

2000 - 2001

Office of the Mayor
Rudolph W. Giuliani

Deputy Mayors

JOSH FILLER
JOSEPH LHOTA

HEALTH STAT

0067

Folder

02/05/2/003

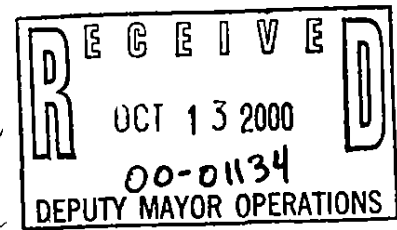
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file: Health *STAT
 C. COVINO
 LAPADULA



TO: Mayor Rudolph W. Giuliani

FROM: Anne Heller
 Executive Director
 Office of Health Insurance Access

DATE: October 13, 2000

RE: Bi-Weekly Report 10/02/00-10/13/00

Agency Activity

- The weeks of October 2nd and 9th were the first two weeks for agencies to submit results under the new agency targets. Citywide, for the week of October 9th DOE, DOC and the NYPD all met their targets. The DOH school-based health clinics, the BOE and HPD, while short of their targets made significant improvements in their outreach efforts and number of weekly referrals. Most agencies have stepped up their activities significantly, expanding HealthStat agencywide. Attached is a copy of the most recent results.
- HealthStat is expanding the sites where referrals are being sent to include 17 HHC hospitals and outpatient clinics. This will ease the burden of increased referrals to the traditional facilitated enrollment sites. Private hospital sites will be added in the future.
- In addition to higher targets, agencies are being evaluated on the "quality" of their referrals. They are being asked to retrain their staff and aggressively review referral forms that are submitted to ensure that families being referred in fact need health insurance and that the forms include the information needed for follow-up.
- The HealthStat enrollment van is scheduled for most of the month of October. Some of the more interesting venues the van will be stationed at are Yankee Stadium, Shea Stadium, the Central Park Halloween Party, and the 125th Business Improvement District.

Inter-governmental

- The Public Advocate's Office and the Mayor's Office of Health Insurance Access are holding a joint training session for community-based and non-profit organizations in Brownsville, Brooklyn on October 24th. A joint letter was sent to 500 nonprofits inviting them to attend.

Facilitated Enrollment Organizations

- MOHIA has been working closely with the lead enrollment organizations on solidifying our partnership. Next steps are to evaluate results of their work starting with looking at number of referral forms processed. The feedback concerning the large number of referrals HealthStat is producing was positive although concerns were expressed about the number of families referred who already have health insurance. Now that the MOHIA regional managers are on staff, they will be meeting with the lead agencies separately to coordinate outreach and enrollment efforts and to set expectations on what is expected of the lead agencies.

cc: Joseph J. Lhota
 Anthony P. Coles
 Robert M. Harding
 Rudy Washington
 Anthony V. Carbonetti
 Dennison Young, Jr.
 Michael T. Carpinello

Health STAR						
Agency	Week 1 7/21-7/26	Week 2 7/27-8/1	Week 3 8/2-8/7	Week 4 8/8-8/13	Week 5 8/14-8/19	Job Title
DOC	135	146	101	94	119	103
NYPD	142	10	42	24	39	33
NYCHA	248	332	442	634	520	314
DOE	0	132	0	148	47	0
BOE	26	10	7	7	9	1
DOH-SB	153	378	227	16	0	41
DOH-Other	4	53	12	7	14	21
DHS	0	0	0	13	0	0
ACS	17	10	7	13	88	0
Parks	0	64	117	24	0	0
DYCD	4	0	7	3	5	4
HPD	0	0	0	0	0	0
FDNY	10	3	4	43	12	0
1199/SEIU & CNYHA	133	411	460	356	1560	9
TOTAL	739	1198	844	1486	1827	
MHC						
Workforce Development						
Contractors	174	93	18	8	0	140
Apprentices Initiated	139	143	132	146	116	313
Apprentices Completed	118	194	129	137	136	386
HEA						
"No one" project	N/A	4142	3,109	3,518	677	3883

