



Robert Wood Johnson Foundation

Maximizing Enrollment for Kids Making Medicaid and SCHIP Work



2008 Call for Proposals

Proposal Deadline

August 6, 2008

Program Overview

(Please refer to specific sections for complete details.)

Purpose

Maximizing Enrollment for Kids: Making Medicaid and SCHIP Work aims to increase enrollment and retention of eligible children in Medicaid and SCHIP by helping states streamline their systems, policies and procedures and to measure the impact of these changes.

Eligibility Criteria (page 7)

- Eligible applicants include state agencies or offices designated by the governor.
- Applicants must:
 - demonstrate commitment from the state's executive branch leadership—including a letter of support from the governor—to increase enrollment and retention of eligible children in public programs;
 - commit to participate in all program activities, including enrollment and retention system assessments, technical assistance and peer-to-peer learning;
 - commit to collect and share data with the program on a regular basis to monitor progress toward mutually agreed upon benchmarks; and
 - demonstrate cooperation and participation of state and local agencies with responsibilities related to enrollment and retention of children.

Selection Criteria (page 8)

- Complete selection criteria can be found on page 8.

Total Awards

- Up to eight states will receive grants with only one grant awarded per state, including the District of Columbia.
- Grants of up to \$1 million over a four-year period will be made, along with technical assistance.

Key Dates and Deadlines

- **June 18, 2008 (1–3 p.m. ET)**—Optional applicant Web conference call. Registration is required. Instructions can be found on www.maxenroll.org.
- **June 24, 2008 (3 p.m. ET)**—Deadline for registration to apply to the program.
- **August 6, 2008 (3 p.m. ET)**—Deadline for receipt of proposals.
- **February 1, 2009**—Start of grants.

How to Apply (page 10)

This program only accepts proposals submitted through the RWJF Grantmaking Online system. For more information please contact:

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www.maxenroll.org

Background

In 2006, children made up nearly one in five of the 47 million Americans without health insurance coverage. Although states have made progress in finding, enrolling and retaining eligible children in public health coverage programs like Medicaid and the State Children's Health Insurance Program (SCHIP), the number of uninsured children who are eligible but unenrolled still remains high. Of the 9 million uninsured children in the United States, as many as two-thirds are eligible but not enrolled in Medicaid or SCHIP.¹

Despite recent improvements, many states, in their Medicaid and SCHIP identification, enrollment and renewal processes, still miss opportunities to enroll eligible children or to maintain their coverage. While there is some consensus regarding the general strategies states should follow to find, enroll and retain eligible children, each state confronts challenges unique to its own circumstances when seeking to improve its enrollment performance.

The Robert Wood Johnson Foundation (RWJF) program, *Maximizing Enrollment for Kids: Making Medicaid and SCHIP Work* aims to help states improve their systems, policies and procedures by providing them with an in-depth assessment of the strengths and weaknesses of their current Medicaid and SCHIP enrollment and retention systems. Using the results of the assessment, the program will work with states to build upon their strengths and address their weaknesses by creating plans for improvement, implementing strategies to cover more eligible but unenrolled children, and measuring progress against state-specific benchmarks.

RWJF's strategic objective in the area of coverage is to achieve stable and affordable health care coverage for all Americans. Improving and strengthening

¹ Hudson, JL and Selden, TM. "Children's Eligibility and Coverage: Recent Trends and a Look Ahead." *Health Affairs* Web Exclusive, w618, 2007.

states' ability to enroll and keep eligible children in public programs is a critical step towards this greater goal. The goals of Maximizing Enrollment for Kids will be: 1) to identify, enroll and retain as many eligible children as possible in selected states; and 2) by carefully measuring the results achieved in those states, establish a set of best practices to increase enrollment and retention of eligible children for public coverage programs in all states.

The Program

Maximizing Enrollment for Kids will help state grantees identify the strengths and weaknesses of their Medicaid and SCHIP enrollment and retention systems, policies and procedures, develop and implement improvement plans, and monitor progress toward new benchmarks for performance in finding, enrolling and retaining eligible children.

Under the direction of the National Academy for State Health Policy (NASHP), which serves as the national program office (NPO), the Maximizing Enrollment for Kids program will include: 1) administration of a standardized diagnostic assessment of participating states' enrollment and retention systems, policies and procedures; 2) individualized technical assistance to help states develop and implement plans to increase enrollment and retention of eligible children consistent with the findings of the assessment; and 3) participation in peer-to-peer learning to share information regarding challenges and effective strategies with other states.

