

# Health Policy and Advocacy Toolkit

Advocacy can make a significant difference in ensuring that everyone has access to coverage, care, and improved health. You and your organization can play a vital role in educating public officials about issues important to health care consumers.

The goal of this toolkit is to help people new to advocacy. It will give you the knowledge and tactics you need to be an effective advocate.



Your Voice



Federal Policy



State Policy



Reaching Out





# **Making Your Voice Matter**

You can help policymakers understand the health policy issues that matter to consumers.

## Understanding Your Role as an Advocate

Being an “advocate” or doing “advocacy” means that you educate and influence people about policy topics that are important to you. Some of the most effective tactics for doing so include contacting your elected representatives or other public officials.

The law allows almost everyone to participate in advocacy activities, but you may be more limited in what you can do during work hours if your organization receives specific kinds of funding.

One of the first steps you should take is to determine which advocacy activities you are allowed to engage in while at work. You should then decide what additional activities you want to do on your own, outside of work.

### Rules about Advocating during Work Hours

Many nonprofit organizations have a 501(c)(3) tax exempt status. Such organizations are permitted to engage in advocacy, and their advocacy can make a significant impact changing public policy. However, they must follow certain rules when engaging in advocacy activities.

In short, 501(c)(3) organizations can and do educate public officials about the issues that are important to them. Those organizations, however, cannot endorse or oppose specific candidates for public office or engage in partisan activity. “Partisan activity” means showing partiality to or bias toward a candidate, elected official, or political party, including political candidates or parties, during a campaign or election cycle.

For example, employees of a 501(c)(3) organization can talk with elected officials about the importance of health insurance coverage for low-income children, families, and adults, but they cannot say publicly that they support a specific candidate for elected office because of his/her stance on this issue. 501(c)(3) organizations must focus on the issue, not the individual candidate or official.

Organizations with 501(c)(3) status are also allowed to “lobby,” in which they use their interactions with elected officials to persuade officials to adopt specific pieces of legislation. Lobbying can also include asking the public to contact their elected officials to urge officials to support or oppose specific legislation. These sorts of “lobbying” activities, while allowed, cannot make up a substantial amount of the overall work that a 501(c)(3) organization does.

For more information on what makes an organization a “501(c)(3) tax exempt organization” and more detailed advocacy rules, visit the Alliance for Justice’s *Bolder Advocacy resources* ([www.afj.org/our-work/issues/bolder-advocacy](http://www.afj.org/our-work/issues/bolder-advocacy)).

501(c)(3) organizations that receive federal funding for their programs may have other legal limitations on what they can support.

### Rules about Advocating Outside of Work

Generally, rules that govern 501(c)(3) organizations do not apply to individuals outside of work hours. When you are on your own personal time and are not representing your organization, you are free to support specific candidates. You may also urge your elected officials to support or oppose a specific bill or proposal without time restrictions.

## TIP

**Anyone can educate public officials about the importance of health care programs and how they touch their lives and those of the people they help.**

## How to Effectively Reach Your Public Officials

### Identify Your Issue

Your first step is to decide which issues you'd like to talk about. Are there important health care programs you or your organization believe should be maintained or strengthened? Is there something you'd like to see changed in your state's health care system, or nationally?

Discussing your issues with coalitions, colleagues, and other health care advocates is a good way to narrow down your topics and make sure your message is focused.

### Identify Your Audience

Once you are clear on your priorities, make sure you know who makes the decisions that shape your issue, whether you are advocating on a local, state, or federal topic. You need to figure out whether your issue concerns a federal or state program.

For example, states make some decisions about the Medicaid program on their own, such as whether or not to expand the program to low-income adults. For this issue, your audience is your state legislators and governor. But if you are concerned about federal proposals to restructure and cut the entire Medicaid program, (such as block grants or a per capita cap system), your audience is your members of Congress. (Read more about Medicaid issues such as expansion and per capita caps on Families USA's website).

If you aren't sure who makes the decisions about your issue, call one of your elected officials and ask, or reach out to Families USA.

### Who represents you?

Unsure of who represents you in Congress? Find your Representative and Senators online at [www.GovTrack.us](http://www.GovTrack.us).

To find out who represents you in your state, visit your state legislature's website.

### Develop a Clear and Persuasive Message

Regardless of the subject you are contacting your elected representatives about, it is important to have a **clear and concise message** and know **what action** you would like them to take.

