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Policy Research

REPORT

Institutionalizing Outreach: A Review of Enroll America's Get Covered Academy Training Program

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EXECUTIVE SUMMARY

Mathematica Policy Research examined the implementation of Enroll America's Get Covered Academy training program during the third open enrollment period to describe and assess the training and follow-up support delivered and to understand partners' ability to implement, use, and institutionalize Enroll America's strategies and tools. The findings in this report are based on interviews with Enroll America staff and a sample of Academy participants in spring 2016.

Background

Enroll America, established in 2010 as an independent, nonprofit, nonpartisan organization, is dedicated to maximizing the number of Americans who enroll in and retain health insurance coverage under the Affordable Care Act. Enroll America launched the Get Covered America campaign in 2013 to find uninsured consumers, inform them of their new health insurance options, and connect them with enrollment assistance. Working with partners to institutionalize Enroll America's methods has been part of Enroll America's strategies from the beginning, but it prioritized this effort during the third open enrollment period. With support from the Robert Wood Johnson Foundation and others, in July 2015, Enroll America established the Get Covered Academy, a structured training program focused on equipping partner organizations to implement and institutionalize outreach and enrollment efforts. It included in-person training, follow-up coaching from Enroll America staff members, an electronic resource hub, and access to ongoing information through monthly national conference calls during the third open enrollment period.

Findings

Through the Get Covered Academy, Enroll America offered in-person training and follow-up coaching to 166 partner organizations in 16 states. Our study found that:

- Enroll America offered partner organizations training on a variety of outreach strategies and tools, including writing an outreach plan, using Enroll America's research-based messaging, implementing the Connector scheduling tool, and building a coalition.

- Respondents identified four tactics as easiest to implement—messaging, the Connector, commit cards, and outreach plans—because they could easily be integrated seamlessly into existing work flows. Respondents found practices requiring significant investment of time, resources, and attendant work flow changes—the Chase program and, for some, the Connector—more difficult to implement.

- Coaches helped partners work through specific issues and provided feedback on progress, although the level of support from and specific role of coaches varied. Participants were encouraged but not required to attend national conference calls during open enrollment; over two-thirds of respondents had attended at least once and most found them helpful.

- On average, respondents reported fully implementing 60 percent of the practices on which they were trained; resource constraints and competing priorities limited further implementation.

- Respondents valued Academy trainings because they focused exclusively on outreach and enrollment, although some thought the in-person trainings could be better customized. A third of respondents reported fully institutionalizing some Enroll America outreach and enrollment strategies and tools, although most acknowledged room for improvement.

Discussion

Participants' positive experiences with the Get Covered Academy support both the proof of the concept and the existence of a market for the training. Respondents valued the in-person element of the training because it helped them strengthen relationships within organizations and network with other members of their coalitions. They also enjoyed having a coach as a single point of contact to help them work through challenges and provide feedback on their progress. Knowledge transfer from one organization to another is difficult, but respondents were able to implement much of what they were taught (on average, 60 percent of strategies), and a third of respondents reported fully institutionalizing pieces of the curriculum into their organizations.

Although Enroll America encourages the adoption of their practices in tandem to achieve the best possible results, the first year of the Get Covered Academy suggests that this is not feasible. Partner organizations have limited resources and divergent missions, of which outreach or enrollment is often a component but not the main focus. Most respondents reported being able to implement some but not all of the tactics on which they were trained, meaning they chose which to implement based on interest, capacity, and strengths. Given that Enroll America carefully selected the organizations that participated in the Academy during the first year, it can expect that organizations attending in future years will be no more likely to implement the program's full slate of tools and strategies.

To increase the impact of the Get Covered Academy program, there are some areas where Enroll America might attempt to strengthen. These include:

- **Set appropriate expectations for partners prior to acceptance into the Academy,** such as requiring partners to commit to two full days of training, undertake a good faith effort to implement what they learned, and fully engage in all follow-up components of the program.

- **Improve customization of the training to the audience** by focusing more on the initial needs assessment and asking participants to undertake some pre-planning work in advance.

- **Strengthen the role of coaches** by investing in more opportunities for in-person interactions with teams, increasing their capacity, and encouraging all Academy attendees to participate in follow-up coaching.

- **Better integrate and provide equal access to the main data tracking tools** so that they become a one-stop shop, which could improve partners' ability to collect and manage data and enable coaches to provide better feedback to partners.

As Enroll America looks to the future, the Get Covered Academy is the key mechanism by which it will institutionalize its outreach and enrollment tactics within partner organizations and leave a lasting legacy. This evaluation has shown the promise of the Get Covered Academy model and highlights some of the challenges and obstacles inherent in training diverse organizations to take on a set of complex and demanding tactics.

I. INTRODUCTION

One of the primary goals of the Patient Protection and Affordable Care Act of 2010 (ACA) was to extend health insurance coverage to the uninsured by providing them with access to affordable options through new health insurance marketplaces and by strengthening existing public coverage programs (U.S. Department of Health and Human Services 2015). As of 2016, substantial progress has been made toward that goal, with an estimated 20 million people having gained health insurance through coverage provisions of the ACA since 2010 (Uberoi et al. 2016). Yet, even with this progress, nearly 33 million people remained uninsured in 2014 (U.S. Census Bureau 2015). With the political and media focus turning away from health insurance coverage and these remaining uninsured likely harder to reach, the need for health insurance outreach, education, and enrollment assistance persist.

Enroll America was established in 2010 as an independent, nonprofit, nonpartisan organization dedicated to maximizing the number of Americans who enroll in and retain health insurance coverage under the ACA. Enroll America launched the Get Covered America campaign in 2013, which uses research-based, data-driven strategies to find uninsured consumers, inform them of their coverage options, and connect them to enrollment assistance. It also convenes and works with networks of diverse partners to bolster these efforts. Enroll America's operations are most intense in its nine field states, where the organization has offices and on-the-ground staff, although it uses training and partnerships to extend its reach to all 50 states and the District of Columbia.[1] Previous studies have documented the successful implementation of Enroll America's outreach campaign in the first two open enrollment periods (Hoag et al. 2014; Hoag et al. 2015; Orfield et al. 2015) and its positive impact on marketplace enrollment in its first year field states during the first open enrollment period (Orzol and Hula 2015).

Working with partners to institutionalize Enroll America's methods has been part of Enroll America's strategies from the beginning, but it prioritized this effort during the third open enrollment period. With support from the Robert Wood Johnson Foundation and others, Enroll America established the Get Covered Academy program in July 2015 to train organizations on its outreach and enrollment campaign practices. The Get Covered Academy is a structured training program focused on equipping partner organizations with the skills, knowledge, and tools to implement and institutionalize outreach and enrollment efforts. During the third open enrollment period, 166 partner organizations received training through the Academy.

A. Purpose of this report

This report examines Enroll America's implementation of the Get Covered Academy during the third open enrollment period. The two overarching goals of this report are to:

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[1] Enroll America's nine field states during the third open enrollment were Arizona, Florida, Georgia, Michigan, North Carolina, Ohio, Pennsylvania, Tennessee, and Texas. During the first two open enrollment periods, Illinois and New Jersey were also field states. After the end of the third open enrollment, Enroll America transitioned from having staff on the ground in Arizona and Georgia to support partners in those states through the state assistance team.

1. Describe and assess the training and follow-up support delivered through Enroll America's Get Covered Academy.

2. Understand partners' ability to implement, use, and institutionalize Enroll America's strategies and tools.

Findings document the structure and development of the Get Covered Academy, partners' successes and challenges with adopting Enroll America's practices, and the overall perceived quality and value of the training. The report has been funded as part of a larger evaluation of Enroll America for the Robert Wood Johnson Foundation.