The diagnostic assessment will examine the systems, policies and procedures the state currently uses to enroll and retain eligible children and to identify the strategies that are working well in the state. The assessment will provide each state with a basis for developing state-specific strategies, work plans and benchmarks for improvement. The assessment will be developed and administered by the NPO in consultation with additional key policy experts.

To assist grantees in addressing the findings from the assessment, the program will assemble teams composed of program consultants with a range of policy, program and systems expertise to work with each state to provide intensive, ongoing and individualized technical assistance. These teams will assist in developing the state's strategies, work plans and benchmarks, and in helping the state to establish systems to monitor the impact of their effort. Teams will make periodic site visits to assist with implementation and discuss successes and challenges the state is facing during the program.

Maximizing Enrollment for Kids will also create opportunities for peer-to-peer learning across states to allow grantees to share information on challenges and resolutions. Grantees will participate in conference calls, electronic forums and in-person meetings to improve their ability to exchange information with their peer grantees and learn from their experiences.

Participation in the program is designed to help state agencies determine where their greatest challenges lie and enable them to improve their enrollment and retention of eligible children. Improvement efforts may include a broad range of strategies, such as: improving the state's ability to identify and enroll eligible but uninsured children using new technologies; developing policies and cultural environments in state and local offices to support state enrollment goals; and devising renewal and program-to-program transfer strategies that minimize the "churning" of children on and off coverage.

Maximizing Enrollment for Kids will measure changes in enrollment and retention related to improvements in state systems, policies and procedures. State-supplied data will be analyzed on a regular basis to provide feedback to states about the impact of system, policy and procedural changes. This information will be used, along with

other grantee states' data, to understand the relative effectiveness of policies to increase enrollment and improve retention. The NPO will also work with grantee states to disseminate key findings from the program to other states and federal policy-makers to promote learning and a greater understanding of what works to identify, enroll and retain eligible children.

As noted in NASHP's issue brief, *Seven Steps Toward State Success in Covering Children Continuously*, high-level leadership and agency involvement are necessary for states to be more successful at enrolling and retaining eligible children. Governors play an important role in providing visible leadership and support for children's coverage and can help to determine the success of Medicaid and SCHIP in their states. Applicant states will be required to demonstrate their commitment to maximizing enrollment of eligible children and a willingness to participate in efforts to assess and improve identification, enrollment and retention systems to increase coverage. Applicants must be state agencies or offices designated by the governor and must have the governor's commitment to increasing enrollment of eligible children in public programs.

Applicants will also need to demonstrate support from key state and local agencies that are critical in the state's identification, enrollment and retention systems. Applicant states must agree to collect and share data with the NPO and must exhibit a willingness to participate in peer-to-peer learning activities. States will be expected to provide the information and data needed to assess their progress and to identify the most effective strategies for enrolling and retaining eligible children.

We expect that, at the end of four years, grantees will have: (1) increased enrollment and retention rates; (2) improved states' capacity to measure and monitor the impact of system, policy and procedural changes on enrollment and retention; (3) implemented changes in

state programs that endure beyond the grant period; and (4) substantially contributed to an increased understanding of successful enrollment and retention strategies among state and federal policy-makers and in the field.

Eligibility Criteria

Only one proposal will be accepted from each state, including the District of Columbia. Applicants must be a state agency or office designated by the governor. Applicants must register by June 24, 2008 in order to apply. Applicants must:

- demonstrate leadership commitment from the state executive branch—including a letter of support from the governor—to increase enrollment of eligible children in public programs;
- commit to participate in key program components, including:
 - providing access to staff, policy documents and data to assist in the diagnostic assessment of states' strengths and weaknesses in identifying, enrolling and retaining eligible children;
 - working with a technical assistance team to create new state benchmarks for improvement and implementation of improvements to state systems, policies and procedures;
 - participating in peer-to-peer learning through conference calls, Web conferences, meetings and other forums to aid state and federal policy-makers learning from state experiences;
 - collecting and sharing data to monitor progress towards benchmarks and to identify the most effective strategies;
- demonstrate cooperation and participation of state and local agencies with responsibilities related to identification, enrollment and retention of children.

Selection Criteria

The following factors will be considered in review of proposals submitted:

Demonstrated Commitment. Applicants must demonstrate a commitment to improving enrollment and retention of eligible children. Applicants must provide evidence of either the adoption and implementation of policies and practices designed to increase enrollment and retention of eligible children, or a specific commitment to implement such policies and practices within the first year of the program. This program relies on strong leadership to enhance the prospects for success, and seeks to fund only those states that can demonstrate this commitment of the state's leadership, including the Governor, to improvement.