It is important to know the "why" of your message, as well as the "what" and the "how." Articulating the "why" allows you to convey a detailed picture and leads your audience to become more engaged in your message. Equally important is connecting that story to your issue and conveying what you would like the public official to do about it.

For example, you might want a policy maker to oppose cuts to your state Medicaid program because it is a critical safety net for low-income families in your community who would otherwise be uninsured. Or you might want them to introduce a bill that would address rising prescription drug prices because people in your community cannot afford their medicines.

### TIP

**Discussing your list of potential advocacy issues with coalitions, colleagues, and other advocates is a good way to narrow down your topics and make sure your message is focused.**

### **Connect Your Message to Your Audience Using a Local Perspective or a Direct Impact**

A public official is much more likely to be convinced of the importance of your cause if you connect your message to a personal experience you've had or a situation experienced by the official's constituents. Think about how the issue is relevant to you and to the public official.

Personal stories that highlight real people's experiences help put a face on the problems that we continue to see in the health care system. To learn how you can collect and share stories to have a greater impact, visit our Story Bank Toolkit at [www.familiesusa.org/story-bank-toolkit](http://www.familiesusa.org/story-bank-toolkit).

### **Be Courteous and Respectful in All Communications**

Public officials and their staff often have busy schedules, and they correspond with many constituents and groups that advocate for a wide range of policies. You can effectively convey your message and make sure your voice is heard by building a relationship with your policymakers and their staff.

Providing clear information and engaging in a polite and respectful dialogue can help to build constructive, meaningful relationships with public officials, even in a short period of time. Even if you and the official disagree on an issue, you may find common ground on other issues down the line, and in the future, a public official may look to you as a resource.

During in-person meetings, you may want to bring written materials that the official or his or her staff can keep after your conversation is over. This will give the official the opportunity to remember your issue and learn more about it—and it is a handy way to give the official your contact information.

### **Engage Your Network**

It's important for your public official to know that the issue you are discussing impacts other constituents. Engaging your own networks—including your professional connections, coalitions and partner organizations, the media and the public, or even your own friends and family—should be factored in as part of your strategy to engage a public official.

Broad support can be highlighted through a variety of means, including sign-on letters, hosting events like rallies or town hall meetings, and utilizing coordinated messages from multiple groups.

#### **TIP**

**Articulating the “why” of your message allows you to convey a detailed picture and leads your audience to become more engaged in your message.**



# **Federal Policy 101**

This step-by-step overview of the federal lawmaking process will give you a basic understanding of how an idea becomes a law, and where there are opportunities to get involved.



## Federal Law-Making Processes

This step-by-step overview provides a basic understanding of the process in which an idea becomes a law, the law becomes implemented, and the specific opportunities in which you and your organization can get involved. You can visit [www.familiesusa.org](http://www.familiesusa.org) to learn about the latest health care bills in Congress and ways to get involved, or access [www.congress.gov](http://www.congress.gov) to track all currently active federal bills.

### 1. Legislation can be drafted and introduced in Congress by any member of the House of Representatives or the Senate.

Members of Congress frequently get ideas for legislation from their constituents and groups that represent specific causes.

For example, constituents may contact their representative about their struggle with high out-of-pocket health care costs (like deductibles and cost-sharing) or lack of access to oral health care.

If representatives hear about how an issue affects their constituents, they are more likely to look into introducing a bill that addresses that problem.

### 2. Once a bill is introduced, it is referred to one or more committees.

Congressional committees evaluate and amend the bill and vote on whether or not to move it forward.

If a majority of committee members agree to move a bill forward, it is sent to the full House of Representatives or Senate for consideration.

Committee consideration can be an important time for constituents to weigh in. This is especially true with committees that oversee your priority issues and committees your own federal elected officials serve on. See page 10 for more details on key committees.

### 3. The bill then goes to the House or Senate floor for debate and a vote.

This is another key time when the public can weigh in with their views. Members of Congress appreciate having constituents' input when a bill is being debated and they are considering whether or not to support it.

### 4. If a majority of the House or Senate agrees on the bill, it is referred to the other chamber, where it usually follows the same route through committee action and voting.

### 5. After a bill has been approved by both the House and Senate in identical form, it is sent to the President for his or her approval or rejection.

If the President signs the bill, it becomes law. If the President vetoes the bill, Congress can attempt to override the veto with a two-thirds majority vote.

