



## Medicaid Expansion Campaign Planning Guide

State advocates have a critical role to play in ensuring the implementation of the Affordable Care Act's (ACA) Medicaid expansion. The ACA has the potential to expand Medicaid coverage to 16 million new enrollees starting in 2014, but the Supreme Court's decision gave states the option of rejecting the expansion, putting the health of millions of vulnerable Americans in the hands of state government.

This campaign planning guide provides state advocates with a tool to plan their campaigns and tailor them to reflect state-specific strategies or political environments when building the case for expanding Medicaid.

### I. Goals

State takes up the ACA Medicaid expansion

### II. Objectives

Short term or partial victories that will lead you to your long terms goal. For example, inclusion in governor's budget, favorable committee vote, and so on.

### III. Creating a Table/Coalition

A strong, broad-based coalition is needed to support the campaign. Coalitions help bring key capacities to the campaign, as well as relationships and other resources to the collective effort. Reaching out to a wide group of stakeholders and thinking creatively about coalition partners can help provide a strong and diverse consumer voice. Identifying the people who have something to gain from the new policy and people who will be negatively affected if it is not enacted is a strong starting point. Reaching out to unusual partners can also provide clout to the campaign. [This guide](#) can help state advocates think about new organizations and individuals to engage in their work to protect and/or expand Medicaid.

### IV. Strategic Considerations

#### One Table or Two?

- Do consumers and other stakeholders come together in a single joint structure (perhaps co-chaired by a consumer and provider group)? Is there a "big tent" and a more pure

consumer table? Is it more coordinated “parallel play” rather than a single effort? If the latter, how will lines of communication be kept open with other stakeholders?

### Coalition Dynamics

- How will your coalition be governed?
- How will you identify the coalition leadership?
- Who will be the key spokespeople for the coalition?
- How will it make decisions?
- What principles will guide the coalition?
- How will other resources be raised and managed?
- How will you engage coalition members? Will certain members take on certain roles/carry out certain activities?

## V. Targets

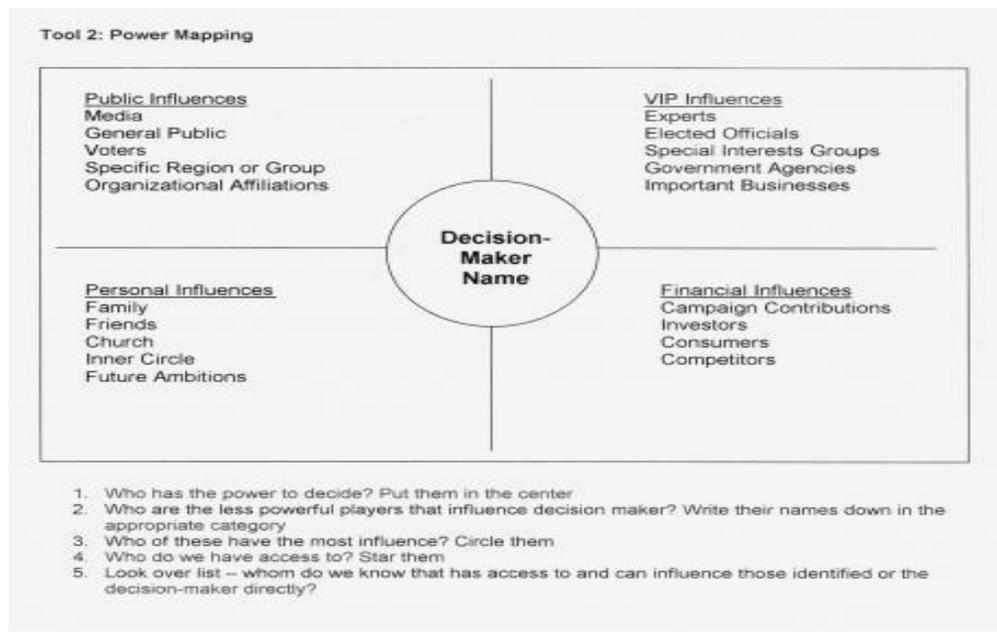
### Primary Targets

- Governor
- Legislative leaders
- Health care and budget/finance committee chairs

### Secondary targets

- Potential champions
- Rank and file members especially on relevant committees
- “Influentials”—who do the primary targets listen to?

