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**Planning for the End of the
Continuous Coverage Requirement:
*A Communications Toolkit for States***

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Planning for the End of the Continuous Coverage Requirement: *A Communications Toolkit for States*

Table of Contents

Overview.....	3
Communications Goals.....	4
Campaign Phases, Audiences, Strategies, and Tactics.....	5
Phase 1: PLAN.....	6
Stakeholder Template Materials.....	8

Overview

Impact of COVID-19 on Medicaid Coverage

The Department of Health and Human Services (HHS) **declared a Public Health Emergency (PHE)** in January of 2020 in response to the outbreak of COVID-19. As a condition of receiving a temporary 6.2 percent Federal Medical Assistance Percentage (FMAP) increase under the federal Families First Coronavirus Response Act, states are required to maintain enrollment of nearly all Medicaid enrollees through the end of the month in which the COVID-19 public health emergency (PHE) ends. The PHE is currently extended to January 15, 2022. It is anticipated that Congress will enact legislation that will detail additional expectations related to when states will be required to resume normal eligibility and enrollment operations and whether the enhanced FMAP will continue to be available to states. Pending federal legislation is expected to decouple continuous coverage requirements from the end of the federal PHE. When continuous coverage requirements expire, states will need to conduct a full redetermination for all enrollees who would have otherwise been subject to redetermination.

The Centers for Medicare and Medicaid Services (CMS) has released sub-regulatory guidance to support state Medicaid and Children's Health Insurance Program (CHIP) agencies in returning to normal operations. CMS guidance issued in **December 2020** and **August 2021** sets out expectations related to timeliness and consumer communications for redetermining Medicaid coverage for those who had their coverage continuously maintained. CMS also has **mock notices available on their website**. Upon the finalization of federal legislation, it is expected that CMS will need to release additional guidance clarifying expectations for states related to their redetermination processes.

Why Communications is Important

Currently, states are required to keep all Medicaid members continually enrolled in health coverage. When federal continuous coverage requirements end, the process of redetermining individuals presents the single largest health coverage transition event since the first open enrollment of the Affordable Care Act. Large scale disruption in health coverage because of the expiration of the continuous coverage rules will have a disproportionate impact on Black, Latino/a, and other people of color, who are significantly overrepresented in state Medicaid programs.¹ As states plan to resume pre-pandemic operations, enrollees will need to know what to expect and what they need to do to keep their health coverage. Most enrollees will either remain eligible for Medicaid/CHIP or qualify for tax subsidies that allow them to buy affordable Marketplace plan coverage. The end of the Medicaid continuous coverage requirement presents states with tremendous opportunities to keep individuals enrolled in health coverage. Developing a communications plan that reflects this goal, and the unique circumstances each state faces in striving to achieve it, will be essential to sharing clear, concise, and compelling information with Medicaid/CHIP enrollees and other consumers so that they know the steps that they need to take, when to act, and what to do to maintain coverage.

States can start planning now to minimize churn and mitigate coverage losses. As operational planning takes place a robust, integrated, multi-stakeholder communications plan will be important to conduct successful outreach and education. This toolkit provides a communications planning guide and template communications resources designed to support state Medicaid agencies as they prepare for the upcoming end of the continuous coverage requirement. State Health and Value Strategies (SHVS) will update this resource and add materials as new federal guidance and additional research insights are available.

For more state resources to help prepare for the unwinding of continuous coverage, please visit: <https://www.shvs.org/resource/phe-unwinding-resources-for-states/>.

¹ <https://www.shvs.org/the-end-of-the-covid-public-health-emergency-potential-health-equity-implications-of-ending-medicaid-continuous-coverage/>

Communications Goals

The following communications goals can support the overall “continuous coverage” unwinding effort:

- **Educate** - Raise awareness of actions enrollees need to take and when they need to take them to maintain coverage.
- **Engage** - Engage states and partners to align messaging, create “surround sound,” and leverage and build partnerships with trusted messengers.
- **Establish** - Establish feedback loop with partners to share input for planning, and to identify and address issues as implementation takes place.