### 6. Once a law is signed by the President, it is implemented through federal agencies.

Agencies write regulations and other guidance that determine the details of how a law will be put into practice. Weighing in on these agency decision-making processes after the legislative process is over is an effective way to influence how laws impact people's lives. Learn more about working with federal agencies on page 10.

#### TIP

**Find out what legislation Congress is currently considering by searching for bills in the Library of Congress database at [Congress.gov](http://Congress.gov).**



# HOW DOES A HEALTH CARE IDEA BECOME A LAW?

These are the steps that nearly every bill takes on its journey to the President's desk.



A policy maker gets an **idea** for legislation from his or her constituents or a group that represents a specific health care-related cause.



A bill is **introduced** by a member of Congress.



The bill is referred to key **committees**, which hold hearings and vote to move the bill forward.

## KEY COMMITTEES

House Committee on Ways & Means

Senate Finance Committee

House Committee on Energy & Commerce

Senate Committee on Health, Education, Labor, & Pensions (HELP)

House Committee on Education & the Workforce



The bill is **debated** by the full House of Representatives or Senate.



The bill is **voted** on by the full House or Senate, and sent to the other chamber to repeat this process.



After the House and Senate both approve an identical bill, it is sent to the **President** for his or her signature or veto.



## WORKING WITH FEDERAL AGENCIES

Federal agencies implement enacted laws, shaping how health care policies ultimately affect consumers. They also give the executive branch and its appointees a direct way to influence policies.

Agencies write regulations and other guidance that determine the details of how a law will be put into practice, and can update and change these rules years after laws are passed. While a number of agencies touch health care issues, most topics fall under the **Department of Health and Human Services (HHS)**, which oversees many health programs including Medicaid and Medicare through the **Centers for Medicaid and Medicare Services (CMS)**.

Advocates should take advantage of the processes these agencies must use to get public feedback on how the laws and programs they oversee should be implemented, including public comment periods and requests for information.

Families USA tracks these opportunities and can provide guidance about how and when you can weigh in.

## Key Congressional Committees

Members of the House of Representatives and the Senate serve on committees that perform a range of functions, including writing and considering legislation, as well as overseeing federal agencies, programs, and activities.

Several key committees in the House and the Senate oversee programs related to health coverage, care, and related programs. These committees are important because, in order to get a bill passed, it usually must be introduced and passed out of one of these committees before it is voted on by either the full House or Senate.

Key committees in the **House of Representatives** that have authority over health-related programs:

- » House Committee on Ways & Means
- » House Committee on Energy & Commerce
- » House Committee on Education & the Workforce

Key committees in the **Senate** that have authority over health-related programs:

- » Senate Finance Committee
- » Senate Committee on Health, Education, Labor, & Pensions (often referred to as the “HELP” Committee)

In addition, the House and Senate each have a Budget Committee and an Appropriations Committee, which oversee the federal budget and federal spending, respectively. These committees are also important, because the federal budget includes spending on health care programs.

For more information on the scope of what these committees cover and updates on current legislation, visit [www.house.gov/committees/](http://www.house.gov/committees/) and [www.senate.gov/committees/committees\\_home.htm](http://www.senate.gov/committees/committees_home.htm).



## Glossary of Legislative Terms

Members of Congress and their staffs frequently use technical vocabulary, so it's important to know some of the commonly used legislative terms. Knowing these terms will help you better understand and communicate with your lawmakers.

**Appropriation:** Money designated by Congress for a specific purpose. For example, Congress appropriates much of the budget for the Department of Health and Human Services each year.

**Entitlement:** An “entitlement program” is a federal program that provides benefits to any person who meets the eligibility criteria established by law. Medicare and Medicaid are examples of entitlement programs.

Entitlements are a binding obligation on the part of the federal government, and eligible recipients have legal recourse if the government does not fulfill that obligation.

**Fiscal year:** A fiscal year is the accounting period for the federal government that begins on October 1 and ends on September 30. State fiscal years vary; the majority run from July 1 through June 30.

**Hearing:** A meeting of a committee or subcommittee to take testimony in order to gather information and opinions

on proposed legislation, to conduct an investigation, or to review the operation or other aspects of a federal agency or program. Hearings are generally open to the public.

**Mark-up:** The process by which congressional committees and subcommittees debate, amend, and rewrite proposed legislation.

