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The ABC's of School-Based Outreach



Contents

Acknowledgements	1
How to Use This Guide	1
The Need for School-Based Outreach	2
The ABC's of School-Based Outreach	3
A. Getting Started: Do Your Homework	3
B. Strategies for School-Based Outreach	5
C. What You Can Do to Reach Families	7
Case Studies	9
Support Available from the Covering Kids & Families Communications Team	13
Free Covering Kids & Families Outreach Materials	14
Sources	15

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How to Use This Guide

This guide is designed to provide you with helpful tips and strategies to work with your school communities to enroll eligible, uninsured children in Medicaid and SCHIP, and to assist you in planning school-based outreach and enrollment activities around the *Covering Kids & Families* Back-to-School Campaign and throughout the school year.

The suggested strategies are based upon the success of *Covering Kids & Families* grantees and other organizations that are already working with schools around the country. This guide can help you replicate those strategies and tailor them for your community.

Remember to tailor the outreach templates to meet each school community's needs and include current information about your state's Medicaid and SCHIP programs in any materials you distribute. You can download a letter to school administrators/organizations and a Template Drop-In Article for Newsletters from the *Covering Kids & Families* Communications Action Center by going to www.coveringkidsandfamilies.org/actioncenter.

The Need for School-Based Outreach

Schools are a natural setting to reach out to and enroll eligible, uninsured children in low-cost or free health care coverage through Medicaid and the State Children's Health Insurance Program (SCHIP). Nearly 90 percent of the nation's children attend public school, including most of the estimated 6.5 million children who are likely eligible for Medicaid or SCHIP.



Children who have health care coverage are better prepared to learn in school. A recent study showed that students who lack health care coverage miss more school days, which can have a negative impact on intellectual development and educational achievement.^{III}

The number of uninsured children has decreased by nearly 2 million since 1998, largely due to children being enrolled in Medicaid and SCHIP. Although there has been significant progress in enrolling eligible, uninsured children in these programs, nearly 8.3 million children are still uninsured. Seven in 10 of them are likely eligible for Medicaid or SCHIP, and most can be reached through outreach within public schools.

Schools are considered trusted institutions that can communicate credibly with families. A survey of parents with children eligible for public health care coverage found that more than half of them said they would be more likely to enroll their children if they could do so at their school or child care center.

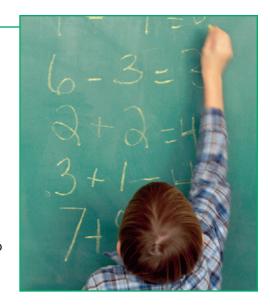
Schools may also have a financial incentive to ensure that eligible, uninsured children are enrolled in Medicaid and SCHIP. In many states, schools can be reimbursed for Medicaid and SCHIP outreach and training through Medicaid Administrative Claiming (MAC).

Other school-based public programs such as the National School Lunch Program (NSLP), After School, Head Start and subsidized child care are logical enrollment gateways because they often serve the same low-income families as Medicaid and SCHIP. In an average month, 29 million children participate in the School Lunch Program and most of them meet income eligibility guidelines for public health care coverage programs.

For these reasons, school communities are an important avenue to reach parents of eligible, uninsured children about the availability of low-cost or free heath care coverage through Medicaid or SCHIP.

The ABC's of School-Based Outreach

Almost any event or activity that brings school staff in direct contact with families can be an opportunity to provide information about the availability of low-cost or free children's health care coverage. This section provides tips for building relationships with key education leaders, creating an outreach strategy using various communication channels to reach parents, and collaborating with local schools and public programs such as Head Start and the School Lunch Program to identify eligible, uninsured children.





Getting Started: Do Your Homework

Understanding the landscape is an important first step.

- ✓ Become familiar with your school community's academic calendar. Research the start and end dates for traditional schools, year-round schools and summer school programs, and note important meetings, parent-teacher conference and school event dates that could provide opportunities to reach parents.
- ✓ Research school resources. Schools vary tremendously in the ways they interact with families. They may have health clinics, nutrition specialists or parent liaison programs where school staff work directly with parents. Find out what groups provide the best avenue through which to implement your outreach strategy.
- ✓ Research financial and other benefits to schools. Check with your state's education and health agencies to find out if local schools qualify for Medicaid Administrative Claiming (MAC) funding for outreach and training activities.
- ✓ **Identify a children's health care champion.** Recruit an educator, principal, school nurse, School Lunch Program staffer or parent who knows the school and school system and can introduce you to key decision-makers. Work cooperatively to gain the support of leaders within the school district, such as the superintendent or the director of school nurses.
- ✓ Think beyond the local elementary school. Consider including middle and high schools, preschools, day care centers, vocational/trade schools, private schools (including those of faith) and adult education classes in your outreach efforts.
- ✓ Use available data to target low-income school districts. Work with your state Medicaid office to obtain data on areas in your state with a high number of potentially eligible children. Contact your local School Lunch Program office to see if they have data on the school districts with a high number of children enrolled in their program.

