

**CASE 6-3**

*Lack of awareness, complicated and confusing enrollment forms and procedures, and lack of appropriate technology kept 2 million uninsured children in California from being enrolled in free public health programs for which they were eligible. To solve this problem, the California HealthCare Foundation developed a Web-based technology called Health-e-App. Statewide usage of the program would require full support of the governor and state legislature, which was gained through a year-long campaign. Exhibit 6-3a is a program fact sheet. Exhibits 6-3b and 6-3c are parts of the Web site that explain the workings of the program.*

### Health-E-App Campaign

California HealthCare Foundation with Edelman Public Relations  
Worldwide/Sacramento

#### Overview

What could be more shameful than 2 million uninsured children who are not enrolled in public health insurance programs when they are eligible to receive them for free? That tragic reality prompted the California HealthCare Foundation to find a new way to overcome obstacles that keep the uninsured population unenrolled in the state's two health insurance programs, Healthy Families and Medi-Cal. The foundation, a private philanthropy dedicated to improving access to quality health care for underserved communities, analyzed well-documented barriers to enrollment—including lack of awareness, confusing twenty-page enrollment forms, and months-long waits for news of eligibility—and funded research to find a breakthrough technology that could make these problems history. The foundation's solution to these traditional problems is Health-e-App: a new Web-based technology that, due to its speed and accuracy, can greatly boost enrollment of California's two

Courtesy California HealthCare Foundation

million uninsured children and expectant mothers. Vaulting Health-e-App to statewide usage required nothing less than the full support of the governor and the state legislature, including their agreement to insert a substantial allocation for Health-e-App into the 2001–2002 budget.

Achieving the foundation's goal required the campaign to research, demonstrate, and leverage Health-e-App's stellar performance attributes and its compatibility with existing government public health insurance processing systems. Securing financial and program support for Health-e-App required the foundation to build confidence not only in Health-e-App's ability to boost enrollment, but also in its capacity to be smoothly integrated into the state's mammoth and complex computer data system. After several embarrassing multimillion-dollar computer system boondoggles in previous years, state administrators would need to be convinced that throwing their support behind Health-e-App would result in a positive coup for Governor Davis with no risk of another computer system fiasco. Ultimately, the year-long campaign achieved all public affairs and strategic media outreach objectives. The foundation's efforts resulted in a coup of its own: convincing Governor Davis' administration and the state legislature to allocate \$2.1 million in the 2001–2002 state budget to fund Health-e-App's statewide implementation. In the process, the campaign secured 55,566,970 viewer impressions.

#### Research

To demonstrate Health-e-App's value, the foundation (which had previously spent \$1 million to design, develop, and test the program) hired the Lewin Group, a respected health-care consulting firm, to conduct independent analysis of a Health-e-App pilot project in San Diego. The Lewin Group's key findings:

- Online enrollment reduced Healthy Families application processing time by 50 percent.
- Online enrollment reduced application errors by nearly 40 percent.
- Online enrollment delivered applicant eligibility status within minutes, not weeks or months.
- Ninety-three percent of applicants liked applying online and thought it was "quick and easy."
- Ninety-two percent of eligibility workers in the pilot test preferred Health-e-App to the paper process, citing minimized paperwork, automated calculations, and more satisfied applicants.

Edelman leveraged these findings in media communications as well as in briefings with the governor's office and key legislators to convince them of the indisputable statewide value of Health-e-App.

## Planning

### Budget

\$150,000.

### Objectives

Edelman's objectives were to assist the foundation to (1) raise awareness of Health-e-App and demonstrate its value to target audiences; (2) navigate political sensitivities and budget realities within the governor's office, state capitol, and layers of state, county, and local government to increase acceptance of Health-e-App; and (3) secure support and state funds for statewide implementation. The campaign focused on key state budget decision makers. The news media constituted a secondary audience; media coverage was utilized to provide campaign messages to decision makers. The campaign predominantly emphasized communications with (1) state and county health officials; (2) state capitol legislative leadership, including key health and budget committees members and their staffs; (3) Governor Davis, his policy consultants, and press office; and (4) outreach workers in community-based organizations responsible for enrolling children and expectant mothers.

The campaign, spanning from October 2000 to September 2001, was conducted in three distinct phases.