B. Study approach

Mathematica staff interviewed 29 key informants from March through May 2016, including five Enroll America staff members and respondents from 24 partner organizations who participated in the Get Covered Academy. We prepared for the interviews by gathering and reviewing literature about the Get Covered Academy, including publically available documents and information supplied by the Robert Wood Johnson and Enroll America staff. We then developed semi-structured interview protocols to obtain insights into the design, implementation, and outcomes of the Get Covered Academy.

We selected a sample of partner organizations to interview based on a number of criteria, seeking diversity across characteristics that could potentially affect an organization's ability to implement Enroll America's strategies. As discussed in detail later, these characteristics include the type of training they attended, the type of organization, whether they are located in an Enroll America field state, and whether they had access to Enroll America's Connector (an online scheduling tool for enrollment assisters). No organizations formally dropped out of the Academy, but we also asked Enroll America staff for recommendations on organizations that did not fully engage throughout the program. We interviewed representatives from three of these organizations to understand barriers to participation.

All interviews were digitally recorded and transcribed using a professional transcription service, and the research team reviewed the transcriptions for accuracy and quality. We then identified the main research themes and overarching concepts and developed a coding scheme that was applied to all transcript notes in Atlas.ti, a software tool used to manage and analyze qualitative information. Next, we reviewed and analyzed the queries to inform our findings.

Although we sought to identify a study sample that would closely match the broader population of Get Covered Academy participants, the findings from the study may not be representative of the entire population. They may also be limited by recall issues; we interviewed participants at the end of the program, which was several months after the in-person training session occurred. This could have contributed, for example, to difficulty by some respondents to recall how the Academy may have influenced their use of particular strategies or tools.

The remainder of the report discusses the main findings from our interviews with Enroll America staff and respondents from partner organizations. In Chapter II, we summarize the development and implementation of the Get Covered Academy, including a discussion of its origins, structure, and participants. Chapter III contains a discussion on the main outcomes of the

Get Covered Academy, including the strategies and tools on which partners were trained, what they found easiest and most difficult to adopt, the quality of the post-training support components, and the overall perceived quality and value of the training. In Chapter IV, we conclude with a discussion of key takeaways from this report and recommendations for ways in which Enroll America could strengthen the Get Covered Academy in the future.

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II. GET COVERED ACADEMY DEVELOPMENT AND IMPLEMENTATION

Enroll America developed the Get Covered Academy program to train partner organizations to institutionalize outreach and enrollment best practices into their own operations. Individuals from 166 partner organizations in 16 states participated in the Academy, which included in-person training, follow-up coaching with Enroll America staff members, and access to ongoing information through monthly national conference calls. In this chapter, we discuss the origins of the program, the structure and curriculum development process, the application process, and the study sample.

A. Get Covered Academy origins and time line

After conducting an intense, on-the-ground outreach campaign during the first two open enrollment periods, Enroll America staff felt confident that the model used in their Get Covered America campaign was well tested and represented best practices for health insurance outreach. They were also beginning to get more requests from community partners for training on Enroll America's strategies. Although Enroll America staff had always recognized that their organization would not be around in perpetuity, they began transition planning more earnestly at the end of the second open enrollment period. Staff acknowledged that the shift from being an organization primarily focused on running an outreach campaign to one primarily focused on training and support needed to be thoughtfully considered and carefully implemented.

As one Enroll America staff member remarked, *"We didn't see this shift being something that happens with completely 180 degrees overnight where we go from an organization that is running, first and foremost, an outreach campaign, and then snaps our fingers and switches 100 percent to just focusing on institutionalization… We've always envisioned… the overall trajectory of the organization as being two sets of sliding scales. And as one starts to decrease in importance, the other one starts to really climb."*

To understand what types of trainings would be most relevant for partners, Enroll America fielded an all-staff survey during spring 2015 and convened an internal work group. The vision for the Get Covered Academy directly resulted from those efforts. When compared to Enroll America's previous partner trainings, Get Covered Academy was designed to be a more intense and sustained experience for partners. Organizations would participate in multi-day, in-person, workshop-style trainings focused on developing the skills and tools needed to run an effective outreach campaign. After being given a chance to learn the material and techniques, partners would have the opportunity to put them into practice during the third open enrollment with the assistance of a highly skilled coach from Enroll America, as well as the support of a network of other organizations who had also undergone the training.

After developing the idea for Get Covered Academy, Enroll America submitted a proposal for the program to the Robert Wood Johnson Foundation; funding was approved in July 2015 and rollout began almost immediately thereafter. Partners began applying to the Academy in late summer 2015 and were notified of their acceptance in early fall. During this time period, Enroll America staff developed the Academy curriculum and materials, building on existing trainings but also creating new trainings based on input from partners and Enroll America field state staff. In-person training sessions occurred from September through December 2015, with the majority

occurring in October and November. Figure II.1 shows the locations of partners trained through the Get Covered Academy during the third open enrollment period.

Figure II.1. Enroll America Get Covered Academy training sessions, third open enrollment

■ Enroll America field state with Get Covered Academy training session(s) (N = 9)
■ Enroll America former field state with Get Covered Academy training session(s) (N = 2)
□ Non-enroll America field state with Get Covered Academy training session(s) (N = 5)
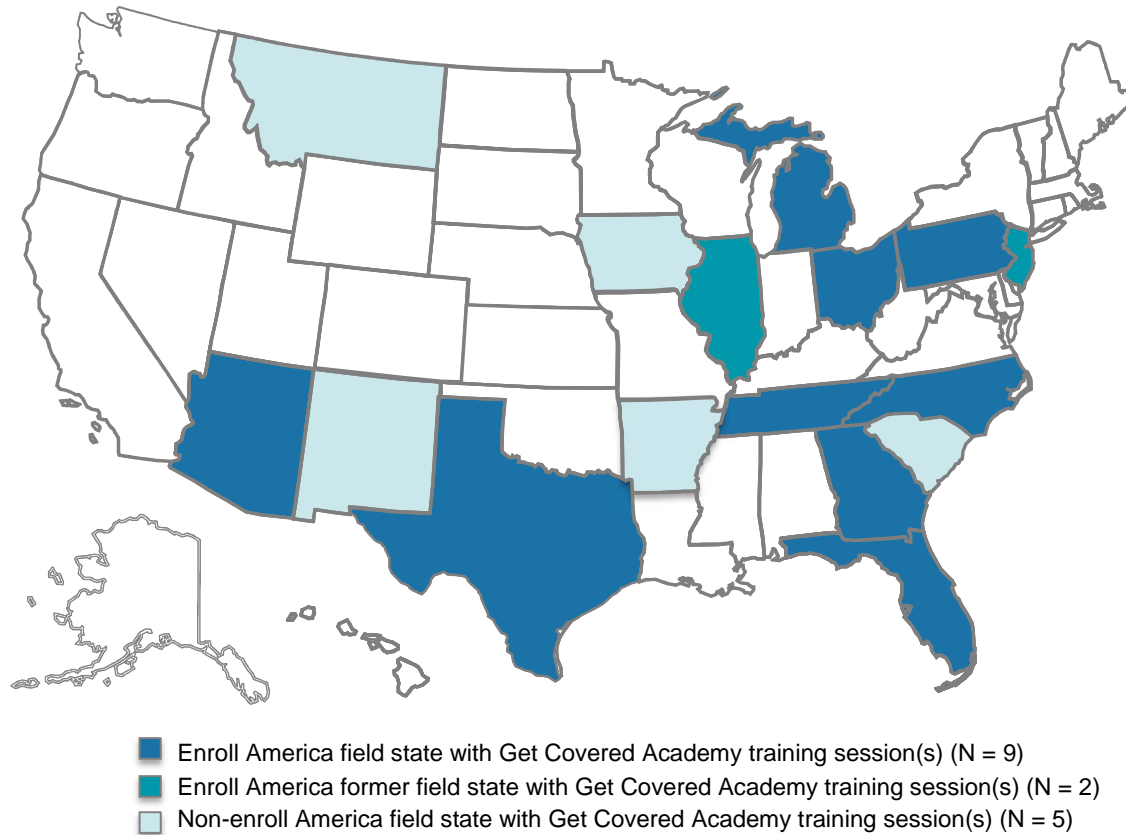
Source: Documentation provided by Enroll America, spring 2016.