- ✓ Engage school-based organizations and leaders in your coalition. Once you have identified key decision-makers, invite them to your coalition meeting to discuss what they can do to help enroll children in Medicaid and SCHIP. Explain that many children in your state lack health care coverage, and that there are health and educational consequences. Participants might include:
 - **State Medicaid or CHIP director.** For your state's Medicaid and CHIP program Web site, go to the Insure Kids Now! Web site at www.insurekidsnow.gov.
 - **State Department of Education staff.** To find your state's Department of Education, visit the U.S. Department of Education Web site at www.ed.gov/about/contacts/state/index.html?src=ln.
 - **School Nurses Association leader.** To find out if your state has an affiliate of the National Association of School Nurses, visit their Web site at www.nasn.org/Default.aspx?tabid=60.
 - **School Lunch Program staff.** To find your state's field office for the National School Lunch Program, go to www.fns.usda.gov/cga/Contacts/FieldOffices/default.htm.
 - Parent Teacher Association (PTA). To find your state's PTA affiliate, go to the National PTA's
 Web site at www.pta.org/jp find your pta.html.
 - Other education leaders. Your state's Education Association may be a good resource to identify other key education leaders within your state or community. To find your state's National Education Association affiliate, visit their Web site at www.nea.org/index.html.
 - Other school and youth organizations. For a list of Covering Kids & Families supporters, including more than 15 school-based and youth organizations, go to www.coveringkidsandfamilies.org. Many of these national organizations have local chapters or affiliates in your state, which can be found on their individual Web sites.

Tools for Making the Pitch

There are several tools available to assist you in explaining the outreach opportunities available to school-based organizations and leaders. The following tools can be downloaded or ordered from the *Covering Kids & Families* Web site at www.coveringkidsandfamilies.org:

- ✓ **Template Letter to School Administrators or Organizations**—Customize this letter to send to school-based organizations, school administrators and other education leaders inviting them to join your coalition and support your school-based outreach efforts.
- ✓ PowerPoint Presentation—This template PowerPoint can be used to explain the benefits of participating in Covering Kids & Families outreach efforts.
- ✓ Covering Kids & Families Outreach Video—This five-minute educational video puts a face on the issue of children's health care coverage in the United States and can be used for the school community and others.
- ✓ Fact Sheet on Children's Health Care Coverage—This fact sheet gives a brief overview of the number of uninsured children and the consequences of being uninsured.

For more information, see the tutorial titled **Building Partnerships** in the *Covering Kids & Families* Communications Action Center at www.coveringkidsandfamilies.org/actioncenter.



Strategies for School-Based Outreach

Once you have garnered the support of key leaders within the school community, work with them to design an outreach and enrollment strategy. Following are strategies to consider:

✓ Engage varied members of the school community. School counselors and social workers, coaches, band leaders, aides and allied staff such as bus drivers and food service workers can all assist in outreach efforts.



- Create incentives for participation. Find an organization such as a state health plan or community foundation to underwrite your training and outreach efforts by providing mini-grants or other rewards to schools, such as donated computers or tickets to a local sporting event.
- ✓ **Send informational letters.** Work with your state's health and education departments to send letters to school personnel, including administrators, principals, teachers, coaches, band directors and school nurses. Download the template letter to School Administrators/Organizations from the *Covering Kids & Families* Communications Action Center at www.coveringkidsandfamilies.org/actioncenter.
- **Work with school nurses.** School nurses can help you determine how to add health insurance questions to mandatory health forms, coordinate special health care coverage sign-up events, directly enroll children in health care coverage programs using the presumptive eligibility option and send home information about health care coverage with sick children.

A Special Role for School Nurses

School nurses may be the first and only consistent source of health services for millions of uninsured school-aged children. In the United States, more than 47,000 nurses work in 86,000 public schools and have regular and continuous contact with students and families. School nurses see children when they are in need of medical attention, an optimal time to identify children without health care coverage and help their families obtain benefits.