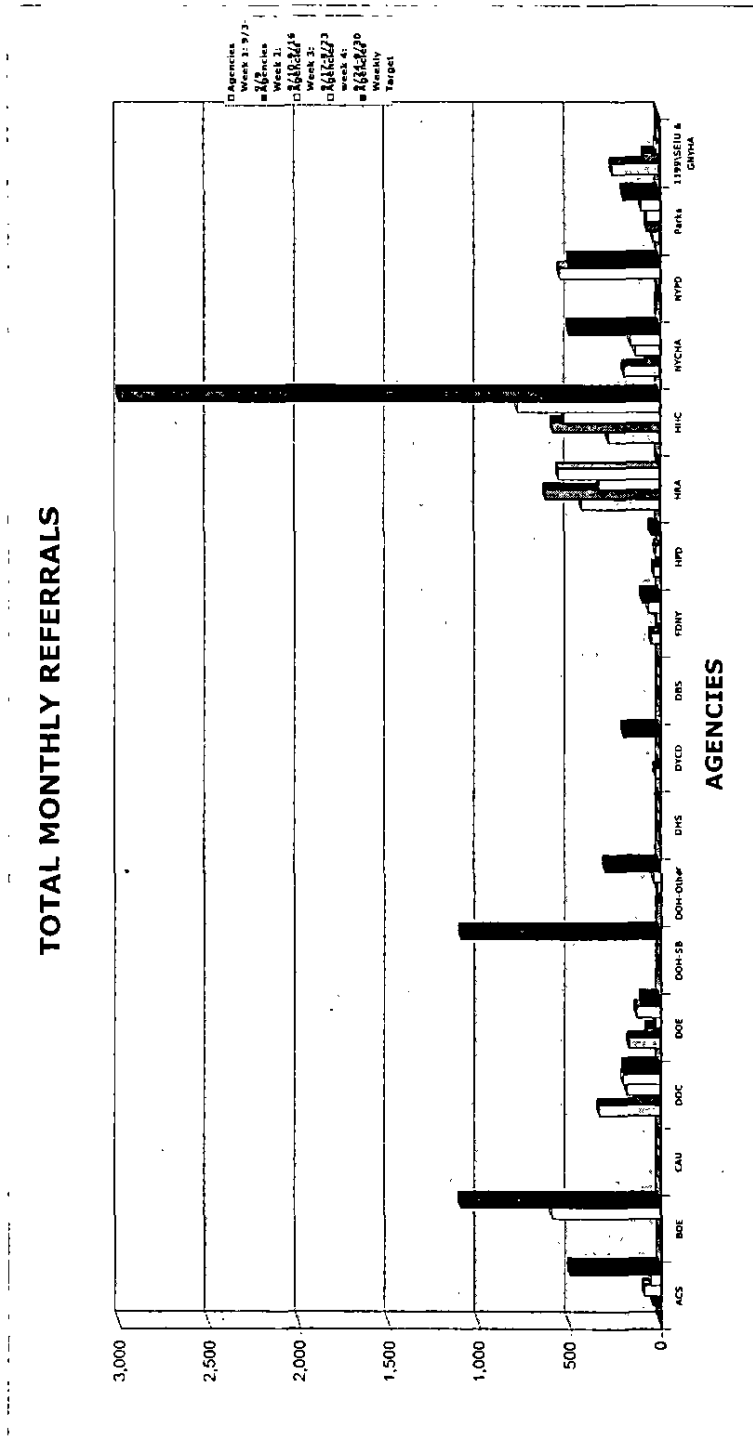
7/6/20/2
4E/0E/0C
D0/21/02
62/6-9/1/3C
C1/0-0/0-0
9/0/0/0/0

TOTAL MONTHLY REFERRALS													
BOAC	BYRD	INTL	COB	ROH	DOH-AB	DOH-DOW	DH4	A25	PANA	DTCD	IMP	FRONT	3119 YELU & CAPRA

AGENCIES

 Health * STAT									
TOTAL MONTHLY REFERRALS									
September-00	Previous Totals	Week 1: 9/3-9/9	Week 2: 9/10-9/16	Week 3: 9/17-9/23	Week 4: 9/24-9/30	Weekly Target	Difference	Total	
ACS	135	9	39	85	50	500	-450	183	
BOE	68	5	10	4	593	1,100	-507	612	
CAU	0	0	0	0	0	0	0	0	
DOC	700	334	134	179	201	200	1	848	
DOE	327	169	70	23	128	100	28	390	
DOH-SB	815	0	10	0	0	1,100	-1,100	10	
DOH-Other	111	12	11	14	35	300	-264	73	
DHS	13	0	0	0	0	0	0	0	
DYCD	24	22	5	8	4	200	-195	39	
DBS	0	0	0	0	0	0	0	0	
FDNY	72	48	2	14	62	100	-38	126	
MPD	0	31	8	23	3	50	-47	67	
MRA	0	429	630	329	595	0	595	1,943	
NHC	1,180	282	588	522	781	3,000	-2,219	2,173	
NYCHA	2,890	185	66	132	160	500	-340	553	
NYPD	295	12	9	1	549	500	49	571	
Perks	272	37	71	69	102	200	-98	279	
1199\SEIU & GNYHA	1,360	259	81	13	0	0	0	353	
TOTAL	10,254	1,446	1,734	1,416	3,224	7,850	-4,626	8,220	
*Enrollments	38,463	1,467	6,915	1,231	1,673	1,500	-269	11,186	