B. Get Covered Academy structure and curriculum

The Get Covered Academy is an umbrella program that included three distinct training opportunities during the third open enrollment period:

1. **Endowment trainings (33 trainings, 132 participating partner organizations)**. Endowment trainings were the largest component of the Get Covered Academy and included (1) in-person training sessions (generally two days, although some were shortened to one), (2) follow-up coaching with an Enroll America staff member to discuss implementation and progress (generally by phone and email, but in some field states this was in person), and (3) monthly conference calls facilitated by Enroll America staff with other Get Covered Academy partner organizations to build the network and share best practices and challenges. Partner organizations applied to participate in the endowment trainings. The sessions were free of charge to those attending, but participants were required to cover their own travel and lodging expenses, if applicable.

2. **Paid trainings (16 trainings, 20 partner organizations)**. Paid trainings arose when a partner approached Enroll America with a specific training need and had funding to pay for the training, often out of a Navigator grant. Examples of paid training engagements include a series of trainings on the Get Covered Connector in Florida and a session focused on conducting effective outreach in diverse communities in North Carolina. Participants in paid training programs received follow-up coaching support similar to that offered through the endowment trainings, but they did not attend the monthly Get Covered Academy conference calls. The cost of the training sessions varied by length, content area, level of curriculum customization, and whether the organization was for profit or nonprofit.

3. **Texas Academy (one training, 14 partner organizations).** The Texas Academy was nearly identical to the endowment trainings in terms of curriculum and structure— participants received in-person training, follow-up coaching, and could participate in the monthly conference calls. The main difference was in funding; several Texas-specific foundations paid for the Texas Academy training, and partner organizations were asked to contribute $500 to participate in the program in addition to covering their travel and lodging expenses.

Staff from Enroll America's national training department developed primary training concepts for customization and use at the local level by the in-state staff (in field states) and state assistance regional staff (in non-field states). Follow-up coaching was provided by the same in-state or regional staff member who facilitated the training. Enroll America did not expand its staff to implement the Get Covered Academy; instead, existing staff ran the sessions, and training became a more integral part of many staff members' job descriptions. Over the course of the third open enrollment period, Enroll America staff estimated that one-third of their staff were involved in the Academy in some capacity, in addition to regular interactions with Academy participants that occurred through existing partnerships.

To develop the Academy curriculum, Enroll America staff developed a list of potential topics based on trainings conducted during the first and second open enrollments. They had field state staff review the list and provide input because they were in closest contact with the target partner audience. From this list, they built a curriculum covering more than three days' worth of material. Although trainings were intended to be two days, Enroll America wanted to give participants from partner organizations the ability to customize their sessions based on goals and interests. Table II.1 describes 12 of Enroll America's strategies that were included in the Get Covered Academy curriculum. With the exception of paid trainings (which were more specialized), all trainings followed the same general format, including (1) a high-level overview of the Get Covered Academy and what participants could expect from their engagement with Enroll America, (2) a discussion of the entire outreach and enrollment cycle, including in-depth content on Enroll America's outreach strategies, techniques, and measurement tools, and (3) a dialogue about constituency engagement, including communications, cultural competency, and partnership development. The trainings focused on helping Academy participants develop detailed outreach plans and also included role-playing opportunities and networking.

Table II.1. Get Covered Academy curriculum topics

Topic	Training content description
Chase program	How to implement a follow-up program to contact the uninsured to discuss health insurance and motivate them to enroll
Coalition building	How to unite organizations around common health insurance outreach and enrollment goals
Commit cards	How to use cards to collect key contact data from consumers interested in health insurance
Earned media	How to prepare staff and partners to talk with local media and garner their attention
Get Covered Connector	How to use the online enrollment appointment scheduling tool and promote the availability of in-person assistance appointments
Get Covered database	How to use the Enroll America database to target uninsured consumers and track outreach conversations and enrollment status
Get Covered Plan Explorer	How to use this digital plan-comparison tool (for federally facilitated marketplace states only)
Identifying the uninsured	How to identify and target specific communities with likely high rates of uninsured individuals
Messaging	How to use Enroll America's research-based, consumer-tested, consistent messages around enrollment and renewal
Outreach events	How to host events to interact with consumers about health insurance, including how to draw traffic, making sure enrollment assisters are on site, collect data, and other tips to ensure events go smoothly
Outreach plan	How to develop a written, action-oriented plan for what outreach activities will be conducted, when, and by whom and how progress will be measured
Post-enrollment follow-up	How to deliver post-enrollment follow-up to promote health insurance literacy

Source: Mathematica analysis of Get Covered Academy curriculum material and interviews with Enroll America staff.

Note: This list of Get Covered Academy curriculum topics was developed after reviewing a set of Get Covered Academy training agendas and speaking with key stakeholders. It is not intended to be an exhaustive list of all potential curriculum topics.

Enroll America built template PowerPoint slide decks for each curriculum topic, which training leads would customize and supplement with local contextual issues and examples prior to each session, as well as annotated agendas, worksheets, and so on.[2] Before each session, training leads would conduct a needs assessment to better understand the participants' strengths and areas for improvement. Training leads made adjustments to the content over the course of the training and responded to issues and questions that arose during the sessions.

C. Get Covered Academy application process

For the endowment and Texas Academy trainings, Enroll America relied on the input and counsel of staff across the country to develop a list of potential organizations to invite to apply. Because they wanted to use the Academy's resources to train partners who could conduct successful outreach, they purposely did not advertise the opportunity widely and ended up recruiting mainly organizations with whom they had existing relationships, mostly in field states. (In our sample, over 80 percent of respondents reported an existing relationships with Enroll America, many of which dated back to the first open enrollment period.) They targeted

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[2] Among the organizations pulled for our sample, two government partners were unique in their Academy training curricula. They focused on equipping state employees to conduct outreach and enrollment for Medicaid and Children's Health Insurance Program, respectively, rather than the marketplace. In these instances, Enroll America further adapted their training materials to focus on the specific populations and applications at hand.

organizations that either had proven capable of conducting outreach during earlier open enrollment periods and wanted to improve their skills, or organizations connected to key uninsured constituencies (with a particular interest in youth and communities of color) and demonstrated commitment and capacity to conduct outreach. As one national Enroll America staff member stated, *"We really left it to staff on the ground to think through weighing all the different goals we had with this program.... By and large, people looked at who they had strong relationships with, who were the partners that they knew the best who they could say 'We've been working [together] for a couple of years... [Let's] think about ways to maybe take this to the next level.'"*

To apply to the endowment and Texas Academy, partners submitted a short application that Enroll America staff screened and rated based on how the organization fit the needs of their community and whether it had the resources and dedication to do Enroll America's style of outreach and enrollment work. In other words, *"These trainings weren't meant to be a persuasion effort, we weren't training to change hearts and minds. What we wanted to do was identify partners out there who wanted to be a bigger part of the outreach game. So these were... "shovel-ready" partners."*

Of the 78 partner organizations that applied to the endowment program, 53 were accepted. In many instances, one organization applied as a convening organization for a group of partners. As a result, a total of 132 different organizations participated in the endowment program. Enroll America reported various reasons for rejecting applications, including the organization being "too green" to conduct an effective outreach campaign and concerns about their own staff capacity to support Academy partners in certain geographic regions. They also made an executive decision not to include agent/brokers during the first year because these individuals could access training on their own or to include multistate efforts because of the complexity in working across state lines. For the Texas Academy, organizations were pre-screened prior to submitting applications, and 14 organizations applied and were accepted into the program.