**Recess:** A temporary interruption of Congress's proceedings, when members of Congress are back in their home districts meeting with constituents and participating in townhalls. Congress usually takes these breaks during holiday periods, and for a month in August. These are great times for constituents to meet with their elected officials in their districts.

**Sponsor and cosponsor:** A sponsor is the Representative or Senator who introduces a piece of legislation. Representatives or Senators who formally list their names as supporters of another member's bill are called cosponsors.



# **State Policy 101**

This guide provides an overview of state legislatures, as well as resources you can use to engage your state government further.

## How State Legislatures Work

Each state has a legislature that writes and passes laws that affect the residents of the state. These legislatures play the same role at the state level that Congress plays at the federal level, and their legislative processes generally mirror one another.

The powers, duties, size, and organization of legislative bodies differ from state to state. This guide provides an overview of state legislatures, as well as resources you can use to explore your state government further.

## How State Legislatures Are Structured

Similar to Congress, 49 states have a legislature made up of an upper chamber, known as the Senate, and a lower chamber, known as an Assembly or House of Delegates. Nebraska is the only state with a single chamber.

As with the federal government, legislation starts in committee and then goes back and forth between chambers before it passes.

## State Legislative Calendars

State legislatures generally meet between January and June each year, with the following exceptions:

**Four states meet once every two years:** Montana, Nevada, North Dakota, and Texas.

**Five states meet year-round:** Michigan, New Jersey, Ohio, Pennsylvania, and Wisconsin.

The timeframe of sessions for the remaining states varies. Find out when your state legislature meets and access other resources (such as a bill tracker and more information on the legislative process) on the website of the National Conference of State Legislatures (NCSL).

Special sessions can also take place when state legislatures convene outside their regular session to

deal with specific issues or topics. For example, a state legislature could convene a special session to pass a proposal to make changes that better support its insurance market.

Rules and procedures for special sessions vary across states. The majority of states allow the governor or the legislature to convene a special session, but there are a few states where only the governor is allowed to call a special session.

Because most states' legislative sessions last only a few months, many state legislators have other jobs when the legislature is not in session. This means that legislators are more likely to be working in their home communities and are more accessible than their federal counterparts, who meet year-round in Washington, D.C.

## State Budgets and Fiscal Years

One key activity that all state legislatures must complete is passing a budget. Unlike the federal government, states must pass a balanced budget each year (or, in some cases, a two-year budget for the legislative session).

While the federal fiscal year runs from October 1 through September 30, state fiscal years vary. All but four states have a fiscal year that runs from July 1 through June 30. The exceptions are:

**Alabama and Michigan:** October 1 through September 30

**New York:** April 1 through March 31

**Texas:** September 1 through August 31

The NCSL website has more information on state fiscal years.

If a legislature fails to pass a budget before the beginning of a new fiscal year, or if the governor vetoes the budget, lawmakers may have to extend the session or go into a special session to complete their budget work.

## **How to Keep Up with Legislative Activity in Your State**

As noted earlier, most state legislatures follow a lawmaking process that is similar to the one Congress follows, including committee consideration, robust debate, and the need to be approved by a majority vote and obtain the governor's signature. State legislators value constituent public input throughout this process.

### **State Legislatures' Websites**

The best place to find detailed information on pending legislation is on your state legislature's website, which can be found through the Library of Congress. Search using key words to find relevant legislation, or search for a particular bill to find when it was introduced, drafts that are available, and the status of the bill.

### **Regional and Local Newspapers**

News outlets based in your home city or state provide some of the most relevant information on what's going on in your state legislature. Check your local paper's "politics" section or website for updates on what is happening in your state capitol.

### **Social Media**

Another way to stay up-to-date is through social media, such as Twitter or Facebook. Your state legislature's chambers may have their own Facebook or Twitter accounts, or you can follow individual state representatives and senators. You can also look for common hashtags that pertain to particular issues or your state for real-time updates.

### **Email**

Your governor has the power to approve or veto legislation, and some governors have been very active in health care issues, including Medicaid expansion. Getting email blasts from, and corresponding via email with, your governor's office are other important ways to keep up with and influence policy at the state level. Find contact information for your governor's office through the National Governors Association.