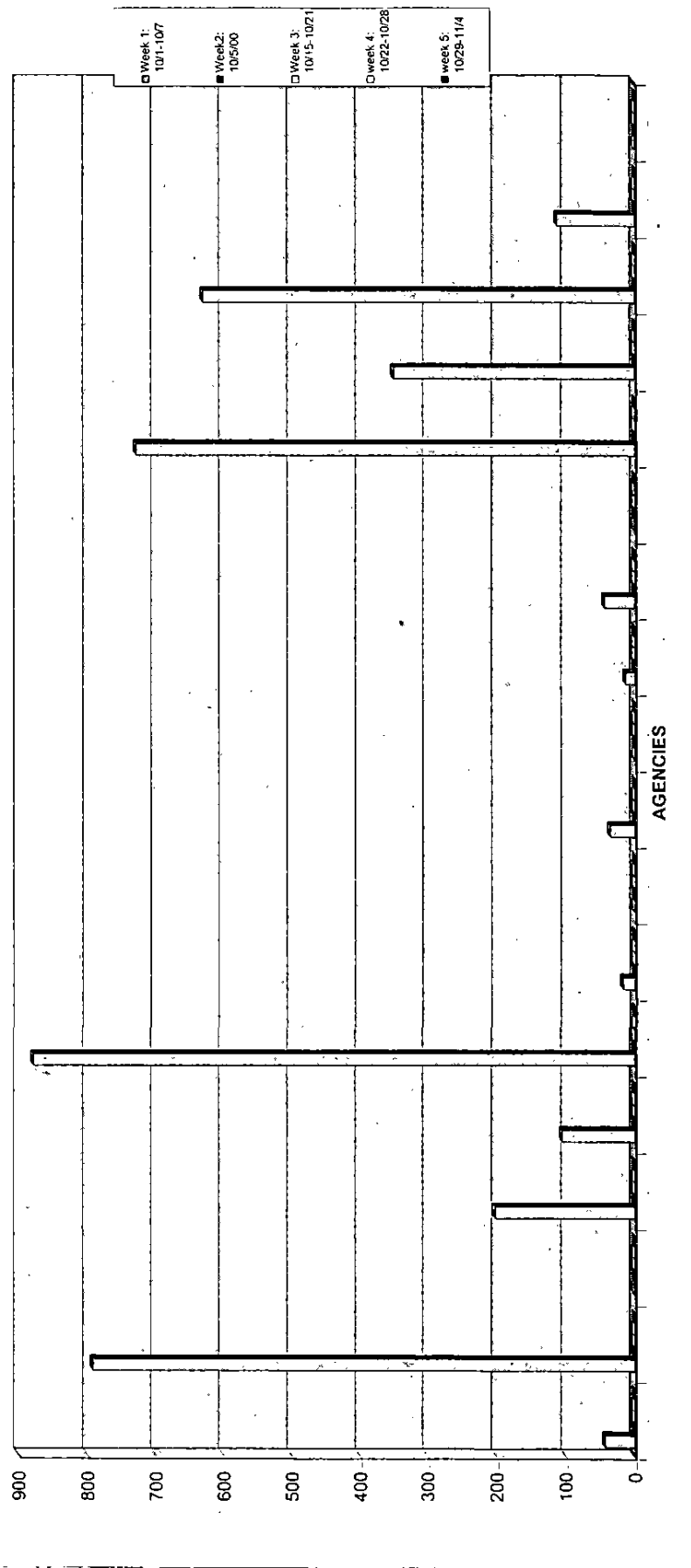
* numbers are not used below

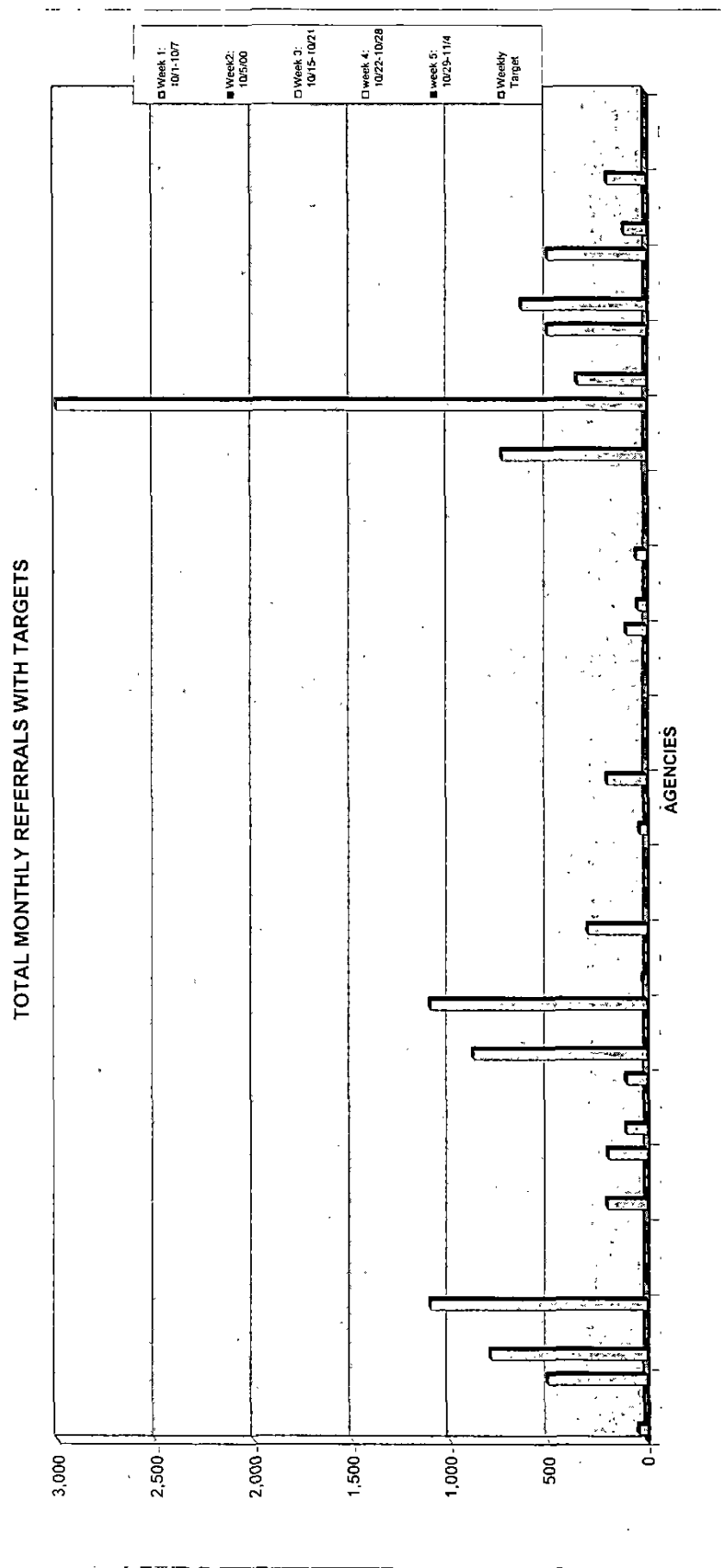


 HealthStat									
TOTAL MONTHLY REFERRALS									
Agencies	Previous Totals	Week 1: 10/1-10/7	Week 2: 10/5-10/11	Week 3: 10/12-10/18	Week 4: 10/19-10/25	Week 5: 10/26-10/31	Weekly Target	Difference	Cumulative Totals
ACS	318	42	0	0	0	0	500	-458	360
BOE	672	792	0	0	0	0	1,100	-308	1,464
CAU	0	0	0	0	0	0	0	0	0
DOC	1548	202	0	0	0	0	200	2	1,750
DOE	717	105	0	0	0	0	100	5	822
DOH-SB	825	878	0	0	0	0	1,100	-222	1,703
DOH-Other	184	17	0	0	0	0	300	-283	201
DHS	13	0	0	0	0	0	0	0	13
DYCD	63	35	0	0	0	0	200	-165	98
DBS	0	0	0	0	0	0	0	0	0
FDNY	198	13	0	0	0	0	100	-87	211
HPD	67	43	0	0	0	0	50	-7	110
*HRA	1943	0	0	0	0	0	0	0	1,943
HHC	5353	729	0	0	0	0	3,000	-2,271	6,082
NYCHA	2443	351	0	0	0	0	500	-149	3,794
NYPD	866	631	0	0	0	0	500	131	1,497
PARIS	551	113	0	0	0	0	200	-87	664
1199/SEIU & GNYHA	1713	0	0	0	0	0	0	0	1,713
TOTAL: n/a	18,474	2,951	0	0	0	0	7,850	-3,899	22,425
HRA *members	49,848						1,500		0

* members are one week behind

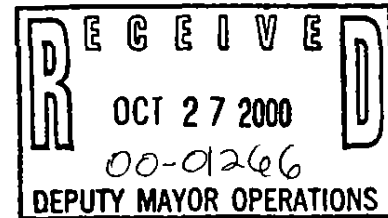
TOTAL MONTHLY REFERRALS





① *Health * STAT*
 ② *C. Corning*
 VL ✓

④



TO: Mayor Rudolph W. Giuliani

FROM: Anne Heller
 Executive Director
 Office of Health Insurance Access

DATE: October 27, 2000

RE: Bi-Weekly Report 10/16/00-10/27/00

Agency Activity

- Attached are the agency referral results for the month up to October 21st.
- For the third week, since the implementation of agency target numbers, the NYPD, DOE and DOC all met or exceeded their referral targets. DOH school-based health exceeded their target numbers this week.
- As part of our continued emphasis on quality in the referral process, MOHIA re-trained approximately 185 agency staff people involved in HealthStat. The training focused on the importance of gathering accurate information from families when filling out the contact forms.