D. Study sample description

We interviewed representatives from 24 partner organizations who had participated in the Get Covered Academy training. The majority of our sample of endowment and Texas Academy partner representatives (12 of 21) reported hearing about the opportunity through Enroll America staff, either personally, via email, or at Enroll America's annual State of Enrollment conference. Four respondents knew of the program because they were members of a coalition that was applying to attend for all of their members. Three respondents learned about it online or through a national partner, and the remaining two respondents did not know how they learned of the program. Table II.2 shows characteristics of the Get Covered Academy study sample as well as the Academy population as a whole.

Table II.2. Get Covered Academy study sample and population characteristics

	Study sample Number (percent)	Get Covered Academy population Number (percent)
Total number of partners	**24 (100)**	**166 (100)**
Type of training attended		
Endowment	19 (76)	132 (80)
Paid	3 (12)	20 (12)
Texas Academy	2 (8)	14 (8)
Organization type		
FQHC/clinic	8 (33)	59 (36)
Navigator	6 (25)	44 (27)
Community organization	6 (25)	34 (20)
Government entity	2 (8)	7 (4)
Other	2 (8)	22 (13)
Enroll America field state		
Field state	14 (58)	84 (51)
Non-field state	8 (33)	56 (34)
Former field state	2 (8)	26 (16)
Connector		
Connector user	11 (46)	69 (42)
Non-Connector user	13 (54)	97 (58)
Fully engaged		
Fully engaged	21 (88)	147 (89)
Not fully engaged	3 (13)	19 (11)

Source: Documentation provided by Enroll America, spring 2016.

Notes: FQHC = Federally Qualified Health Clinic; "other" organization type includes faith-based organizations, hospitals, outreach organizations, and primary care associations; field states include Arizona, Florida, Georgia, Michigan, North Carolina, Ohio, Pennsylvania, Tennessee, and Texas; former field states include Illinois and New Jersey; non-field states include Arkansas, Iowa, Montana, New Mexico, and South Carolina. We interviewed at least one respondent from every state in which a Get Covered Academy partner was trained. Not all organizations had access to the Connector because of price; for 250 logins, the cost was $10,000 for nonprofit purchasers and $20,000 for for-profit purchasers.

Across respondents from all three components of the program, the most common goal of participating in the Academy was to expand or improve their marketing and outreach skills (Table II.3). Most respondents reported having no concerns about the training before it began (Table II.3). Among those reporting concerns, respondents mentioned being worried about lack of both funding and staff capacity as well as concerns about their ability to track data.

Table II.3. Respondents' goals and concerns

	Number of respondents
Goals (N = 23)	
Expand or improve marketing and outreach skills	13
Improve relationships (within own organization and/or across coalition partners)	5
Learn from Enroll America's expertise	5
Improve data capabilities	3
Build on Enroll America partnership	3
Maximize enrollment	2
Make strategic resource decisions	1
Concerns (N = 22)	
None	15
Lack of funding	3
Capacity	2
Data tracking	2
Timing of the training	1

Source: Mathematica analysis of interviews with 24 partner organization representatives, spring 2016.

Note: Responses to these questions were open-ended and respondents could report more than one goal or concern.

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III. GET COVERED ACADEMY OUTCOMES

In this chapter, we discuss the outcomes of the first year of the Academy. Our discussion includes the strategies and tools on which the partner organizations received training and which they adopted; perceptions of the post-training support component of the program; perceptions of the quality and value of the training; and key challenges encountered by the program.

A. Strategies and tools

Based on conversations with Enroll America staff and a review of an in-person training session's sample agenda, we identified 12 strategies and tools on Enroll America's menu of training options (Table II.1). For each one, we asked all respondents whether they had received training on it. We then followed up with questions about implementation. Below we share findings from this analysis.

1. Most- and least-commonly trained practices

More than 85 percent of partner respondents reported being trained on messaging, developing outreach plans, and commit cards; less than half said they were trained on the Get Covered Plan Explorer and coalition building strategies. As seen in in Figure III.1, most respondents said they were trained on messaging, developing outreach plans, and commit cards. This finding is consistent with feedback from Enroll America staff, who identified these topics as high training priorities. Enroll America staff knew that discussing complex health insurance information in "layperson's terms" was challenging for partners, and they wanted participants to leave the training with an outreach plan in hand—which generally included the intention to use commit cards and the Chase program—that they could implement during open enrollment. Less than 40 percent of respondents said they were trained on the Get Covered Plan Explorer (which did not go live until early November, after many of the training sessions occurred). Other, less commonly reported training topics included strategies to build coalitions, host outreach events, and identify the uninsured.

Figure III.1. Percentage of respondents reporting being trained on each curriculum topic
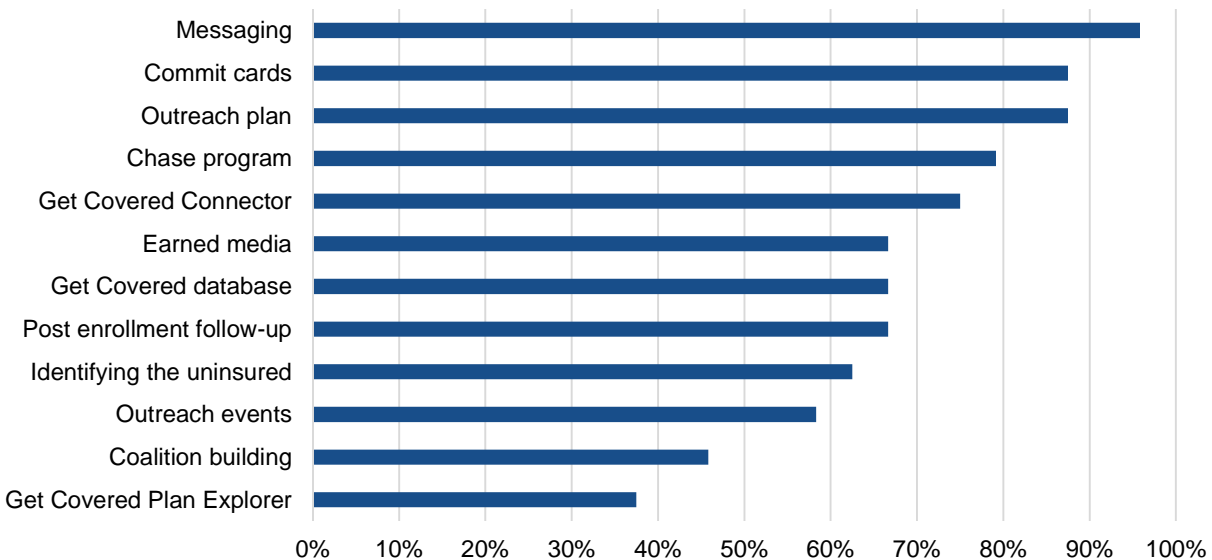
2. Most- and least-commonly implemented practices

Over 95 percent of partner respondents trained on messaging reported fully implementing this strategy (Figure III.2). Uptake of the messaging strategy may have been particularly high because it was the easiest to adopt: it didn't require partners to undertake any major organizational process or strategy shifts, and the messages could be copied and directly incorporated into websites, printed materials, telephone scripts, and so on. More than 60 percent of respondents who reported being trained to write an outreach plan had fully implemented it, and a third of respondents had partially implemented it. Among respondents reporting only partial implementation, the reasons given included differences in resources, demographics, and geographic areas. Among coalitions, for example, some of the partner organizations were able to implement their pieces of the outreach plan and others were unable to do so because of limited resources.