Source: Center on Budget and Policy Priorities. "Children's Health Coverage Outreach: A Special Role for School Nurses" (Oct, 2001). To download the full report, go to www.coveringkidsandfamilies.org/resources/?InfoCenterID=74.

- ✓ Work with the School Lunch Program. Include information in packets sent home to parents of children receiving free or reduced-price school lunches or enrolled in summer lunch programs, as most of them will be eligible for coverage under Medicaid or SCHIP. See the National School Lunch Program: A Natural Gateway to Enrollment below for more detailed information.
- ✓ Work with local Head Start or day care programs. Parents prepare even the youngest of children for school. Reach out to your community's day care centers to inform these parents about available low-cost and free health care coverage to help give their kids a healthy start. Go to www.acf.hhs.gov/programs/hsb/ to find your Head Start regional office.
- ✓ Present at workshops and seminars for school nurses, teachers, social workers and other educators. Make sure school professionals know about the importance of health care coverage, the details on your state's program and how families can start the enrollment process. If possible, provide them with applications to give parents.

National School Lunch Program: A Natural Gateway to Enrollment

The National School Lunch Program (NSLP) is a federally assisted meal program for public and nonprofit private schools and residential child care institutions. Your state's School Lunch Program can be an effective vehicle for identifying children eligible for health care coverage programs and helping them to enroll. Children eligible for free or reduced-price school meals are also likely to qualify for coverage under Medicaid or the State Children's Health Insurance Program (SCHIP). Many school districts attach a flier to the School Lunch application informing families about children's health care coverage and explaining how they can get help applying.

Through federal legislation, the School Lunch Program can now share information from a school lunch application with Medicaid and SCHIP under certain conditions. (Families that do not want to have their information shared have the option to keep their School Lunch application confidential). Sharing such information can help jump-start the children's health care coverage eligibility determination process.

For more information on the rules for sharing data and how the School Lunch application is being used to facilitate children's health care coverage enrollment, see "Enrolling Children in Health Coverage: It Can Start With School Lunch," Center on Budget and Policy Priorities, Washington, DC (January 2001). Access the report at www.cbpp.org/1-1-01health.pdf.

Source: Center on Budget and Policy Priorities. "Involving the School Community in Children's Health Coverage Outreach" (Oct. 2001). To download the full report, go to www.coveringkidsandfamilies.org/resources/?InfoCenterID=74.



What You Can Do to Reach Families

One of the benefits of working with the school community is the multiple channels of communication available to reach the parents of eligible, uninsured children. Once you have identified a school-based outreach strategy that will work for your community, you can conduct various outreach activities that will reach families



School registration and orientation, back-to-school nights,
PTA/organization meetings, parent-teacher conferences, athletic season openers and training camps all provide good outreach opportunities. To order free *Covering Kids & Families* outreach materials such as posters, fliers, lapel stickers, fans and bookmarks, and to download related school-based outreach templates, go to www.coveringkidsandfamilies.org.

Following is a checklist of outreach activities to get the message out to parents to enroll their children in Medicaid and SCHIP:

- ✓ Provide information during back-to-school registration. Prepare materials in advance to insert into back-to-school packets and to make available at back-to-school nights and parent-teacher conferences. To order free materials, visit the Covering Kids & Families Web site at www.coveringkidsandfamilies.org/materials/order.
- ✓ Distribute information about available health care coverage throughout the school community. Make information available by displaying posters on bulletin boards, handing out fliers at sporting events and school pick-up and drop-off locations, and asking teachers and nurses to send information home with students.
- ✔ Organize a health and enrollment fair. Work with your local PTA, school administrator and local health care organizations to host a health fair on school grounds, secure food and entertainment, advertise the event to parents, provide incentives for enrollment, and provide application assistance. For more information on planning a health and enrollment fair, download the Covering Kids & Families Back-to-School Action Kit at www.coveringkidsandfamilies.org/actioncenter.
- Work with the staff of state or local Medicaid and SCHIP agencies to station outreach workers at schools. Provide application assisters on-site at designated dates and times to help families fill out applications, determine eligibility, identify required documents and mail applications to the appropriate place.
- ✓ Publish an article in the school newsletter. Make it easy for schools to communicate your message by providing them with an article to include in newsletters educating parents about the availability of low-cost or free health care coverage. Download and tailor the template Drop-In Article for School Newsletters from the Covering Kids & Families Communications Action Center at www.coveringkidsandfamilies.org/actioncenter.