Inter-governmental

- The Public Advocate's Office and the Mayor's Office of Health Insurance Access held a joint training session for community-based and non-profit organizations in Brownsville, Brooklyn on October 24th. Twenty non-profit organizations attended.
- The Department of City Planning Office, using 1990 census data, Medicaid enrollment data and the State Department of Health Child Health Plus enrollment data mapped where Medicaid and Child Health Plus eligible children are concentrated within the five boroughs – hard copy attached. This will allow City agencies to more effectively target their HealthStat outreach efforts by zip code. In addition, the Mayor's Office of Operations was able to determine the number of referrals generated by agency and by borough since the beginning of the initiative.

Note: Recently the New York State Department of Health announced that it is renaming its Medicaid program for uninsured children and will be united under the name Child Health Plus. This is being done to lessen confusion over the recent disenrollment of Medicaid-eligible children from the Child Health Plus program to enrollment in Medicaid. Under the new unified name, parents can enroll their children in Child Health Plus-A (formerly Medicaid) or Child Health Plus-B.

Advertising

- The HealthStat pre-screening and referral phone line is on target to begin in early November. *when?*
- The HealthStat bus and subway advertising campaign will begin November 6th; the radio campaign is scheduled to begin November 13th. HealthStat posters and brochures that complement the advertising campaign will be available by mid-November.