### Power Mapping



<http://organizingforpower.wordpress.com/strategy/tools/>

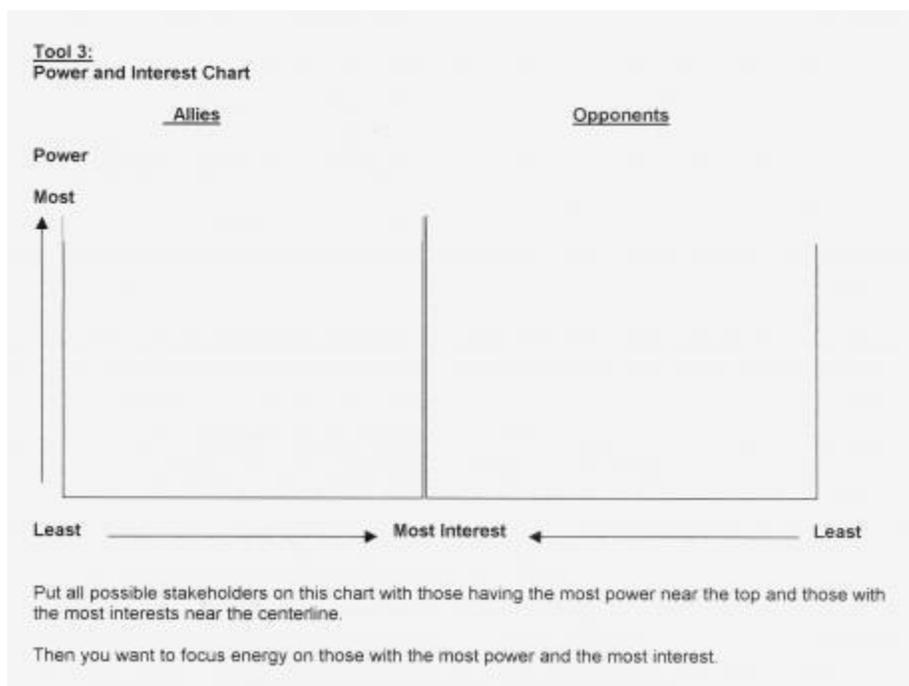
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## VI. Opponents

It is important to understand who will oppose the campaign, what drives their thinking, who they influence, and their resources. Advocates should use this model and complete the necessary research to understand how the coalition can best position its work and neutralize opponents.

- Who are the opponents?
- What is their interest?
- How powerful are they?
- To whom do they have access?

### Allies and Opponents Power and Interest Mapping Tool



<http://organizingforpower.wordpress.com/strategy/tools/>

## VII. Tactics

Specific activities to achieve each objective identified above:

### Targeting your organizing strategy

- Strategic and/or constituency targets
  - Children, people with disabilities, and low-income seniors make up the majority of people served under Medicaid. Highlight how Medicaid helps these consumers, but also think strategically about finding “unusual suspects,” such as veterans, who will benefit from the Medicaid expansion.

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- Use consumer helplines, existing grassroots organizations and social media to find consumers who rely on Medicaid or who would be helped by the Medicaid expansion.
- Break out of geographic siloes. Affected constituencies may be concentrated in geographic areas that are represented by the minority party in the state house; persuading legislators from more affluent/conservative districts may be key.
- Engage health care workers who work with low-income populations but may live in more middle class communities or low-income home health workers who work in middle class communities in supporting the Medicaid expansion.
- Hospitals in wealthier communities can engage higher income earners to weigh in.
- Work through faith denominations, voluntary health, and other allies to extend geographic reach.

### **Messaging and communications**

- It is critical to present all stakeholders – legislators, partners, the media, and grassroots supporters – with a consistent message through multiple channels. Success depends on the campaign’s ability to:
  - Build timely public and political support
  - Counter opposing arguments
  - Reach the intended audience
  - Take advantage of media opportunities

### **Key messages for expansion campaign**

- Expansion is the right thing to do from a human point of view
- Expansion is affordable for the state
- Failure to take it up will hurt the health care industry
- Expansion is good for businesses and good for the economy
- State will incur most of the costs (including increased Medicaid enrollment) even if they don’t take up the expansion — might as well get the benefits

### **Matching the message, messenger and audience**

- Who is most persuaded by each of these messages?
- Who is most persuasive as the messenger?
- Is the message aimed directly at a primary target? At a secondary target? At the general public?

### **Earned media strategies**

- Reports
- Public hearings
- Coalition generated events
- Endorsements
- Article pitching (use of storybanking for this)
- Op-eds and letters to the editor
  - Letters from local editorial boards

**Owned media**

- Websites
- Blogs
- Facebook or Twitter accounts
- Newsletters

**Paid media**

- Advertising through internet, newspaper, television, or radio.
- Social advertising on sites like Facebook and Twitter

**Other messaging strategies**

- Testimony from supporters
- Lobbying visits
- Presentations with diverse constituencies

**VIII. Policy Research and Analysis**

Conducting the following research can support you in making your case about the importance of Medicaid expansion

- Analysis of state fiscal implications
- Analysis of economic impact
- Demographic breakdown of potentially eligible people by district
- Public opinion polling

**IX. Campaign Timeline**

Develop a timeline and framework for each phase of your Medicaid expansion campaign that fits within the political environment of your state.

- Capitalize on strategic moments/dates to highlight the Medicaid program
- Are there certain deadlines or opportunities (legislative session, budget proposal) that will influence your campaign?