- **Phase I, San Diego County Pilot (October 2000–February 2001):** The foundation made sure that Health-e-App worked smoothly; made improvements to the program based on feedback and testing; and conducted research analysis on Health-e-App program performance. Edelman ensured that all key audiences received advance knowledge of Health-e-App and the results of the research to build support prior to its public kick-off and secured the endorsement of Governor Davis' secretary of health, who participated in the January 2001 San Diego news conference that unveiled Health-e-App as a new and effective enrollment tool.
- **Phase II, Dissemination of Pilot Results (February–May 2001):** As the state budget process got underway, the campaign leveraged pilot research and results (validated by media coverage) through briefings with key legislative and administration officials. The Health-e-App Web site and Health-e-App email bulletin updates targeted at budget decision makers were also utilized to communicate developments and build momentum and support for Health-e-App funding. In May, Governor Davis inserted a Health-e-App line item into his state budget.
- **Phase III, State Adoption (June–August 2001):** When the campaign was assured that the legislature intended to retain Governor

held a news conference with the governor at a San Francisco health-care clinic in which he announced his commitment to Health-e-App's statewide implementation. To ensure the legislature had no last-minute change of heart, the campaign continued to leverage media coverage to ensure that the funds remained in the budget.

### Strategies

- Incrementally and methodically build client demand for Health-e-App through grassroots outreach to community-based organizations serving the uninsured
- Leverage San Diego pilot test to gain media coverage and establish Health-e-App credibility
- Leverage independent research demonstrating strong value of Health-e-App in measurable terms
- "Overcommunicate" with key elected officials, state and county agency officials, and governor's staff
- Position Health-e-App as a national model and the centerpiece of governor's "e-Government" initiative
- Foster partnership with Davis administration and key state and local government agencies

### Execution

- Conducted an extensive messaging session related to all key audiences
- Built a database of key elected officials on health and budget committees and in governor's cabinet
- Media-trained outreach workers and application assistants at San Diego health clinic
- Coordinated a news conference at a San Diego test site promoting Health-e-App's pilot test results, and secured participation of key public officials, including the governor's secretary of health
- Leveraged favorable media coverage from the *New York Times*, the *San Diego Union-Tribune*, and Reuters
- Developed collateral materials and scheduled briefings with the governor's staff and key legislators
- Conducted statewide and targeted national media outreach to major newspapers and broadcast media
- Worked closely with the governor's administration to plan media events, including announcement of the governor's endorsement of Health-e-App for statewide implementation

- Created Health-e-App telephone hotline and email inquiry system allowing potential enrollees and community-based organizations to get Health-e-App updates
- Distributed Health-e-App program and legislative updates via email to community-based organizations and budget decision makers

### Evaluation

The campaign achieved resounding success in helping the foundation overcome major obstacles to achieve its goals. The media strategy, research, and accompanying public affairs outreach activities directly resulted in the state legislature and Governor Davis earmarking a total of \$2.1 million (\$1.3 million in the 2001-2002 budget and an additional \$800,000 in 2002 from grant and federal funds) to fund statewide implementation of Health-e-App. Media outreach generated 55,566,970 impressions with coverage in the *New York Times*, *Los Angeles Times*, *San Diego Union-Tribune*, Reuters, and television and radio broadcast media throughout the state.

Today, Health-e-App is mainstreamed into use throughout San Diego County, and the foundation reports that the statewide rollout remains on track for 2002.

### Exhibit 6-3a

### Fact Sheet



#### Overview

Health-e-App is a fully automated Web-based application used to enroll children in public health insurance programs. It automates and streamlines every step of the Medi-Cal and Healthy Families application processes providing a faster, more secure and consumer friendly way to apply for coverage.

Health-e-App helps to eliminate barriers to enrollment by providing:

- Real time preliminary eligibility determination
- Instantaneous error checking to improve data quality
- Online selection of health plans and providers for Healthy Families
- Electronic signatures
- Automated premium payments
- Confirmation of application submission and disposition tracking
- A toggle between English and Spanish versions
- ADA compliance

Everyone involved in Health-e-App's development and implementation acknowledges and supports its efficiencies -- from community-based organizations, to county and state administrators.

#### San Diego Pilot Test

In partnership with the State, Health-e-App was pilot tested in San Diego County in January 2001. The application was tested in a variety of settings including clinics, schools, community-based organizations (CBOs), WIC sites -- even in applicant's homes.

An independent business case analysis of the San Diego Health-e-App pilot by the Lewin Group found that Health-e-App:

- Increased Speed. The time between application submission and eligibility determination decreased by 21 percent.
- Improved Data Quality. Application errors were reduced by nearly 40 percent.
- Greater Consumer Satisfaction. 90% percent of applicants would rather apply online using Health-e-App; 95% of CAAs preferred using Health-e-App to the paper application.

#### Application Development / Statewide Rollout

Health-e-App is a project of the California HealthCare Foundation. It was developed with the cooperation of the California Department of Health Services (DHS) and the Managed Risk Medical Insurance Board (MRMIB). Deloitte Consulting was selected to build the application

and an expert panel of county eligibility workers, application assistants and representatives from DHS and MRMIB provided input and guidance to the application development.

