



Network Adequacy Campaign Guide

The Affordable Care Act (ACA) has resulted in millions of Americans getting coverage, but there are still opportunities to improve how consumers shop for coverage and access care in their health plan networks. This campaign-planning guide provides state advocates with a tool to plan their network adequacy campaigns to encompass state-specific strategies and political context. Advocates might use this tool at any stage in their network adequacy campaign.

Section 1: Identifying the Campaign Goal and Context

This section helps you identify a campaign goal and key interim outcomes and other important political and state contextual factors. Identifying these elements will help your campaign stay focused.

- ❖ What is the network adequacy issue you want to address (i.e. provider directories, balance billing, essential community providers or quantitative standards)?
- ❖ Why did you choose this issue (i.e. evidence it is a huge problem, there is existing momentum for this issue)?
- ❖ What is the ultimate goal of the campaign (i.e. legislation passes; state establishes time and distance standards for all insurance markets)?

Health Care Reform Landscape

- ❖ What is your state's political and health care reform landscape around network adequacy issues?
- ❖ Where does your campaign stand now?
- ❖ General attitude of policymakers?
- ❖ Do you have any policy momentum around the issue already?
- ❖ Are there gaps in your state's current protections that need filled?

Path to Victory

- ❖ Who are the key decision-makers and what will convince them to support your campaign?

- ❖ Who are the key targets (i.e. specific legislators, residents of the state, etc.) that you need your campaign to engage with?
- ❖ Who is the best messenger to reach these key targets and decision makers?
- ❖ Can you identify some “peaks” or interim wins along the path to success (i.e. getting five or more groups to be part of your coalition, securing a bill sponsor, etc.)?

Section 2: Mapping out Strategy and Campaign Elements

This section helps you plan the various elements of a well-rounded campaign, including grassroots organizing, communications, policy analysis and stakeholder engagement.

Grassroots Organizing

Understanding the challenges consumers face with their coverage is key to advancing your campaign goals. Highlighting their experiences and voices in your campaign can drive momentum and move your key targets.

- ❖ What are some actions and steps you can take to build your grassroots capacity with network adequacy issues?
- ❖ Are there new or existing partners or other groups to engage with who can help to build an active grassroots network?
- ❖ Are there key legislative districts that might be particularly important with network adequacy issues?
- ❖ What are some strategies to engage consumers, and specifically vulnerable consumers, with network adequacy issues?

Coalition-Building and Stakeholder Alliances

A strong, broad-based coalition will help bring key capacities to the campaign, as well as relationships and other resources to the collective effort. Map out the groups who could be part of your network adequacy work and other important details in tables A, B and C. You can adjust the table to your needs as you see fit.

- ❖ Are there groups in your state already working on network adequacy issues?
- ❖ Are there groups that are knowledgeable about insurance issues that consumers face (i.e. navigators, voluntary disease organizations)?
- ❖ Will you create a new coalition or expand an existing one? What would be your main coalition engagement strategies?

Table A. Potential or Existing Consumer Advocacy Partners				
Name of group	Capacities they offer (policy, grassroots, communications, etc.);	Status of current relationship between you and group	Relationship to other stakeholders	Network adequacy interests

Table B. Stakeholder Groups (providers, hospitals, insurers, business, etc.)				
Name of stakeholder group	What they have to offer/what is their stake or policy interest	Status of current relationship between you and group. Would you invite them to your coalition?	Relationship to other stakeholders	Level of resources and power

Table C. Policymaker analysis (DOI, legislature or specific legislators, Governor, etc.)				
Policymaker	Current relationship to them	Are they a current or potential champion?	How they can be moved to support your campaign	Challenges or opportunities you foresee in engaging this stakeholder (strong ties with industry, elections)

Messaging and Communications

Think about the different audiences/stakeholders and how your messages will reach them. Craft a tailored message to an assigned audience around your policy issue. Identify messengers.

- ❖ Who are your audiences and goals of messaging for each audience? Examples: Message to get legislators to support a consumer-oriented bill; message to educate consumers from different social backgrounds (such as those with low health literacy and/or from communities of color); message to bring stakeholders that have conflicting interests on the issue towards agreement.
- ❖ Are there other key messengers that will be helpful to your campaign besides consumer advocates?
- ❖ What other communication action plans could you take? When and who will execute these actions (i.e. op-eds and LTEs, social media content, newsletter contents, gathering stories, developing factsheets and other key documents)

Policy Analysis

Policy analysis of network adequacy issues and subsequent deliverables can provide concrete evidence and a clear platform to help advance your policy goals. Below is a policy framework to think about the types of policy analysis you can do within the bounds of your available resources and capacity. You can adjust the table to your needs as you see fit.

Methods to assess the problem	What groups will you engage in to complete this work, if any?	Do you have the capacity and resources to complete this activity?	When and how will you disseminate the results, if applicable?
Secret shopper			
Review complaint data			
Collect consumer stories			
Conduct consumer survey			
Methods to assess existing state policies			
Compare existing state policies with the NAIC model act on network adequacy			
Review existing state laws and regulations			
Creating your policy platform			
Consumer and coalition principles			

Policy papers			
Leave behinds			

Section 3: Other Considerations

- ❖ How long might the campaign be?
- ❖ To the degree you are able to predict, what are the big buckets of work that need to be done in each month of the campaign?
- ❖ Are there contingency planning strategies you may need to develop (i.e. legislation not passing, losing momentum)?

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