Presentations

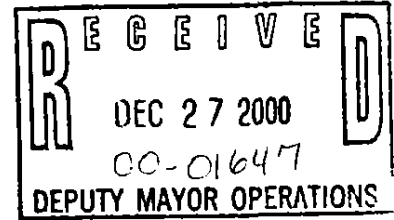
MOHIA staff presented HealthStat at the following conferences over the past two weeks and received positive feedback and interest at each presentation.

- New York State Medicaid Managed Care Advisory Review Panel
- New York Academy of Medicine Forum on Child Health
- New York Women's Agenda
- Child and Family Health Insurance Community Forum sponsored by the Children's Defense Fund/1199 SEIU/Jewish Community Relations Council
- Children's Defense Fund Advisory Committee

cc: Joseph J. Lhota
 Anthony P. Coles
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 Rudy Washington
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 Dennison Young, Jr.
 Michael T. Carpinello

 HealthStat		TOTAL MONTHLY REFERRALS					October-00
Agencies	Previous Totals	Week 1: 10/1-10/7	Week 2: 10/8- 10/14	Week 3: 10/15- 10/21	Weekly Target	Difference	Cumulative Totals
ACS	318	42	24	28	500	-472	412
BOE	672	792	829	757	1,100	-343	3,050
CAU	0	0	0	0	0	0	0
DOC	1524	202	205	200	200	0	2,131
DOE	717	105	100	98	100	-2	1,020
DOH-SB	825	878	1,009	1,215	1,100	115	3,927
DOH Other	184	17	18	30	300	-270	249
DHS	13	0	0	0	0	0	13
DYCD	63	35	218	155	200	-45	471
DBS	0	0	0	0	0	0	0
DJJ	0	0	0	0	0	0	0
FDNY	198	13	59	18	100	-82	288
HPD	67	43	27	25	50	-25	162
HRA	1388	555	346	140	0	140	2,429
HHC	5353	729	621	741	3,000	-2,259	7,444
NYCHA	3443	351	359	402	500	-98	4,555
NYPD	866	631	686	538	500	38	2,721
Parks	551	113	106	118	200	-82	888
1199\SEIU & GNYHA	1713	0	0	0	0	0	1,713
TOTAL	17,895	4,506	4,607	4,465	7,850	-3,385	31,473
HRA *Enrollments	49,849	1,573	4,034	1,388	1,500	-112	56,844

*Health Stat
C.V. ✓
FC*



TO: Mayor Rudolph W. Giuliani
FROM: Anne Heller
Executive Director
Office of Health Insurance Access
DATE: December 22, 2000
RE: Bi-Weekly Report 12/11/00-12/22/00

*why is data only
referrals, not
completed
enrollments?*

Agency Activity

- Attached are the agency results for the week ending December 15th, 2000.

Enrollment Activity

- City agencies have been engaged in enrollment activities since the beginning of the month. There have been a total of 51 enrollment events with disappointing results -- a total of 66 enrollments. My staff has visited most of the events and is evaluating them based on criteria such as: number of posters displayed, knowledge of and commitment to the event on the part of the local sponsor, etc. Preparation on the part of some of the agencies has been quite poor. Other agencies have done a great deal of preparation with mixed results. We are beginning to see trends among successful and unsuccessful events. These reports are being shared with the agencies at the HealthStat meetings. We will begin reporting them more formally in 2001 on agency report cards.
- HealthStat has set up a partnership with the Immigration and Naturalization Service to enroll immigrant children. INS has given HealthStat full access to all of its administrative naturalization ceremonies. The first of the administrative naturalization ceremonies occurred on December 14th, at Brooklyn College. HealthStat invited four health plans to participate in this event resulting in 28 families starting applications.

*WAY SO
FEW?*

Inter-governmental Activity

- The Mayor held a press conference on Thursday, December 21st at Brooklyn Hospital to urge the federal government to approve New York State's application to implement Family Health Plus. The State submitted its request in June and the program was to be implemented in January 2001. Family Health Plus is modeled on the Child Health Plus program and will make comprehensive health insurance available at no cost to lower-income, uninsured adults who do not have employer-sponsored coverage and are not eligible for Medicaid or Medicare.
- The New York Assembly held a joint hearing on Obstacles to Public Health Insurance Programs on Monday, December 18th.
 - The hearing gave me an opportunity to introduce HealthStat to the Committee on Health and the Committee on Insurance. Assemblymen Gottfried and Grannis responded favorably to the presentation with particularly favorable remarks from Assemblyman Grannis.

Presentations

MOHIA staff presented HealthStat at the following conferences over the past month and received positive feedback and interest at each presentation.

