted for release in early to mid-September, will be a crucial introduction to what is changing for 2017. The general framework within which these changes will be presented is, “You spoke, we listened.” Its focus will be on describing how the member feedback provided through focus groups and surveys has informed
and will continue to inform the ongoing evolution of the program to be more responsive to member needs. It will also provide an early introduction to the shifting emphasis towards wellness, health and quality of life. The proposed communication will be presented to the JLMBC at either its August or September meetings.

Staff recommends that the JLMBC approve the proposed Benefits Program Rebranding and Communications Strategy for Plan Year 2017.

Submitted by: __________________________

Steven Montagna
KEEPING LAwell
City of Los Angeles Employee Benefits

CHOOSEwell
Health, Dental, Vision, Life, Disability, EAP, Tax-Savings Accounts

LIVEwell
Wellness Program

SAVEwell
Deferred Compensation Plan

COMMUTEwell
Ridesharing & Parking Benefits
KEEPING LAwell
City of Los Angeles Employee Benefits

LIVEwell Wellness Program

CHALLENGE YOURSELF
Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem lovem et adulterantem. et utique non posset

Run With It

GO FOR IT, TAKE THE Nutrition Quiz
ARE THESE BETTER EATEN IN THE
> AM, OR
> PM?

ARE YOU A WELLNESS CHAMPION?
Qanseunt qui lignum Qanseunt qui lignum

AN OVERVIEW OF YOUR WELLNESS PROGRAM
> Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem lovem et adulterantem. et utique non posset Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem lovem et adulterantem. et utique non posset
> Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem lovem et
Wellness Fair!

WHERE
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WHEN
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WHO
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WHY
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Summer 2016 Newsletter

KEEPING LAwell
City of Los Angeles Employee Benefits

AS YOUR LIFE CHANGES...
SO DO YOUR BENEFITS...

Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem Iovem et adulterantem. et utique non posset haec duo, sed actum est Qanseunt qui lignum conscenderint. nonne ego in te legi et tonantem Iovem et.

CONTENTS:

CHOOSEwell  PG 1:
It’s Time to Benefit!
Open Enrollment Begins Next Month

LIVEwell  PG 2:
Is Your Pedometer Accurately Reflecting Your Daily Steps?

SAVEwell  PG 3:
How Much Will You Need at Retirement?

COMMUTEwell  PG 4:
Improve Your Commute
CHOOSEwell
Your 2017 Open Enrollment Guide

KEEPING LAwell
City of Los Angeles Employee Benefits

> HEALTH > DENTAL
> VISION > LIFE
> DISABILITY > EAP
> TAX-SAVINGS ACCOUNTS
SAVEwell

Your Deferred Compensation Plan

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City of Los Angeles Employee Benefits
Coming Soon!
National Retirement Security Week!

October 2016
Coming Soon! National Retirement Security Week!
October 2016
COMMUTEmwell
Ride Better Together