✓ Ask families, school personnel and older students to tell a friend. Word of mouth is a great communications vehicle.

For additional strategies on school-based outreach, download the series of issue briefs written by the Center on Budget and Policy Priorities for *Covering Kids & Families* at www.coveringkidsandfamilies.org/resources/?lnfoCenterID=74.

- ✓ "Enrolling Children in Health Coverage Programs: Schools Are Part of the Equation"
- ✓ "Children's Health Coverage Outreach: A Special Role for Nurses"
- ✓ "Involving the School Community in Children's Health Coverage Outreach"
- "Enrolling Children in Health Coverage Before They Start School: Activities for Early Childhood Programs"
- ✓ "Conducting Children's Health Coverage Outreach in Non-Traditional Educational Settings"

Enrolling Pre-School Children

Approximately 2 million of the nation's 6.5 million low-income children are younger than age 6, and since their parents are likely to be working, they are likely to receive day care in an early childhood program. Staff of child care centers, family child care homes, preschools, after-school programs, and early childhood programs such as Head Start, have an important role to play in ensuring the health of children in their care.

Early childhood programs can help link children to health care coverage by:

- ✓ Informing families about children's health care coverage programs
- Enlisting Head Start programs in outreach activities
- ✓ Using the Child and Adult Care Food Program (CACFP) as an outreach tool
- ✓ Allowing families to apply for children's health care coverage when they apply for subsidized child care
- ✓ Enrolling the children of child care providers
- ✓ Conducting outreach with local employers

Source: Center on Budget and Policy Priorities. "Enrolling Children in Health Coverage Before They Start School: Activities for Early Childhood Programs" (Oct. 2001). To download the full report, go to www.coveringkidsandfamilies.org/resources/?lnfoCenterID=74.

Case Studies

Covering Kids & Families grantees in Texas, Arizona, Montana and Nevada have been particularly successful with school-based outreach. Following are case studies from these states that may be helpful in conducting school-based outreach in your community.

Sustainable Outreach Strategies through Local School Districts Houston, TX

Background

Covering Kids & Families in Houston was awarded funding from two foundations to develop a children's health care coverage outreach and training initiative reaching more than 690,000 students in the Houston area. The grantee worked with local school districts to incorporate Medicaid and the State Children's Health Insurance Program (SCHIP) outreach and training into existing events. They also stressed the financial benefits to school districts using local data from the Texas House of Representatives Committee on Public Health, which showed that uninsured children are 25 percent more likely to miss school because of illness, and that school districts lose \$4 million a day from absenteeism.

Results

- ✓ Held a Medicaid and SCHIP training for 300 school nurses on application procedures and provided CEU credits and door prizes as incentives for attendance.
- ✓ Received more than 400 media placements through a district-wide "Valentine's Awareness Month" featuring enrollment and outreach events, a press conference, and a children's art fair.
- ✓ Incorporated Medicaid and SCHIP application assistance and training into the policies and procedures of school districts. Districts now train staff on Medicaid and SCHIP, distribute enrollment information in free and reduced lunch packets and hold ongoing outreach and enrollment events.
- ✓ Added a question on children's health care coverage to school enrollment forms to target specific schools with a large number of uninsured children.

Lessons Learned

- ✓ Identify a health care champion within the school district to promote and advance the initiative from the inside.
- ✓ Highlight the financial benefits of children having health care coverage.
- \checkmark Encourage school nurses to get involved by creating incentives and rewards to show appreciation.
- ✓ Secure media and key members of the community to ensure visibility.
- Work with school districts to develop policies and procedures that incorporate Medicaid and SCHIP into existing departments to ensure sustainability.

For more information, contact the Children's Defense Fund of Texas (Houston) at (713) 664-4080 or visit their Web site at www.cdftexas.org.

Tailoring Your School-Based Outreach Approach Phoenix, AZ

Background

Covering Kids & Families in Arizona has tailored their school-based outreach approach by targeting low-income school districts identified through the collection of School Lunch Program and Medicaid and SCHIP data. By creating this tailored approach, they identified what outreach and enrollment activities would work best for each school district, tailored their outreach approach within each district and worked to build these relationships year-round.