- Small Business Health Insurance Forum sponsored by the Robert F. Wagner School of Public Service and the Commonwealth Fund
- Women in Health Management
- Poverty Committee of the Citizens Budget Committee
- Manhattan's East Side Chamber of Commerce
- New York Assembly Joint Hearing on Obstacles to Public Health Insurance Programs

cc: Joseph J. Lhota
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HealthStat

WHAT ABOUT

EXCELLENCE

TOTAL WEEKLY REFERRALS

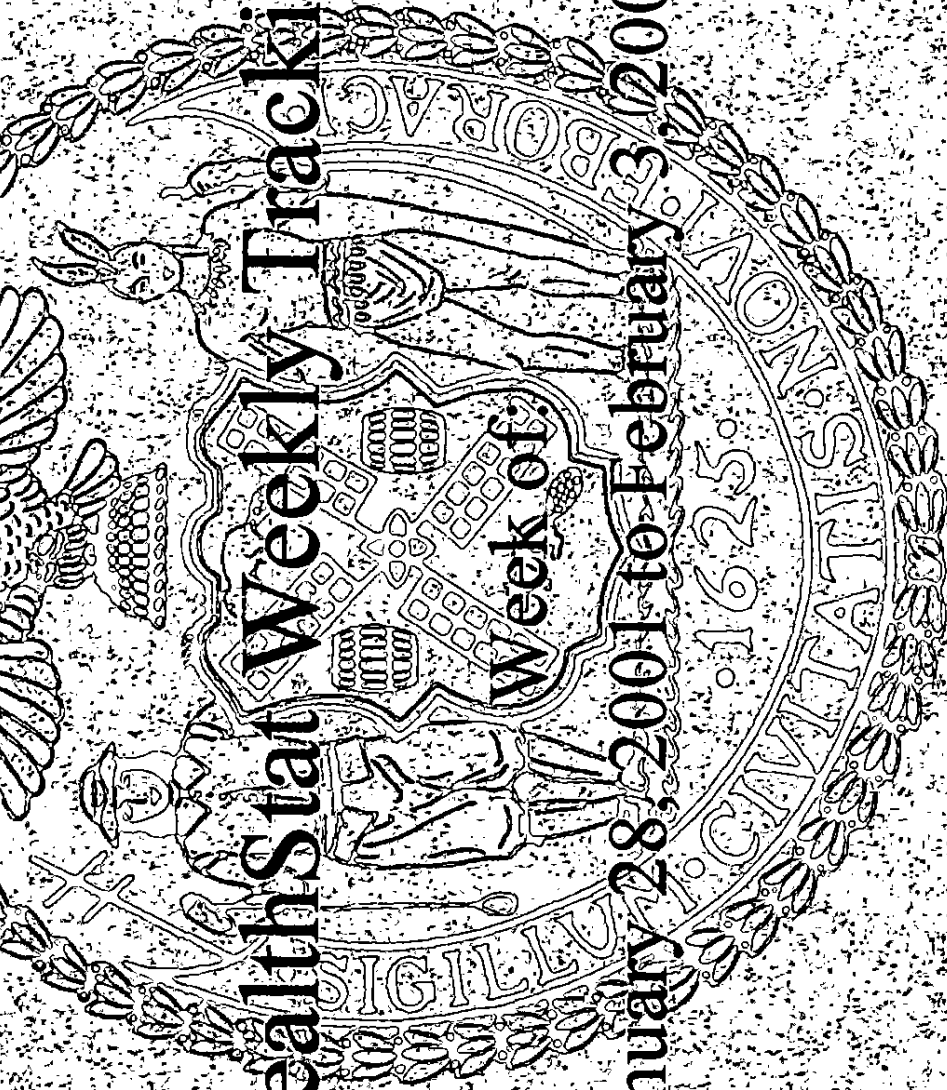
Agencies	Previous Totals	Week 1: 12/03-12/09	Week 2: 12/10-12/16	Week 3: 12/17-12/23	Week 4: 12/24-12/30	Weekly Target	Difference	Monthly Total	Cumulative Totals
ACS	880	88	96	0	0	500	-404	184	1,064
BOE	5,794	322	168	0	0	1,100	-932	490	6,284
CAU	0	0	0	0	0	0	0	0	0
DOC	3,422	209	212	0	0	200	12	421	3,843
DOE	1,171	0	55	0	0	100	-45	55	1,226
DOH-SB	14,319	462	493	0	0	1,100	-607	955	15,274
DOH Other	620	54	51	0	0	300	-249	105	725
DYCD	1,288	144	130	0	0	200	-70	274	1,562
DBS	0	0	0	0	0	0	0	0	0
DJJ	0	0	0	0	0	0	0	0	0
FDNY	578	36	10	0	0	100	-90	46	624
HPD	294	27	24	0	0	50	-26	51	345
HRA	5,271	72	0	0	0	0	0	72	5,343
NYCHA	6,192	148	161	0	0	500	-339	309	6,501
NYPD	5,529	327	364	0	0	500	-136	691	6,220
Parks	1,486	87	21	0	0	200	-179	108	1,594
TOTAL	46,844	1,976	1,785	0	0	4,850	-3,065	3,761	50,605

HealthStat

HealthStat Weekly Tracking

Week of:

January 28, 2001 to February 3, 2001





HealthStat

TOTAL WEEKLY REFERRALS

Agencies

	Previous Totals	Week 1: 12/31-1/06	Week 2: 1/07-1/13	Week 3: 1/14-1/20	Week 4: 1/21-1/27	Week 5: 1/28-2/03	Monthly Total	Cumulative Totals
ACS	1,186	115	83	48	189	89	524	1,710
BOE	6,477	124	386	291	337	215	1,353	7,830
CAU	0	0	0	0	0	0	0	0
DOC	4,243	200	200	201	208	204	1,013	5,256
DOE	1,260	33	19	15	21	16	104	1,364
DOH-SB	16,347	328	399	360	360	342	1,789	18,136
DOH Other	703	55	56	54	63	107	335	1,038
DYCD	1,792	113	78	194	94	149	628	2,420
FDNY	636	6	35	26	32	6	105	741
HPD	391	12	20	24	24	23	103	494
HRA	5,378	284	445	82	61	789	1,661	7,039
HHC	13,905	603	693	483	468	507	2,754	16,659
NYCHA	6,074	122	127	132	128	125	634	6,708
NYPD	6,760	237	218	200	172	232	1,059	7,819
Parks	1,634	44	32	25	15	19	135	1,769
TOTAL	66,849	2,276	2,791	2,135	2,172	2,823	12,197	79,046

TOTAL ENROLLMENTS

HEALTHSTAT	73,828	1,637	1,755	2,553	3,226	3,435	12,605	86,433
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HealthS.I.

Weekly Agency Enrollment Event Report

January 28 - February 3, 2001

Total No. of Applications

City Agency	Current Week				Month to Date	
	No of Events	Initiated	Completed	Total	Apps/Event	Total
A. EVENT ENROLLMENT						
DOC	0	0	2	2	0.0	32
DOE	0	0	0	0	0.0	18
DOH	4	9	0	9	2.3	54
DYCD	2	0	0	0	0.0	0
DJJ	0	0	0	0	n/a	0
FDNY	0	0	0	0	n/a	60
HPD	0	0	0	0	n/a	0
HRA	0	0	0	0	n/a	0
NYCHA	0	0	0	0	0.0	1.3
NYPD	2	36	28	64	32.0	90
PARKS	0	0	0	0	n/a	4
FAITH-BASED	0	0	0	0	n/a	0
OTHER	1	40	0	40	40.0	66
SUBTOTAL	9	85	30	115	12.8	351
B. OTHER AGENCY FACILITATED ENROLLMENT						
ACS		0	23	23	n/a	82
BOE		2	1	3	n/a	47
DOH-SB		0	15	15	n/a	41
SUBTOTAL		2	39	41	n/a	170
TOTAL		87	69	156	n/a	521



THE CITY OF NEW YORK
OFFICE OF THE MAYOR

ANNE HELLER
DIRECTOR
OFFICE OF HEALTH INSURANCE ACCESS

*file: Health STAT
copy: VC
FK*

To: Commissioner

From: Anne Heller

Subj: HealthStat Planning- 2001

Date: January 30, 2001

As the HealthStat program enters a new year, the Mayor is excited about our progress and looks forward to more success in 2001. Clearly, City agencies have been important partners in this program and its success. We are currently working with each City agency to develop a tailored HealthStat plan for the year 2001. Our goal is to help you develop a plan that uses your agency's strengths and that maximizes enrollments. This plan is due to my office no later than end of business Tuesday, February 6th. As you know, at the Mayor's request Deputy Mayor Tony Coles and I will be meeting with each of you in February to review and finalize agency plans.

The exact content of your agency's plan will of course depend on the strategies that you choose. It should include:

- The key activities/strategies of your agency for 2001;
- Specific timetables for the roll-out of those strategies;
- Key measurables/targets you will use to judge the effectiveness of your strategies – (for example, number of enrollment events and expected average enrollment per event, number of referrals per week, etc);
- Proposed incentive plans, if appropriate.

As we develop plans for 2001, it is important that we incorporate the lessons we have learned in the initial phases of HealthStat. To aide your agency in its thinking, we have compiled a list of potential strategies to consider (see attachment). Our goal is to work with you and your staff to best utilize the key strengths of your agency, including existing programs and events, to achieve HealthStat's goal of enrolling all eligible New Yorkers in public health insurance programs.

I look forward to working with you in implementing a successful HealthStat program in 2001.

Cc: Deputy Mayor Anthony P. Coles
Deputy Mayor Robert M. Harding
Deputy Mayor Joseph J. Lhota
Deputy Mayor Rudy Washington
HealthStat Agency Contacts

Potential HealthStat Strategies

Referrals Vs. Enrollments

Until now, we have emphasized referrals and enrollments, asking each agency to produce both. We would like every agency to now look at their activities and develop strategies that make the most sense based on their own operations.

The goal is to move a family as close to actual enrollment as possible at our first encounter. Every time we have to recontact a family, we risk losing that family and the opportunity to enroll them. To date, we have found we are able to contact about 50% of families referred for health insurance. This does not mean we are abandoning referrals. They are the most effective means of outreach in many situations. For example, NYPD has been very successful using its patrol officers and others to refer families for health insurance. Clearly, these would not be appropriate occasions to attempt enrollment. Whenever possible, however, we want to initiate the actual enrollment process.

Shifting HealthStat Responsibility and Buy-In to the Local Level

This is HealthStat's biggest challenge at this point – to figure out how to push our efforts to the local level and get people in the communities invested in our efforts.