Ultimately, the goals and objectives of a communications effort should align with operational planning and ensure that information reaches Medicaid enrollees to maximize continuity of coverage and effectively communicate how to maintain it. To ensure effective consumer communication, state Medicaid agencies should:

- Analyze data to define target audiences and prioritize outreach and communications accordingly.
- Develop integrated phased communications campaigns to drive re-enrollment (e.g., mass media, earned media, social media, direct to consumer tactics).
- Convene interagency and partner workgroups to (1) align on operational plans and share messaging, and (2) ensure consumers know about eligibility changes and actions they need to take to keep coverage.
- Partner with trusted messengers, including those that can reach consumers in culturally and linguistically appropriate ways [e.g., managed care organizations (MCOs), providers, community-based organizations (CBOs), faith-based organizations].
- Plan for customer support needs, including multiple languages and mechanisms.
- Reinforce health insurance options for non-Medicaid eligible individuals and offer resources where they can go to enroll in other coverage (e.g., Navigators, assisters, Marketplaces).

Campaign Phases, Audiences, Strategies, and Tactics

Taking a Phased Approach to Communications

The unwinding of federal Medicaid continuous coverage requirements necessitates a coordinated, phased communications plan that, although different across states based on timelines and operational decisions, can be put in place to sequence information sharing, and reach enrollees with messages across multiple channels using trusted messengers. The following phases may help states to prioritize and sequence strategies, tactics, and messages according to the timelines they will put in place.

PLAN	EDUCATE	RE-ENROLL	TRANSITION
<p>Objective: States and partners engage in operational planning and develop coordinating mechanisms</p> <p>Primary Audience: Providers, MCOs, and other community organizations that work with Medicaid enrollees</p>	<p>Objective: Medicaid enrollees are informed of coming changes</p> <p>Primary Audience: Navigators, assisters, MCOs; enrollees who will need to take action to stay enrolled</p>	<p>Objective: Medicaid enrollees understand how to re-enroll and take steps to do so</p> <p>Primary Audience: All Medicaid enrollees</p>	<p>Objective: Consumers transition to new coverage if no longer eligible for Medicaid</p> <p>Primary Audience: Non-Medicaid eligible individuals; uninsured; eligible individuals who lose coverage due to administrative reasons</p>



Phase 1: PLAN

Approach

Engage partners in operational planning and develop coordinating mechanisms as the unwinding process approaches. This is an opportunity to build partnerships with external organizations with an interest in Medicaid enrollment work. States and partners should push communications that direct enrollees to update their contact information, including phone number, email address, and mailing address to ensure they will receive timely communications as the unwinding process happens.

Target Audiences

Who are the organizations in your state?

- Providers
- Managed care organizations (MCOs)
- Healthcare facilities
- Other state organizations that serve Medicaid/CHIP enrollees
- Community organizations that work with Medicaid/CHIP enrollees
- Consumer advocates

Strategies and Tactics

Interagency Coordination

Who are the agency partners in your state?

- Audiences to engage include Medicaid Advisory Committees, state-based marketplaces, health facility and professions regulatory agencies, as well as human service agencies (those providing SNAP, WIC, other benefits)
- Establish workgroups for planning to include entities with shared enrollee and consumer touchpoints, including state-based marketplaces
- Review data sources to identify and segment enrollee populations
- Leverage contact information to conduct additional outreach to enrollees with outdated mailing addresses upon receiving returned mail

Stakeholder Outreach

Identify the potential partners in these categories in your state.

- Managed Care Organizations
 - Establish regular check-ins to share information about plans
 - Share messaging encouraging enrollees to update contact information
 - Update enrollee communications materials as information is available, including website, social channels, email lists, text messages, and customer support
- Providers, Healthcare Facilities
 - Establish feedback loops to share messaging through the process
 - Encourage communications including leave-behind one-pagers, digital communications through websites and social media channels, updated call scripts
 - Inform providers of changes happening and suggest they share information with their Medicaid patients at points of care
- Community-Based Organizations, Community Partners
 - Engage partners to share messaging and reinforce the importance of information and having updated contact information
 - Encourage partners to update materials, website, call center scripts with relevant messaging
 - Foster relationships with organizations that can reach consumers to extend reach in culturally and linguistically appropriate ways of the enrollee population
 - Foster relationships with organizations that work with or reach Medicaid/CHIP enrollees

Direct to Enrollees

What mechanisms do you have to reach enrollees directly?

- Review current consumer communications and website language to ensure it is clear about the upcoming renewal process and to encourage enrollees to update their contact information
- Push reminders to update contact information to enrollees
- Update call scripts to ask for updated contact information and include it as part of Interactive Voice Response (IVR) cues
- Encourage enrollees to inform Medicaid agencies of a change in address, provide an email or phone number, and set up an online account
- Consider direct mail such as postcards and notices as required

Digital Outreach

What channels can you leverage to reach enrollees online?