Most partner respondents did not implement all practices on which they were trained due to resource constraints and other priorities. The Enroll America strategies are designed to be implemented together to maximize impact. However, on average respondents reported being trained on 8 of the 12 practices and were able to fully implement 5. Fewer than a third of the respondents who were trained on the Get Covered Plan Explorer, post-enrollment follow-up tactics, and the Get Covered database reported implementing these strategies. For the Get Covered Plan Explorer, respondents described concerns with its functionality and that it was somewhat duplicative to tools available elsewhere. *"It was just so new…We just didn't feel as comfortable with it, but also, it's fairly similar to… [tools available] through healthcare.gov."* The main reasons cited for not conducting post-enrollment follow-up after the training were because respondents felt it was not relevant for their organization or that they did not have adequate resources to devote to the calls. For example, one respondent reported that consumers with whom they interacted would be more likely to come to them with questions than to respond

to an unsolicited phone call. Respondents who did not implement the Get Covered database noted that it was too cumbersome, they had other options available, or they lacked sufficient time or resources to make it happen.

Figure III.2. Get Covered Academy strategies and tools implementation status, among those on which respondents were trained
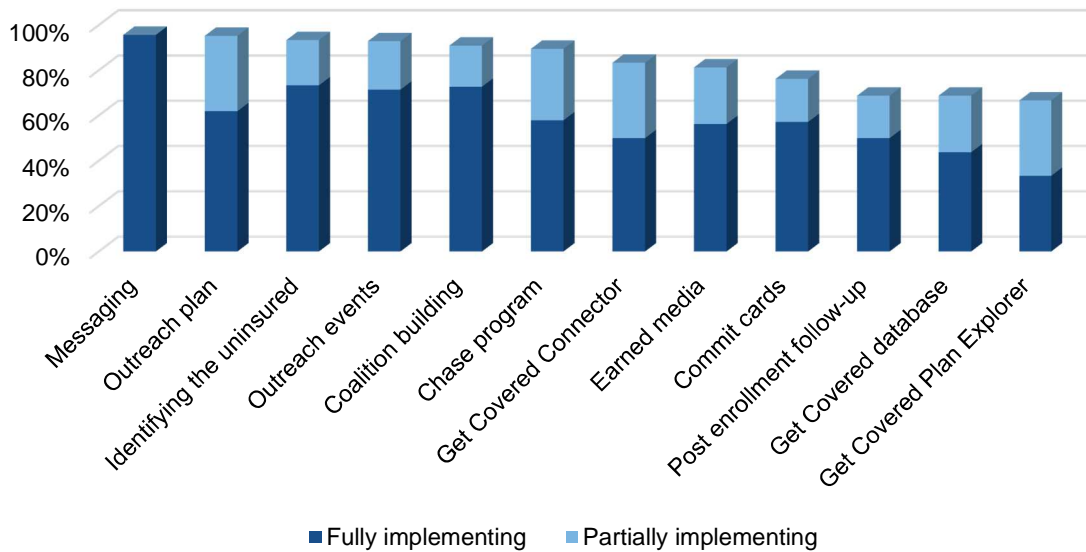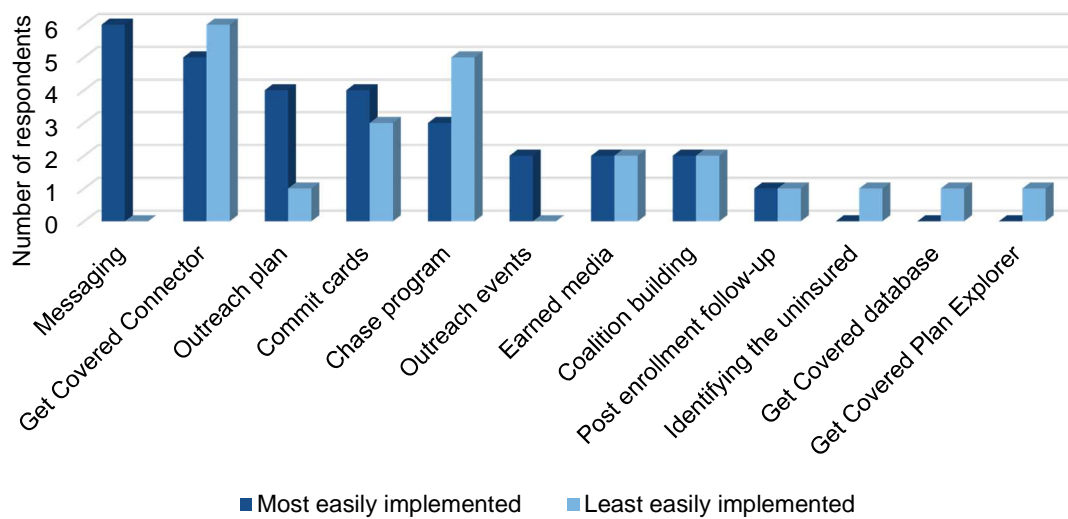

Source: Mathematica analysis of interviews with 24 partner organization representatives, spring 2016.

Note: Full implementation indicates that respondents reported implementing the strategy with no qualifications. Partial implementation indicates that a respondent qualified their implementation description. For example, adoption of some tools was not universal across all staff members or sites, or they had taken on aspects of a particular strategy but not all of it.

3.   Most- and least-easily implemented practices

Respondents identified four tactics as easiest to implement—messaging, the Connector, commit cards, and outreach plans—because they could be integrated seamlessly into existing work flows (Figure III.3). As mentioned earlier, respondents found Enroll America's messaging easy to drop in to their existing promotional materials, and they perceived it to be well researched and understandable to the diverse audience often present during Academy trainings. Unlike messaging, the Get Covered Connector required significant time and resource investment to implement. Despite these barriers reported by some participants, five respondents reported the Get Covered Connector to be the easiest Enroll America tool to implement. These respondents found the training on the Connector to be complete, organized, and helpful, with Enroll America staff willing to conduct supplemental trainings after the original in-person training to hone their skills. Commit cards were also commonly reported as easy to implement, mainly because their adoption replaced the less sophisticated techniques that organizations had been using with a more streamlined approach. Adopting Enroll America's commit cards enabled partners to gather information from consumers in a streamlined fashion and allowed for easy follow-up later on.

Figure III.3. Most- and least-easily implemented practices, among those on which respondents were trained

Source: Mathematica analysis of interviews with 24 partner organization representatives, spring 2016.

Note: Respondents could name more than one practice as being most or least easily implemented. Some respondents reported a practice or issue not specific to the training as being most or least easily implemented; these responses are not shown.

Respondents found tactics requiring significant investment of time, resources, and attendant work flow changes more difficult to implement. Although five respondents said the Connector was easy to implement, six respondents reported it to be among the least easily implemented tools because of the complexity of applying such a tool. For example, for organizations with multiple sites, they often needed to get the appropriate approvals from each individual site administrator, which took time and energy and was not always successful, and it required staff to buy in and adapt their work flows in order to incorporate it. As one respondent noted, *"I think the hardest thing to implement was the Connector, just because being in OE3 and being that people had done it for a while, going to a new system, being trained on it, was more— you know, the other stuff [from the training] wasn't as complicated. The Connector, although any system's going to be little more complicated, took a little more time and getting approval from all the higher ups and that sort of thing."* Five respondents reported Chase as the most challenging piece to implement, both for technical and resource reasons. Some respondents noted this to be challenging because consumers would report illegible or incorrect contact information on commit cards making the Chase calls feel futile (Enroll America expects Chase calls to not yield more than 20 percent of the people in the call universe). Also, having the manpower to follow up with consumers during open enrollment was a struggle for many under-resourced organizations.