- **Use Your Community Network**

Some of our most successful efforts have tapped into existing agency ties to local communities, community-based organizations, and faith-based organizations. In some instances, this has involved the community affairs department of a city agency reaching out to a community; in others it has meant utilizing the community ties of a single agency employee. For example, the Fire Department, utilizing their strong community relationships in Elmhurst Queens, recently partnered with Elmhurst Hospital and Metroplus to hold a very successful enrollment effort that centered on the Three Kings holiday. Similarly, the NYPD has recently held several very successful enrollment events by working with local churches; and the Department of Corrections utilized the community ties of one of its officers to the Chinese community to hold a series of successful events in Chinatown.

- **Find Local Champions and Reward Them**

Following on the previous point, focus on key individuals at the local level who you know will champion these efforts. Make sure that HealthStat is part of how they will be evaluated and find ways to reward them.

- **Set up a Competition or an Incentive Program**

We are in the process of implementing a school incentive program to help ensure buy-in at the local level in the schools. The Mayor has invited other city agencies to propose incentive programs if they would be effective. Any such program should be included in your plan.

Use Existing Programs/Events

As we all know, enrolling people in public health insurance is not easy. At this stage, it is critical to find existing activities where it makes sense to incorporate HealthStat. Many of you are already doing this – here are some thoughts to help you find more ways to do this.

- **Utilize Existing Encounters/Program Registrations**

Clearly, we want to utilize every existing encounter the City has with families to engage them in discussions of health insurance. Particularly helpful are opportunities where families are being screened for other City programs with similar income requirements as Child Health Plus. Many agencies have already amended program registrations to add questions about health insurance coverage and the families interest in assistance. The Administration for Children's Services has a pilot program in two locations where families are given the opportunity to enroll for children's health insurance coverage at the same time that they register for subsidized child care. Summer Camp registration is a great opportunity to engage families. If you haven't already included a health insurance question on your program registration form, you should plan on doing so in 2001.

- **Add Health Insurance Enrollment to Existing Events**

It is time consuming and extremely difficult to draw families to events whose sole purpose is to enroll them into health insurance. Instead, we need to add health insurance to existing city agency events and create events that use draws such as health screenings, food, and entertainment to draw families in. As you develop your strategy, you should consider your calendar of agency activities to determine which events could successfully add health insurance enrollment as a component. We can help you hook up with other agencies, health plans, business partners, and groups in the community to help enhance your events and draw in more families.

Partner With Enrollers – Share the Responsibility

Again, enrolling people in public health insurance is not easy. Talk to our office about partnering with enrollers. They have the needed marketing expertise and their involvement will help reduce your workload.

NYCHA is just beginning a pilot program with several healthplans in several of their housing developments where the healthplans will be responsible for conducting the necessary outreach to residents. This will lessen the staff burden for NYCHA.

Partner with Other City Agencies

Agencies have found it helpful to pair up with one or more agencies with complementary strengths. This is occurring at the central level as well as at the local level.

Examples of cooperation at the central level include: The Board of Education and the Department of Health school health program have joined forces to refer school children for health insurance. The Police Department and Department of Corrections are working together on upcoming enrollment events.

We have tried to encourage these partnerships in local communities through our interagency neighborhood projects which have recently begun in Elmhurst, Washington Heights and the South Bronx. In these projects, multiple city agencies are working with healthplans and community-based organizations to implement significant enrollment initiatives in those communities. You may want to focus on a handful of your local HealthStat champions and encourage them to reach out to other agencies. Our office can help facilitate those local collaborations.

One exciting possibility is the School Incentive program recently announced by the Mayor in his State of the City address. This program will give \$25,000 to a school which enrolls 70% of their eligible students into health insurance and \$50,000 for a school that enrolls 100% of their eligible students. Your agency may want to "adopt" one or more schools to help them earn this bonus.

Be As Targeted As Possible

Several agencies have been able to do successful data matches of their program population with Medicaid enrollment information to help target their efforts. For example, NYCHA has been able to match their database of public housing residents with Medicaid enrollment to determine those residents who appear to be eligible but unenrolled. The Board of Education has done a similar match with its school lunch program. Your agency should consider its lists of program participants for possible data matches and targeting of potential enrollees or agency sites with the largest potential.

Specific Tips for Enrollments

- **Pull families in for other-than-health-insurance Reasons**

One good way to pull in families is to utilize existing agency or community events that already pull in families. Another method is to create events with specific activities designed to draw in families – entertainment and food are often good draws.

- **Structure the event so families meet with enrollers**

It is not enough to get families to an event. The event needs to be structured to ensure that families meet with enrollers. Careful planning needs to go into the physical layout of the event so that families meet with enrollers upon their entrance to the event and then head in for the festivities.

- **Plan ahead so families can bring documents**

Successful enrollment requires proof of age, residence, and income. Events need to be advertised in advance including the information on documentation requirements so that enrollments can be completed at the event – minimizing difficult follow-up after the event.

- **One-to-one outreach – the personal touch**

Time and time again it has become clear, that successful outreach means one-to-one outreach to families. It is not effective to simply set up a table at an existing event and expect families to come by and ask for information or volunteer to sign up. Families must be proactively approached and encouraged to sign up. Agencies need to involve staff that are comfortable and skilled in approaching families.