- Launch webpage with information on the ending of the federal Medicaid continuous coverage requirements as a destination to post regular public updates about the process as decisions are made
- Create and send email newsletter updates
- Social media outreach and monitoring – leverage social media channels to share updates; monitor social media for questions/conversations around transition and respond – use as a feedback loop to update information for partners and customer support

Stakeholder Template Materials

The following template resources provide sample messaging to use in preparing stakeholders for upcoming changes to continuous coverage.

Messaging to Stakeholders/Partners: *Join us in planning for the end of the continuous coverage requirement.*

ENewsletter Blurb

English

[MEDICAID/CHIP AGENCY] is planning for the end of Medicaid continuous coverage requirements to meet the needs of our enrollees, consistent with our obligations under federal and state law. We are at the beginning stages of planning for this effort, and we know it will be important to share information and hear feedback as we all take steps to move beyond the COVID-19 pandemic. Please join us for updates and information as we plan for redetermining eligibility for Medicaid/CHIP enrollees. [invite to meeting, regular call, mechanism to provide input]. It will take all of us working together to help Medicaid/CHIP enrollees know what they must do and when to maintain or transition their health insurance.

Spanish

[MEDICAID/CHIP AGENCY] está planeando en darle fin a los requisitos para la cobertura continua de Medicaid para satisfacer las necesidades de nuestros afiliados, cumpliendo nuestras obligaciones bajo la ley federal y estatal. Estamos en las etapas iniciales de planificación y sabemos que será importante compartir información y escuchar la retroalimentación mientras todos tomamos medidas para avanzar más allá de esta pandemia del COVID-19. Únase a nosotros para recibir actualizaciones e información mientras planeamos volver a determinar la elegibilidad para afiliados de Medicaid/CHIP. [invitación a reunión, convocatoria regular, mecanismo para brindar opinión]. Todos tendremos que trabajar juntos para ayudar a los afiliados de Medicaid/CHIP qué deben hacer y cuándo, para mantener o hacer la transición de su seguro de salud.

Social Posts

English

[MEDICAID/CHIP AGENCY] is planning for the end of continuous coverage rules. It is important to share info so Medicaid/CHIP enrollees maintain or can transition their insurance. Please join us for updates [invite to meeting, regular call, mechanism to provide input].

Spanish

[MEDICAID/CHIP AGENCY] está planeando darle fin a las reglas para la cobertura continua. Es importante compartir información para que los afiliados a Medicaid/CHIP mantengan o puedan hacer la transición de su seguro. Únase a nosotros para recibir actualizaciones [invitación a la reunión, llamada regular, mecanismo para proporcionar opinión].

Update Your Address Template Materials

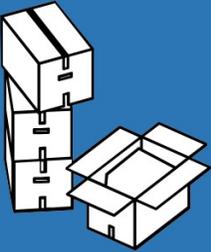
The following template resources provide sample messaging to use in preparing enrollees for upcoming changes to continuous coverage.

Messaging to Enrollees: *Update Your Contact information now.*

One Page Flyer English

Have you moved in the past three years?

Has your address or contact info changed?



 **Make sure your health coverage moves with you.**

Take a moment today to confirm that [MEDICAID PROGRAM NAME] has the correct mailing and email address as well as phone number on file so we can contact you in case of any changes to your health coverage.

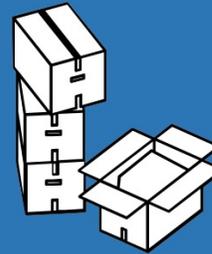
[MEDICAID PROGRAM NAME] will contact you when you need to take steps to renew your coverage.

Don't miss any important updates.

Visit [WWW.WEBSITEURL.COM] or call [555-555-5555] to update your contact information today.



¿Se ha mudado en los últimos tres años?
¿Ha cambiado su dirección o información de contacto?



Asegúrese de que su seguro médico se mude con usted.

Tómese un momento hoy para confirmar que [NOMBRE DEL PROGRAMA DE MEDICAID] tenga la dirección postal y de correo electrónico correctos, así como el número de teléfono en su archivo para que nos podamos comunicar con usted en caso de cualquier cambio en su cobertura de salud.



[NOMBRE DEL PROGRAMA DE MEDICAID] se comunicará con usted para que tome las medidas necesarias para renovar su cobertura.

No se pierda ninguna actualización importante.