Data Sharing. Applicants must describe their commitment and capacity to collect and share data with the NPO and evaluators to monitor progress and assess the effects of the state's adoption of new or revised policies and practices. Collecting data related to how new systems, policies and procedures affect enrollment and retention of children will be critical to demonstrating the merits of state strategies and practices to other states and the policy community.

External Support. Applicants must demonstrate that key stakeholders are committed to efforts that promote coverage for eligible uninsured children involved in this program. While state leadership and agency involvement are critical elements of success, it is essential that states undertaking major changes have support from a broader community of advocates, legislators, private sector stakeholders and others to succeed and to sustain improvements over time. Relevant stakeholders may include state agencies other than the applicant agency, state legislators, local officials and administrators, as well as private sector stakeholders such as advocacy groups, community- and faith-based organizations, provider associations and leaders in the business community. Stakeholder

support may be demonstrated by the submission of up to 10 letters of support with the proposal.

Sustainability. Applicants must describe how they intend to sustain the systems, policy and procedural changes made as a result of participation in this program during and beyond the grant period, including their commitment to fund increased enrollment that arises due to the state's participation in Maximizing Enrollment for Kids. The goal of the program will be not merely to change policies to improve enrollment and retention, but also to support state efforts to sustain these changes, despite changes in political or fiscal conditions in the state. Understanding the state's strategy to achieve sustainable change is critical to the efforts of the program.

Evaluation and Monitoring

Evaluation

Program evaluations are a cornerstone of the Robert Wood Johnson Foundation's efforts to learn from our work. An independent evaluation will be funded by RWJF to help assess the program's strategy, processes and outcomes. RWJF expects that this program will contribute to other state and national efforts to increase enrollment of eligible children in public programs. Therefore, Maximizing Enrollment for Kids will publicly release results from this evaluation to a broad stakeholder audience. As a condition of accepting RWJF funds, grantees must participate in the evaluation. Grantees will need to provide eligibility determination, enrollment, retention and other relevant data necessary to evaluate the program's objectives. Grantees also will be expected to participate in periodic interviews and surveys with the evaluation team.

Monitoring

RWJF and the NPO will monitor grantees' efforts and their careful stewardship of grant funds to assure accountability. Project directors will be required to participate in periodic meetings and provide progress reports on their grants.

Use of Grant Funds

Grant funds may be used for project staff salaries, consultant fees, data collection and analysis, meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment essential to the project. In keeping with RWJF policy, grant funds may not be used to subsidize individuals for the cost of their health care, to support clinical trials of unapproved drugs or devices, to construct or renovate facilities, for lobbying, or as a substitute for funds currently being used to support similar activities.

How to Apply

All interested applicants must register through the RWJF Grantmaking Online system prior to submitting a proposal. The deadline to register is June 24 (3 p.m. ET).

The program will hold a Web conference call for potential applicants on June 18 from 1–3 p.m. ET. This call will provide information on the program goals and an opportunity to ask questions. An archived broadcast of the Web call will be available after the call on the program's Web site. Participation in the Web call is not mandatory, but strongly encouraged. Applicants can learn more about and register for the Web call at www.maxenroll.org. Please note that registration for the Web calls is separate from the proposal submissions registration.

All proposals for this program must be submitted only through the RWJF Grantmaking Online system at <http://grantmaking.rwjf.org/maxenroll>.

For more information on the program and application requirements please contact:
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RWJF does not provide individual critiques of proposals submitted. This program has a national

advisory committee that makes recommendations about grants to the Foundation staff. RWJF will make all final grant decisions.

Program Direction

Direction and technical assistance for this program are provided by the National Academy for State Health Policy, which serves as the national program office located at:

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About the Robert Wood Johnson Foundation

The Robert Wood Johnson Foundation focuses on the pressing health and health care issues facing our country. As the nation's largest philanthropy devoted exclusively to improving the health and health care of all Americans, we work with a diverse group of organizations and individuals to identify solutions and achieve comprehensive, meaningful and timely change.

For more than 35 years we've brought experience, commitment and a rigorous, balanced approach to the problems that affect the health and health care of those we serve. When it comes to helping Americans lead healthier lives and get the care they need, we expect to make a difference in your lifetime.

For more information visit www.rwjf.org.

Sign up to receive e-mail alerts on upcoming calls for proposals at
www.rwjf.org/services.



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