B. Post-training support and data tracking

Nineteen of 24 respondents reported receiving support from a coach after their in-person training, although the level of support from and specific roles of the coaches varied

significantly.[3] Of the 19 respondents who reported receiving coaching, 5 were in touch with their coaches on at least a biweekly basis, 9 had regular biweekly or monthly interactions with their coaches, and 5 spoke with their coaches less than once a month or only as needed. Most commonly, respondents indicated their coaches helped them work through specific issues they came across during open enrollment (10 respondents), and many said their coaches provided them with regular feedback on their progress (9 respondents). Interestingly, half of the respondents said they did not ask their Enroll America coaches about the challenges they faced when implementing the difficult-to-implement strategies and tools (discussed previously), mainly because they believed there was little Enroll America could do to help them tackle what they perceived to be organization-specific issues, such as staff's capacity and willingness to take on new tasks or working through internal bureaucracy to adopt a new system.

In field states, partner organizations were often located near an Enroll America staff office, so they would meet in person. Partners in non-field states were assigned to a regional manager located remotely, so their coaching occurred mainly by phone and email. Remotely supported respondents viewed their coaches as helpful and easily accessible and reported implementing strategies at similar rates to those in field states. However, Enroll America staff observed that coaches supporting teams remotely faced more difficulties providing support to participants when compared to local coaches. Enroll America staff perceived that coaches supporting local participants were able to establish stronger relationships, get more insight into their programs, and have more in-depth conversations. All seven of the remotely supported respondents we interviewed reported their coaches to be helpful and accessible, and six of the seven communicated with their coaches at least once a month. However, remotely supported respondents may not have fully understood the different level of engagement they were receiving when compared to a local coach. As one respondent reported when asked why they did not reach out to their coach with questions more frequently, *"The one thing we kept thinking is with them not being here, they don't become the first people you think about. We're more likely to connect with our partners or with [the leader of this state's Navigator consortium] because we're on the phone with them every week. That's usually where things end up going."*

Partners were encouraged but not required to attend the national conference calls; over two-thirds of respondents reported attending and most found them helpful. The conference calls were structured to include both a teaching component (focused on tactics that partners identified as being most challenging), as well as breakout sessions for the organizations to discuss best practices and challenges. Among the 15 respondents who participated in these calls, they generally characterized them as moderately to very helpful, noting that hearing other partners' perspectives and experiences gave them new ideas and insights. In fact, respondents attending the national calls reported fully implementing the Enroll America strategies on which they were trained at a higher rate than those who did not attend the calls (66 percent compared to 55 percent). This may reflect the value of these calls, a greater commitment to the training by those attending, or other differences. Four respondents shared either mixed or negative opinions of the breakout sessions, feeling that the sessions sometimes became a discussion of common struggles with no clear moderator or "expert" to provide guidance. Others suggested that

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[3] Nineteen of the 24 organizations interviewed received coaching support; of the five respondents who did not report receiving coaching, three were part of a coalition where the convening organization may have received the coaching.

although the breakout sessions were engaging, the content shared during the teaching component was at times too basic or duplicative of information they had received elsewhere.

Among respondents who did not attend any national calls, nearly all cited scheduling conflicts or capacity constraints as the reason. Some who attended also expressed this concern, feeling that the cohort calls were too burdensome during an already hectic open enrollment period. As one respondent explained, *"Everything is happening at the same time [and] those aren't the only calls we're expected to participate in. There are the CMS and [state] calls. There's other webinars and trainings that we try to participate in… When you look at the full, overall picture of all of those training webinars and phone calls and then you're trying to schedule appointments and have a full schedule of enrollment appointments, it can become a distraction and kind of burdensome."*

Enroll America tracked partners' outreach and enrollment metrics to monitor the effects of the training program and provide feedback to partners on their progress. Half of the respondents (12 of 24) said they were regularly reporting data to Enroll America, either directly through the Connector or manually through email or Google Documents. Eight respondents said they received regular feedback or reports from Enroll America on their data, which helped them understand how they were doing and where to focus resources going forward. Although the Enroll America staff we interviewed noted they were still digging into the data internally, preliminary analyses suggest that, when compared to non-Academy partners, Academy partners had more appointments ending in enrollment and were more attuned to their data and the lessons they could learn from it. Although respondents not using the Connector found it fairly easy to report their data, Enroll America staff noted that the data reported by partners using the Connector or Get Covered database was of higher quality and gave them more visibility into partners' programs, which allowed them more insights as coaches during open enrollment.

C. Get Covered Academy training quality and value

Respondents valued the Get Covered Academy trainings because they focused exclusively on outreach and enrollment; however, some thought the in-person trainings could be better customized. Most respondents (17 of 20) found the Get Covered Academy complementary to—rather than duplicative of—other trainings that they received. Although the training leads took steps towards customizing the sessions based on a partner needs assessment, they found this challenging because of the diversity of the participants. Most respondents acknowledged the challenge Enroll America staff faced in customizing the trainings and thought

the training was appropriately tailored, although three noted that there was a substantial disconnect between what they were hoping to get out of the training and what was on the agenda. For example, one respondent, who did not recall being consulted on the Academy agenda, had expected the training to teach them about how to conduct marketplace enrollments; instead, it focused mainly on the Connector and topics with which they were already familiar.

> As one Enroll staff member noted, *"Taking a curriculum that is pretty consistent across all groups and figuring out how to make it directly responsive to the exact needs of every group that you're in front of I think was a big challenge."*

After the in-person training, nearly three-quarters of respondents reported feeling prepared or very prepared to implement the strategies and tools on which they had been trained. Seventeen of the 24 respondents said they felt prepared or very prepared after the in-person training sessions. As one respondent described about the members of her coalition, *"It really helped them to put all the pieces together—with the work plan and the goal setting and that sort of thing—[it] helped them see how they can manage themselves and their staff...I feel like a lot of light bulbs went off in the room when we were doing it, and that they felt that the training was definitely worth their time.* Four respondents said they felt only somewhat prepared to implement the strategies and tools on which they had been trained. In some instances, the level of preparedness varied by person within an organization (for example, a veteran assister at the organization seemed confident in their preparedness and a novice assister had major concerns). In other instances, respondents expressed confidence in some of the tools on which they had been trained but a lack of confidence in others. The remaining three respondents said they felt neither prepared nor unprepared because they did not implement much of what they learned through the training. These respondents said their organizations had either been implementing the strategies already, or that the strategies they were trained on were not applicable to their organization, suggesting perhaps a misfit in the selection process.

Eleven percent of all organizations who attended Get Covered Academy trainings disengaged with the program prior to the end of open enrollment. No partners officially dropped out of the Academy; however, according to Enroll America staff, 19 groups disengaged from the program. The vast majority of those disengaged due to changes in funding and/or staffing that precluded their ability to conduct outreach and enrollment work. However, some partners remained involved in outreach and enrollment but did not have capacity and/or see the value in the follow-up support phase of the Academy. As one Enroll America staff member commented, *"I think some of those folks said, 'Oh wow, this is actually too intense'… There were groups who remained involved in this work but who just weren't willing to engage with us when it came to follow-up, touching base, and looking back on their outreach strategies and seeing how things were going."* We interviewed three of these partners: of these three, one expressed discontent with the content and quality of the training (it was not what they had envisioned); another cited staff turnover and the lack of Enroll America staff in their area of the state as barriers to continuing; and a final respondent said their organization just did not have enough staff to keep up with the follow-up support.