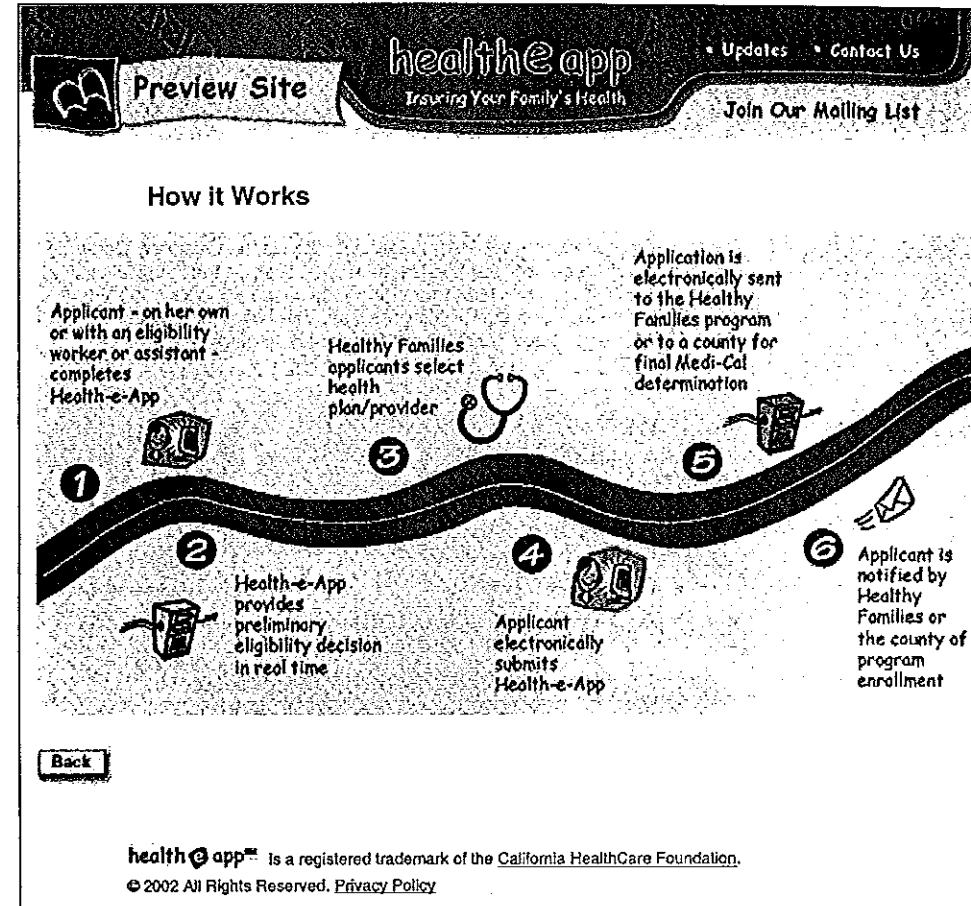
Health-e-App was transferred to the State of California in December 2001; it is being licensed to the State at no cost. A Health-e-App Implementation Office at DHS was established to manage statewide implementation. Rollout is underway and the application is currently used at clinics and CBOs throughout the state.

**Financing**

- Health-e-App was developed by CHCF at cost of \$2.5 million, which includes the software development, pilot test and independent business case analysis. The application was licensed to the State of California at no cost.
- \$500,000 was spent by CHCF to develop an interactive Web-based training application, which is being used to train 10,000 Certified Application Assistants who will use Health-e-App. The training application was licensed to the State of California at no cost.
- A \$500,000 grant from CHCF to MRMIB leveraged \$1.2 million in Federal funds to support Health-e-App's statewide implementation.
- CHCF, in partnership with Dell Computer, provided \$500,000 in computer systems and Internet connectivity to 40 of the top 100 Enrollment Entities in California, to help jump start implementation.
- Aerie Networks has donated 500 Ricochet high-speed wireless Internet accounts and 500 free modems. The donation, arranged by CHCF, is valued at \$250,000.

**Health-e-App Web site**

For updates on California's implementation, information on other states using Health-e-App and demos of the application, visit [www.healtheapp.org](http://www.healtheapp.org).



Courtesy California HealthCare Foundation

The screenshot shows the top navigation bar with the logo "health e app" and the tagline "Inspiring Your Family's Health". Links for "Updates" and "Contact Us" are visible. A "Preview Site" button is highlighted. A sidebar on the left contains links for Home, Background, How It Works, Updates, Business Case, Pilot Test, Try the Demo, and Privacy Policy. The main content area features a "Try the Demo" heading and a paragraph explaining the interactive overview. Below this is a six-step process diagram: Step 1: Getting Started, Step 2: Your Household, Step 3: Your Household Income, Step 4: Other Information, Step 5: Healthy Families, and Step 6: Application Submission. At the bottom, there are three buttons: "Overview" (5 minute demo), "Application" (15 minute demo), and "Web-based Training" (5 minute demo). A note indicates that Flash 4 or QuickTime is required to view the demos. The footer contains the text "health e app is a registered servicemark of the California HealthCare Foundation" and "© 2002 All Rights Reserved."

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