Results

- Analyzed Medicaid and SCHIP enrollment data by zip code to identify where the gaps in health care coverage were.
- Worked with the School Lunch Program to identify school districts where there were a large number of likely eligible children.
- ✓ Worked with the state nutrition office to get a letter of endorsement from Arizona Public Schools.
- ✓ Asked schools to include information on children's health care coverage in back-to-school registration packets.
- Worked with the School Lunch Program to include information in free and reduced-price lunch application packets and include questions about children's health care coverage on applications so they could match the data with the state.
- Organized enrollment activities at schools where a high number of children were likely eligible for Medicaid or SCHIP.
- ✓ Partnered with charities such as the Salvation Army that organized back-to-school clothing drives to include information about available health care coverage. During that same period, the state received nearly 4,000 applications.
- Developed a 77-page resource guide for the uninsured for school nurses that was downloaded more than 1,500 times from their Web site.

Lessons Learned

- ✔ Building relationships with school districts and school-based organizations is a year-round effort that takes time and patience.
- ✓ Use available data through the state Medicaid and SCHIP office and the School Lunch Program to target your outreach activities and determine where the majority of your time should be spent.
- Send a written proposal outlining the benefits to their involvement and what they can do to enroll children in Medicaid and SCHIP.
- Schools can vary drastically. It is important to take time to learn about the schools, find out who the best person to work with is and the best gateways for enrolling children in Medicaid and SCHIP (e.g., school nurse, parent liaison program, School Lunch Program, superintendent, nutrition coordinator, school-based clinics).
- ✓ Complement your school-based outreach efforts with other outreach efforts such as media events and health fairs

For more information, contact the Children's Action Alliance at (602) 266-0707 or visit their Web site at www.azchildren.org.

Engaging School-Based Organizations in Outreach Efforts Helena, MT

Background

Covering Kids & Families in Helena built an education community network to support their school-based outreach activities throughout Montana. They identified several education-based organizations including the Montana Education Association/Montana Federation of Teachers (MEA-MFT), Montana School Boards Association, School Administrators of Montana, Montana Head Start and Montana PTA. They encouraged these organizations to come up with ideas about how they could best reach their members to distribute information through their networks to teachers, parents, school nurses and school administrators through mailings, listservs and by providing materials for distribution.

Results

- Identified key school-based organizations throughout the state, let them know what they could offer and asked the organizations to suggest ways they could reach their members to get materials to families.
- ✓ Worked with the Head Start program to distribute information to Head Start teachers who could get information about health care coverage to families.
- ✓ Identified an active early childhood organization that distributed materials at their three-day conference.
- Put together a letter of introduction that was sent from the head of the MEA-MFT encouraging members to participate in outreach activities.
- Mailed out more than 30,000 Covering Kids & Families bookmarks and fliers to school-based organizations around the state encouraging them to take action locally and distribute materials to parents.

Lessons Learned

- Stress to the education community that children with health care coverage are better prepared to learn and that healthy children make their jobs easier.
- Let the organizations know what you can provide, then let them suggest ways that they can easily get involved and accommodate their needs.
- ✓ Engage the education community throughout the school year, not just during the back-to-school season.
- ✓ Identify a wide array of education-based organizations throughout the state, find who the best person to work with is and contact them to find out they may be interested in helping get the word out to families about low-cost or free health care coverage.
- ✓ Keep the ask simple. Don't overwhelm the organizations, and make their participation as easy as possible.

For more information, contact Healthy Mothers, Healthy Babies–Montana at (406) 449-8611 or visit their Web site at www.hmhb-mt.org/hmhb.htm.

Reaching Targeted Populations through School-Based Help Sessions

Las Vegas, NV

Background

Covering Kids & Families in Las Vegas worked with local school districts to reach the area's large Hispanic population. By collaborating with school officials and creating Help Sessions at local schools, the grantee was able to increase the number of Hispanic children enrolled in Medicaid and the State Children's Health Insurance Program (SCHIP). The Help Sessions provided bilingual support and application assistance throughout the school year. It was a successful way to reach eligible uninsured children, and currently 69.4 percent of all the children enrolled in SCHIP are Hispanic.

Results

- ✓ Held an in-service training on Medicaid and SCHIP for all school nurses. Provided giveaways to encourage attendance.
- ✓ Instituted Help Sessions at local elementary schools with bilingual volunteers to assist families with Medicaid and SCHIP applications. More than 60 applications were completed during the first Help Session.
- ✓ Worked with schools to advertise Help Sessions. Schools sent home Spanish and English letters in children's backpacks and faxed letters to specific parents to ensure that they knew about upcoming sessions.
- ✓ Recruited and trained four bilingual college students to help with school Help Sessions. To encourage an extended relationship with the students, the grantee offered a small stipend and a flexible schedule.