## **Enlist State Agencies to Help Find Solutions to Your Issues**

Like federal agencies, state agencies may be able to address many of the health care problems that consumers face by improving administrative systems, writing new rules for how state laws are applied, or better enforcing existing rules. These "administrative rules" are written by state agencies and are important because they determine the details of how state laws are implemented, and therefore influence how laws affect constituents' everyday lives.

Generally, once administrative rules are proposed, the public has an opportunity to offer comments before the rules are adopted by the state. The opportunity to provide comments on proposed rules allows you to provide insights and formal feedback on how health care programs and policies are implemented in your state.

State agencies can also be an ally in your work with legislators, especially regarding problems that the agencies recognize but do not have the legal authority to solve. State agencies that may be especially relevant to your work include:

- » **The Medicaid agency**, which might be part of a larger department of health or department of social services.
- » **The insurance department**, which in some states is part of a larger department that may also deal with banking or commerce. The insurance department oversees insurance companies to make sure they are following consumer protection laws, and it takes complaints about possible violations.
- » **The public health department**, which may be working on ways to keep people healthier and fill any gaps in the state's health care system.
- » If your state operates its own **health insurance marketplace** (also called an exchange), the director, board, and staff of your state's marketplace have authority over how people enroll in coverage and the plans that are available through the marketplace.

You can arrange to meet with state agencies regarding the concerns that you and your community have about health coverage or health care. Many state agencies also have advisory committees you may want to participate on to provide a voice for health care consumers. Often, these advisory committees are required to have consumer representatives.

## Connect with Other Key Stakeholders in Your State

Health care advocacy attracts a wide variety of stakeholders. These stakeholders include consumer-focused organizations, legal aid organizations, medical associations, insurers, providers, hospitals, insurance brokers, and pharmaceutical manufacturers. Generally, these groups all engage in advocacy at the state level to one degree or another.

### Building Coalitions

Coalitions are an effective way to work with other stakeholders. These groups of organizations and advocates meet with lawmakers, testify before policymaking committees, provide the consumer perspective to the media, and do other work to elevate consumer concerns. Working together, coalition partners are able to monitor policy changes and give voice to a variety of consumer issues, which can amplify the impact of any single organization.

Building a coalition takes time, but there are some ways to find ready partners quickly. For instance, there are state affiliates of national organizations that are often members of advocacy coalitions. It may be useful to connect with these affiliates so that you can pool resources for advocacy campaigns during a legislative session.

### TIP

**There are ways to find ready coalition partners quickly. For instance, there are state affiliates of national organizations that are often members of advocacy coalitions.**

Here are some examples of the types of organizations that may operate in your state that may make ready partners for consumer advocacy coalitions:

- » Consumer advocacy coalitions already exist in many states. These are groups of consumer advocacy organizations whose work focuses on providing a voice for health care consumers in health policy debates.
- » **AARP** has offices in all 50 states and the District of Columbia with advocacy directors who work with the association's volunteers in state capitols (see [www.aarp.org/states/](http://www.aarp.org/states/)). Because AARP's membership is so large—37 million people nationwide—it can be a valuable partner in promoting the consumer perspective during legislative debates on health care issues.
- » Many national groups that focus on improving health and health care for people with specific conditions maintain state-based chapters. These include the **American Cancer Society Cancer Action Network (ACS CAN)**, the **National Alliance on Mental Illness (NAMI)**, the **Multiple Sclerosis (MS) Society**, and the **American Heart Association**, among many others.
- » The **Center on Budget and Policy Priorities** works with partners in 42 states through its State Priorities Partnership program (see [www.statepriorities.org/](http://www.statepriorities.org/)). These state budget groups provide insight into budget issues, particularly those that affect low-income consumers, including the issue of Medicaid.
- » Almost every state has an oral health coalition, and many of these coalitions are engaged in advocacy efforts. **The American Network of Oral Health Coalitions** has members from 44 states (see [www.anohc.org/](http://www.anohc.org/)).
- » All states have **Primary Care Associations**, which work directly with community health centers and provide technical assistance on important policy topics. They represent health centers at the state level and conduct advocacy around health-related issues. To find the Primary Care Association in your state, visit the website of the Health Resources and Services Administration Bureau of Primary Health Care.



## **Reaching Out to Public Officials**

Public officials, particularly officials who are elected to represent a group of constituents, are interested in hearing from the public about issues that matter to them.