Visite [WWW.WEBSITEURL.COM] o llame al [555-555-5555] para actualizar su información de contacto hoy.



Rack Cards
English

Have you moved in the past three years?
Has your address or contact info changed?



Make sure your health coverage moves with you.

Take a moment today to confirm that [MEDICAID PROGRAM NAME] has the correct mailing and email address as well as phone number on file so we can contact you in case of any changes to your health coverage.



[MEDICAID PROGRAM NAME] will contact you when you need to take steps to renew your coverage.

Don't miss any important updates.

Visit [WWW.WEBSITEURL.COM] or call [555-555-5555] to update your contact



Have you moved in the past three years?
Has your address or contact info changed?



Make sure your health coverage moves with you.

Take a moment today to confirm that [MEDICAID PROGRAM NAME] has the correct mailing and email address as well as phone number on file so we can contact you in case of any changes to your health coverage.



[MEDICAID PROGRAM NAME] will contact you when you need to take steps to renew your coverage.

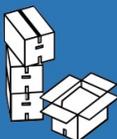
Don't miss any important updates.

Visit [WWW.WEBSITEURL.COM] or call [555-555-5555] to update your contact



¿Se ha mudado en los últimos tres años?

¿Ha cambiado su dirección o información de contacto?



Asegúrese De Que Su Seguro Médico Se Mude Con Usted.

Tómese un momento hoy para confirmar que [NOMBRE DEL PROGRAMA DE MEDICAID] tenga la dirección postal y de correo electrónico correctos, así como el número de teléfono en su archivo para que nos podamos comunicar con usted en caso de cualquier cambio en su cobertura de salud.



[NOMBRE DEL PROGRAMA DE MEDICAID] se comunicará con usted para que tome las medidas necesarias para renovar su cobertura.

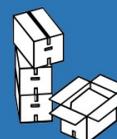
No se pierda ninguna actualización importante.

Visite [WWW.WEBSITEURL.COM] o llame al [555-555-5555] para actualizar su información de contacto hoy.



¿Se ha mudado en los últimos tres años?

¿Ha cambiado su dirección o información de contacto?



Asegúrese De Que Su Seguro Médico Se Mude Con Usted.

Tómese un momento hoy para confirmar que [NOMBRE DEL PROGRAMA DE MEDICAID] tenga la dirección postal y de correo electrónico correctos, así como el número de teléfono en su archivo para que nos podamos comunicar con usted en caso de cualquier cambio en su cobertura de salud.



[NOMBRE DEL PROGRAMA DE MEDICAID] se comunicará con usted para que tome las medidas necesarias para renovar su cobertura.

No se pierda ninguna actualización importante.

Visite [WWW.WEBSITEURL.COM] o llame al [555-555-5555] para actualizar su información de contacto hoy.



ADDITIONAL ENGLISH MATERIALS

ENewsletter Text

If you have Medicaid/CHIP health insurance, make sure your current mailing address, email, and phone numbers are up to date so that important information about your coverage gets to you. Visit [URL] or call [NUMBER] to update your contact information today.

Social Posts

If you have Medicaid/CHIP health insurance and you've moved within the last 3 years, make sure we can reach you with important updates. We don't want you to miss knowing what you need to do to keep your coverage. Visit [URL] or call [NUMBER] to update your contact information today.

If you have Medicaid/CHIP health insurance, make sure we can reach you with important coverage updates. Visit [URL] or call [NUMBER] to update your current phone numbers, email, and mailing address in our records today.

Text Message

This is [STATE MEDICAID AGENCY] with a reminder to make sure your current address is in our records. It's important to keep your contact information up to date so we can reach you about any changes to your [MEDICAID/CHIP] coverage. Visit [URL] or call [NUMBER] to update your contact info today.

Email Text

Re: make sure [MEDICAID PROGRAM NAME] can reach you

Have you moved in the past three years? Has your address or contact information changed? It's important to make sure your health insurance moves with you.

Moving can be overwhelming—take a moment today to confirm that [MEDICAID PROGRAM NAME] has the correct mailing address, phone numbers, and email address on file so we can reach you in case of any changes to your health coverage. You may be notified of steps you need to take to keep your coverage.

Visit [URL] or call [NUMBER] to update your contact information today.

Call Script or IVR Message

Has your address or contact information changed? We'd like to make sure we have up to date contact information to reach you with important updates about your MEDICAID/CHIP health insurance. Please provide your current mobile phone number, email, and mailing address to our customer service representative so our records are up to date. Your information will not be shared.