A third of the respondents reported fully institutionalizing some Enroll America outreach and enrollment strategies and tools, although most acknowledged room for improvement. Of the 21 respondents who participated throughout the entire open enrollment, 8 reported the strategies and tools they learned had been well institutionalized in their day-to-day operations, 12 reported that there had been some institutionalization, and 4 reported very little institutionalization at their organization (Figure III.4). Respondents in well-institutionalized groups noted the processes and tasks they learned about had become second nature at their organizations. Some respondents in the middle group

> One respondent remarked that they hoped to make progress on institutionalization before and during the next open enrollment: *"This year, I feel like we're really making traction and movement where I feel like we're really going to be able to follow some of these plans and follow through to the end… I think with a little bit more experience, we'll really see a difference this year."*

said they were implementing practices taught at the Academy, but that they needed more time before they could be considered institutionalized. As one described: *"I think we include a lot of their information and best practices and suggestions, but it's not necessarily that their trainings and teachings are concrete processes now."* Most respondents intended to continue to work on institutionalizing what had already been implemented and did not anticipate picking up additional strategies and tools in subsequent years.

Figure III.4. Overall institutionalization status of Enroll America practices during the Get Covered Academy
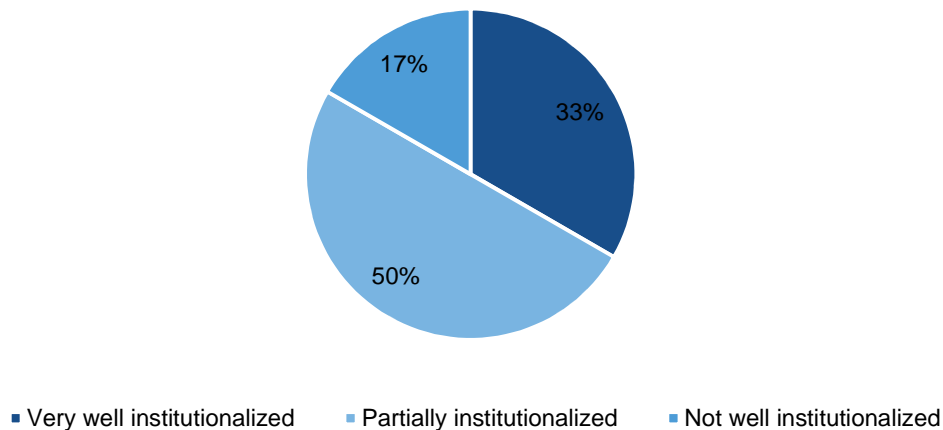
- Very well institutionalized   - Partially institutionalized   - Not well institutionalized

Source: Mathematica analysis of interviews with 24 partner organization representatives, spring 2016.

Overall, respondents found the program valuable in helping them meet their outreach goals. They cited relationship building and learning about new outreach and enrollment tools as the most important benefits of attending. All 24 respondents were asked to assess the overall value of the training in helping them meet their outreach goals using a scale from 1 to 5 (with 5 being the most valuable). Respondents gave an average score of 3.8, with a range from 2 to 5 (Figure III.5). Respondents from Navigator organizations scored the program higher on average (4.3) than respondents from other types of organizations (for example, community organizations averaged 3.1). This may have been because all Navigators are required to track and report on a set of enrollment metrics, making the training particularly relevant.

Figure III.5. Value of Get Covered Academy training in helping respondents meet outreach goals, by type of organization
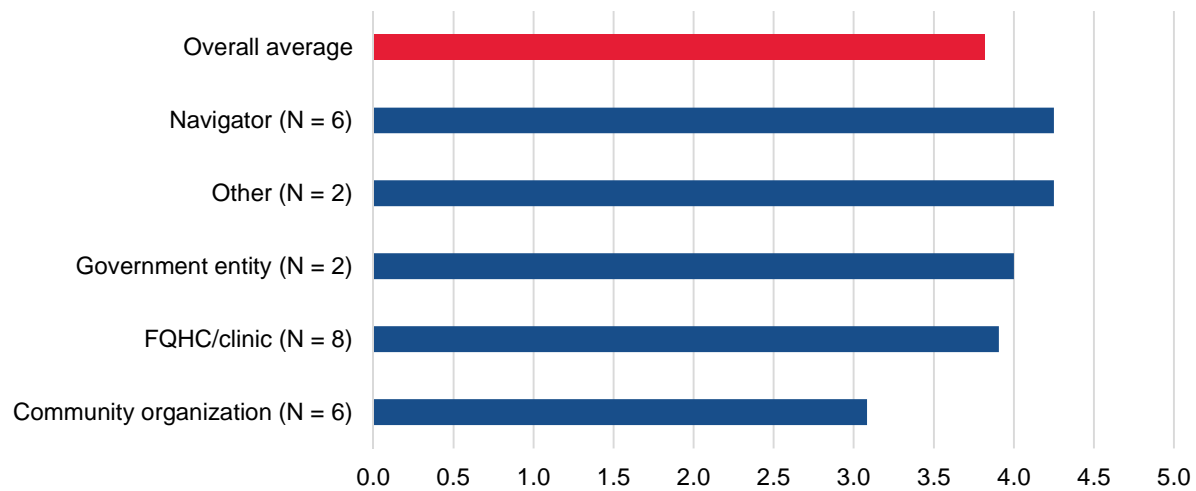
Source: Mathematica analysis of interviews with 24 partner organization representatives, spring 2016.

Note: FQHC = Federally Qualified Health Clinic; "other" organization type includes faith-based organizations, hospitals, outreach organizations, and primary care associations. Some respondents reported fractional scores. Values were averaged when more than one value was reported (for example, multiple respondents in the interview reporting different values, or a single respondent reporting different values for different aspects of the training).

Eleven of 24 respondents reported forging new partnerships, strengthening existing partnerships, and spending time together as a coalition as the biggest accomplishment of participating in the Get Covered Academy (respondents could name more than one accomplishment). Although it is impossible to directly link strengthening coalition partnerships to increased outreach, respondents believed establishing and solidifying relationships across organizations within a coalition benefited their outreach and enrollment campaigns immensely. Eleven respondents also thought that learning about and implementing specific practices covered in training were the biggest benefit. These respondents believed the trainings gave them solid tools that helped them implement and conduct outreach, such as the Connector, strategies for messaging, and best practices on how to conduct better outreach events. As one respondent remarked, *"Number one, the Connector definitely simplified things for our staff. It helped them schedule, it helped them report data. It made them stay on top of making sure they filled everything, completed everything."* Five respondents also noted that receiving "expert advice" from Enroll America was the biggest accomplishment from participating in the training.

D.   Challenges

In interviews with Enroll America and partner organization staff, three major challenges were cited as important barriers associated with implementation effectiveness:

1. **Resource constraints:** Thirteen of 22 respondents noted that resource constraints—organizational funding limitations, recent decreases in staffing, uncertainty around statewide funding, and the need to train new staff—made it challenging for their organization to undertake this work. One respondent in a state with an uncertain funding situation also noted that, as an outreach-focused organization that does not do enrollment, they are not always able to create long-term plans about how to improve their work in the future. *"I think that one of Enroll America's goals is to really set people up so that they're constantly planning very far in advance… when you're in open enrollment you're planning for the next one. I'm not operating under that sort of standard. I think a lot of other organizations are [also] not really sure if they're going to be doing it the next year. It's kind of unstable."* Enroll America staff we interviewed agreed that resource constraints were a challenge for several partners, and noted that they are considering how to factor this into their planning for the next Get Covered Academy. *"It's one thing to have your outreach coordinator become a new person. It's another thing to have [that] position be eliminated because you don't have the funding for it anymore. There were a few places where that just sort of caught us off guard. I think we need to be hyper aware about the possibility of those things, and make sure that we're planning accordingly when that happens."*

> As one respondent facing resource constraints explained, *"The [outreach] program has shrunk each year, and while sometimes you can do things as a leaner agency that you can do when you're larger, this is not one of them. Or at least we can't do it as effectively."*

2. **Data collection:** Nine of 22 respondents reported that they encountered challenges around data collection, storage, or reporting. Of these nine, four reported they found it too time consuming to input or report on outreach and enrollment data using the Connector (two respondents) or other tracking systems (two respondents). As one Connector user noted, *"[Enroll America] is a very data-driven organization. The bottom line is numbers and we understand that. But there has to be a better way to gather the data, because if we're outreaching we can't sit idle inputting information. Our time is better spent doing outreach."* Five respondents reported challenges implementing the commit card strategy due to their perceived uncertainty around privacy issues and the legality of collecting and storing consumer data.[4] The majority of these respondents (3 of 5) were able to work through these challenges by educating staff or implementing workarounds, but one remained unsure about the practice and did not collect any contact information from consumers.