## Basic Tips

Public officials, particularly officials who are elected to represent a group of constituents, are interested in hearing from the public about issues that matter to them. To most effectively reach public officials, keep these pointers in mind:

- » When contacting a public official, whether at the federal or state level, remember to **be concise, persuasive, and courteous**.
- » **Harness the power of personal health care stories from you, your community, and the people you represent to support your position.**

These stories provide emotional resonance and breathe life into issues in ways that other methods—such as sharing statistics—cannot. They also help demystify complex topics by illustrating how a problem affects real people—including the constituents of elected officials.

If you hear compelling stories through your job or your personal activities, you can learn how to use them in your advocacy work. See the Families USA Story Bank Toolkit at [www.familiesusa.org/story-bank-toolkit](http://www.familiesusa.org/story-bank-toolkit).

- » Finally, **remember to relax!** There's no reason to be nervous when communicating with a public official. No matter what level of government they serve in, officials are public servants who hold their office only because you and/or your community put them there. Your public servants and their staff appreciate hearing from constituents about issues that matter to them. You don't have to be a subject matter expert to talk about an issue that matters to you!

## How to Communicate with a Public Official

The sections that follow provide a few step-by-step examples of how to communicate with your state and federal representatives. While these examples focus on reaching out to elected officials (as opposed to officials who work in government agencies) many of the same guidelines apply.

### Calling an Elected Official

Here is a sample phone call with a representative or senator's office:

**Staffer:** Thank you for calling Representative X's office. How may I help you?

**Caller:** Hello, my name is (NAME) from (CITY and STATE).

**Staffer:** Great, what can I do for you?

**Caller:** As a concerned resident of [the representative]'s district, I wanted to express my concern about [your issue: e.g., the state of oral health coverage for adults and seniors]. I care about this issue because [personal story: e.g., my mother cannot currently get dental coverage in Medicare and it prevents her from being able to afford the dental care she needs]. I would like to ask the Representative to [take a specific action, e.g., support or cosponsor legislation that adds a dental benefit to Medicare].

## TIP

**You don't have to be a subject matter expert to talk about an issue that matters to you.**

**Staffer:** Thank you for sharing your concerns with us. I will relay your comments to the legislator.

**Caller:** *I appreciate you listening and sharing my thoughts with Representative X. Have a great day.*

### Writing to a Lawmaker

When writing to your public official using email or postal mail, follow these tips. A persuasive letter, like the one shown to the right, does three key things:

- » **outlines** the concern at hand
- » **explains** why it is important to the community
- » **requests** an action from the representative

### Requesting a Meeting

Every public official's office handles appointments differently. To set up a meeting with your member of Congress in their state office or their office in Washington, D.C., the first step is to call and ask how to officially request a meeting.

If the public official is unavailable, request a meeting with a member of his or her staff. Staffers communicate regularly with the public official and often have a deeper understanding of policy issues.

For a comprehensive how-to guide to meeting with your members of Congress, see Families USA's guide on How to Set Up a Meeting with Your Member of Congress at [www.familiesusa.org/product/how-set-meeting-your-member-congress](http://www.familiesusa.org/product/how-set-meeting-your-member-congress).

### Working with the Media

Officials at all levels of government keep up with state and local newspapers and news programs. Writing a letter to the editor in your local or regional newspaper is a great way to get your elected officials' attention.

*Dear Representative:*

*My name is NAME, your consistent from TOWN, STATE. I am writing to you because I am concerned about funding for the Children's Health Insurance Program (CHIP). As you know, health insurance coverage for children and their families is vital to the health of our nation and our economy. Access to health coverage helps children grow and thrive, and parents with healthy kids are less likely to get sick themselves or have to take time off of work to stay home with their sick children.*

*CHIP, along with the Medicaid program, is a critical safety net for low-income children and families. Cutting funding for this vital source of health coverage would hurt those who need it most. It would hinder low-income children and pregnant women's ability to access and afford the health care they need. It will also blow holes in states' budgets, which rely on CHIP funds to provide health care services to their residents. The insurance rate for children in the US is at an all-time high, and it is important that we not lose the gains we've made. As your constituent, I urge you to support continued funding for the Children's Health Insurance Program to ensure all children have access to the health care they need to thrive.*

*Sincerely,*

*NAME*

Visit our Health Policy Advocacy Toolkit online at:  
**FamiliesUSA.org/advocacy-toolkit**

Publication ID: COV082817

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THE VOICE FOR HEALTH CARE CONSUMERS

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