Website Text

Have you moved in the past three years? Has your address or contact information changed? Please make sure MEDICAID/CHIP has your current mobile phone number, email, and mailing address so our records are up to date. It's important to make sure we can reach you with information about changes to your MEDICAID/CHIP health insurance. There may be steps you need to take to keep your coverage. Visit URL or call XXX-XXX-XXXX to update your information.

ADDITIONAL SPANISH MATERIALS

ENewsletter Text

Si tiene seguro médico de Medicaid/CHIP, asegúrese de que su dirección postal, correo electrónico y números de teléfono estén al día para que reciba información importante sobre su cobertura. Visite [URL] o llame al [NUMBER] para actualizar su información de contacto hoy.

Social Posts

Si tiene seguro médico de Medicaid/CHIP y se mudó en los últimos 3 años, asegúrese de que podamos comunicarnos con usted con actualizaciones importantes. No queremos que se pierda información importante para mantener su cobertura. Visite [URL] o llame al [NUMBER] para actualizar su información de contacto hoy.

Si tiene seguro médico de Medicaid/CHIP, asegúrese de que podamos comunicarnos con usted con actualizaciones importantes sobre su cobertura. Visite [URL] o llame al [NÚMERO] hoy para actualizar sus números de teléfono, correo electrónico y dirección postal en nuestros registros.

Text Message

Estamos llamando de [AGENCIA ESTATAL DE MEDICAID] para recordarle que debe asegurarse de que su dirección actual esté en nuestros registros. Es importante mantener al día su información de contacto para que podamos comunicarnos con usted sobre cualquier cambio en su cobertura de [MEDICAID/CHIP]. Visite [URL] o llame al [NÚMERO] para actualizar su información de contacto hoy.

Email Text

Re: asegúrese de que [NOMBRE DEL PROGRAMA DE MEDICAID] pueda comunicarse con usted

¿Se ha mudado en los últimos tres años? ¿Ha cambiado su dirección o información de contacto? Es importante asegurarse de que su seguro médico se mueva con usted.

La mudanza puede ser abrumadora. Tómese un momento hoy para confirmar que [NOMBRE DEL PROGRAMA DE MEDICAID] tenga registrados la dirección postal, los números de teléfono y la dirección de correo electrónico correctos para que podamos comunicarnos con usted en caso de que haya algún cambio en su cobertura de salud. Es posible que se le notifique sobre los pasos que debe seguir para mantener su cobertura.

Visite [URL] o llame al [NUMBER] para actualizar su información de contacto hoy.

Call Script or IVR Message

¿Ha cambiado su dirección o información de contacto? Nos gustaría asegurarnos de tener la información de contacto actualizada para comunicarnos con usted sobre actualizaciones importantes en su seguro médico MEDICAID/CHIP. Proporcione su número de teléfono móvil actual, correo electrónico y dirección postal a nuestro representante de servicio al cliente para que nuestros registros estén al día. Tu información no será compartida.

Website Text

¿Se ha mudado en los últimos tres años? ¿Ha cambiado su dirección o información de contacto? Asegúrese de que MEDICAID/CHIP tenga su número de teléfono móvil, correo electrónico y dirección postal actuales para que nuestros registros estén al día. Es importante asegurarse de que podamos comunicarnos con usted con información sobre cambios en su seguro médico MEDICAID/CHIP. Es posible que deba seguir algunos pasos para mantener su cobertura. Visite URL o llame al XXX-XXX-XXXX para actualizar su información.

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State Health and Value Strategies (SHVS) assists states in their efforts to transform health and healthcare by providing targeted technical assistance to state officials and agencies. The program is a grantee of the Robert Wood Johnson Foundation, led by staff at Princeton University's School of Public and International Affairs. The program connects states with experts and peers to undertake healthcare transformation initiatives. By engaging state officials, the program provides lessons learned, highlights successful strategies and brings together states with experts in the field. Learn more at www.shvs.org.

ABOUT GMMB

This toolkit was prepared by GMMB. GMMB is a full-service communications firm dedicated to creating real and lasting positive change in the world. We work on behalf of several of the world's largest foundations, leading public interest groups and trade associations, federal and state government agencies, and corporations. For more than 25 years, we have been on the front line of issue-based communications, earning a reputation for shaping public opinion by developing research-based communications strategies that achieve real results. For more information, visit www.gmm.com.