Lessons Learned

- ✓ It is important to work within trusted sites, like schools, to reach targeted populations.
- Flexibility in volunteer time and ensuring volunteer appreciation can help develop a strong, non-traditional volunteer base.
- Work with school nurses and other school officials to determine the most effective ways to reach and enroll eligible children.
- ✓ Ensure that parents know what types of documentation are needed for Medicaid and SCHIP enrollment before they attend an outreach session.

For more information, contact the *Covering Kids & Families* Southern Nevada Health District at (702) 759-0818 or visit their Web site at www.cchd.org.

Support Available from the Covering Kids & Families Communications Team

This guide is only one of many resources available from the Covering Kids & Families Communications Team. A wide array of communications resources is available to order or download on the Covering Kids & Families Web site at www.coveringkidsandfamilies.org, such as:



Covering Kids & Families Toolkits and Guides

- Back-to-School Campaign Action Kit
- Engaging the Business Community Toolkit
- Evaluating Communications and Outreach
- Guide to Placing Public Service Announcements
- Guide to Working with the Faith Community
- Interfaith Toolkit
- Meeting the Match: A Guide to Fundraising
- Message Strategy Toolkit
- Reaching Latino Families Toolkit
- Cover the Uninsured Week Health and Enrollment Fair Planning Guide
- Cover the Uninsured Week State Guides to Finding Health Insurance Coverage

Covering Kids & Families Videos and Public Service Announcements

- Public Service Announcements (available in English and Spanish)
- Back-to-School Campaign Spanish-Language Music Video featuring Willie Colón
- Outreach Videos (available in English and Spanish)
- Accomplishments Video

Reports

- Reaching Uninsured Parents: Insights About Enrolling Uninsured, Low-Income Parents in Medicaid and SCHIP
- Addressing the Barriers to Covering Kids: A Values-Based Strategic Framework Research Report
- Retaining Eligible Children in SCHIP and Medicaid: What We Know So Far

Online Photo Library

Download royalty-free photographs of children and families to use in your outreach efforts. These
photographs are to be used exclusively in materials related to enrolling children in Medicaid
and SCHIP.

For more information about this guide or for additional tips on conducting school-based outreach, contact the Covering Kids & Families Communications Team at (202) 338-7227 or via e-mail at coveringkidsandfamilies@gmmb.com.

Free Covering Kids & Families Outreach Materials

These Covering Kids & Families bookmarks, fliers, posters and lapel stickers encourage parents to call the national 1(877) KIDS-NOW toll-free number to find out if their children are eligible for low-cost or free health care coverage. They can be included in mailings to parents, distributed at sporting games and other school events, hung on bulletin boards or sent home with sick children. Order these free materials online at www.coveringkidsandfamilies.org/materials/order.

Children's Health Coverage Bookmark



This 2-sided 2-1/4 " x 6" color bookmark is for children as well as adults. Available in English or Spanish.

Children's Health Coverage Poster



These 10" x 12" color posters include colorful photos and important messages for families. One version features a father and child and the other a mother and child. Space is provided to insert local information on both posters. Available in English or Spanish.

Children's Health Coverage Flier



This 2-sided 3-7/8 " x 8" color flier fits into a business-size envelope and includes colorful photos of diverse children and important messages for families. Space is provided to insert local information on the flier. Available in English and Spanish.

Children's Health Coverage Lapel Sticker



This colorful 2" x 2" lapel sticker prominently features the 1(877) KIDS-NOW toll-free number. It can be distributed at events. Available in English and Spanish.

Children's Health Coverage Fan



This paper fan will keep families cool while providing them with the toll-free number to call about available health care coverage programs. It's a great giveaway at outreach activities. Available in English and Spanish.

Sources

- i Kaiser Family Foundation. "Opening Doorways to Health Care for Children: 10 Steps to Ensure Eligible but Uninsured Children Get Health Insurance" (April 2006). <u>www.kff.org/medicaid/7506.cfm</u>.
- ii Alliance for Health Reform. "SCHIP and Medicaid Enrollment: What's Next." (May 2006). www.allhealth.org/publications/pub-6.pdf.
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- vii Kaiser Family Foundation. "Medicaid and Children: Overcoming Barriers to Enrollment" (January 2000). www.kff.org/medicaid/2174-index.cfm.
- viii Kaiser Family Foundation. "Opening Doorways to Health Care for Children: 10 Steps to Ensure Eligible but Uninsured Children Get Health Insurance" (May 2006). www.kff.org/medicaid/7506.cfm.