3. **Timing:** Eight of 22 respondents reported the timing of the Get Covered Academy training as a challenge because they did not have enough time to reflect on and operationalize the concepts before open enrollment. As one respondent explained, *"The trainings were happening literally the week of open enrollment. There's just no time then… there was just no time to absorb it. It was hit the ground running. I think some of it probably got lost because of that, because they weren't able to fully implement all the ideas that they came away with."* Similarly, Get Covered Academy staff we interviewed noted that the lack of ramp-up time was a significant challenge for partners and Enroll America alike, and that

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[4] CMS has issued guidelines around the collection of information for follow-up for the purposes of enrollment, and Enroll America's commit card and uninsured identification programs adhere to those regulations.

they plan to move the time line up so that next year's trainings can occur in the summer rather than the fall. In fact, Get Covered Academy trainings for the fourth open enrollment period began in late summer 2016 and are expected to be complete before the beginning of the next open enrollment on November 1, 2016.

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IV. DISCUSSION

Strengthening and building on the Get Covered Academy is one of the five major goals highlighted in Enroll America's current multi-year strategic plan (Enroll America 2016). Enroll America plans to grow the program so that by the end of the fifth open enrollment period, they will have trained at least 300 partners in all 50 states on how to plan and implement a comprehensive outreach program. Our interviews with Enroll America staff and Academy participants at the end of the program's first year highlighted the accomplishments of this program as well as some areas for improvement that should be kept in mind as the program continues to grow.

Participants' positive experience with the Get Covered Academy support both the proof of the concept and the existence of a market for the training. Respondents valued the in-person element of the training because it helped them strengthen relationships within organizations and network with other members of their coalitions. They also appreciated the content of the training and thought it helped them meet their outreach and enrollment goals. For example, some respondents commented that, although they already had outreach or action plans in place prior to the Get Covered Academy, working with Enroll America helped to refine them and make them more action oriented. They also enjoyed having a coach as a single point of contact to help them work through challenges and provide feedback on their progress.

Knowledge transfer from one organization to another is difficult. For the first year of the Get Covered Academy, Enroll America developed and executed a comprehensive curriculum for training diverse partners on a wide range of outreach and enrollment topics. Leaving the in-person training, nearly three-quarters of respondents reported feeling prepared to implement what they had learned and, on average, they fully implemented over 60 percent of practices on which they were trained. Some techniques, such as following the outreach plan and working with partners, were described by respondents as becoming "second nature" after the training. Respondents reported the training helped lay the ground work for other tactics, such as the Connector and Chase, and that they will be continuing to fine tune their implementation of these techniques in future years.

Partner organizations appear unlikely to learn and to simultaneously implement all of Enroll America's best practices. Although Enroll America encourages the adoption of its practices in tandem to achieve the best possible results, the first year of the Get Covered Academy suggests that this is not feasible. Partner organizations have divergent missions, of which outreach is often a component but not the main focus, and limited resources to conduct the work. Most respondents reported being able to implement some but not all of the tactics on which they were trained, meaning they chose which to implement based on interest, capacity, and strengths. (On average, respondents were trained on eight and fully implemented five.) Respondents found the tactics that could be integrated seamlessly into their current work processes—such as messaging, outreach plans, and the Connector—to be the easiest to take on, whereas practices that required significant process change were found to be more challenging. Given that Enroll America carefully selected the organizations that participated in the Academy during the first year, it can expect that organizations attending in future years will be no more likely to implement the full slate of tools and strategies the program has to offer. However, future participants may have greater room for improvement in their outreach and enrollment techniques

than the "shovel-ready" organizations attending during the first year. Moving forward, Enroll America might consider focusing on a narrower set of strategies or relaxing some of its criteria for participation. While the latter may result in lower rates of post-training participant engagement, achieving more meaningful change in a smaller number of highly motivated but less advanced organizations might be worth the tradeoff.

To increase the impact of the Get Covered Academy program, there are some areas where Enroll America might attempt to strengthen:

- **Set appropriate expectations prior to acceptance into the Academy.** To meet the goal of training 300 partners, Academy participants will likely become more diverse and potentially less familiar with Enroll America's techniques than they were during the first year. Five respondents suggested that Enroll America should provide more information on the purpose of the Get Covered Academy and clearer expectations regarding commitment from partners from the outset, which will be even more important during future years. For example, some of the expectations Enroll America might consider asking partners to commit to include:

  - Carving out a full two days for the training. Some trainings were condensed into one because of concerns from partners who did not want to pay for travel expenses or because partner staff could not devote a full two days to the training.

  - Undertaking a good-faith effort to implement the practices learned.

  - Collecting and reporting on the desired metrics.

  - Fully engaging in all follow-up components of the program.

  Asking partner organizations to agree to these types of basic commitments has multiple benefits: some partners with low capacity or only minimal interest may self-select out of the program, and it gives Enroll America some leverage when trying to motivate partners to continue engaging in the program during the busy parts of open enrollment.

- **Improve customization of the training to the audience.** Enroll America and partner respondents alike recognized room for improvement in customizing the in-person trainings to match the goals and strengths of the partners in the room. Our evaluation identified three main ways to potentially improve training customization. First, all partners (not just coalition leads) could be more involved in the initial needs assessment and goal setting. Second, Enroll America could engage partners earlier in the process to do some pre-work in advance of the training. The compressed time frame for the first year of the Academy precluded this from happening, but in the future, Enroll America could request partners to undertake some pre-planning work, such as putting together pieces of the outreach plan in advance. This would encourage partners to think realistically about what they can accomplish during an open enrollment period, help focus the in-person training session on only the practices partners intend to undertake, and dedicate the valuable in-person training time to plan improvements rather than plan development. Third, Enroll America could consider narrowing the training to the practices most easily adopted or that are most clearly linked to enrollment outcomes. Based on this evaluation, we would recommend messaging, outreach plan, Connector, commit cards, and the Chase program. Alternatively, Enroll America could consider enhancing the training of more difficult-to-implement strategies through added examples, practice time, and/or post-training support.

- **Strengthen the role of coaches.** The follow-up coaching played an integral role for partners during open enrollment, and this piece of the model could be improved by:

  - **Retaining and investing in in-person coaching support.** Several respondents described having a strong relationship with their coaches because they were local. The number of on-the-ground Enroll America staff is likely to be further reduced as Enroll America shifts its focus, but retaining some on-the-ground presence in field states will help sustain partner organizations in these states. For remotely supported partners, building in the opportunity for coaches to visit Academy participants during open enrollment may strengthen the partner-coach connection and improve their ability to implement Enroll America's strategies and tools.

  - **Increasing the capacity of coaches.** Coaches played a critical role in the Get Covered Academy and for most, this was an add on to their existing job responsibilities. Carving out quality time for coaches and limiting their other job responsibilities may help coaches become even more invested in this important piece of Enroll America's work.

  - **Encouraging all Academy attendees to participate in follow-up coaching.** Five respondents noted they did not participate in the follow-up coaching component of the program, likely because they were part of a coalition where one convening organization received the support and, in theory, passed the knowledge along to other members. Further, only half of the respondents in our study reported speaking with Enroll America about the challenges they faced when implementing difficult-to-implement strategies. Coaches should be accessible to all participants, regardless of their role in the coalition, and participants should be encouraged to contact their coaches for help no matter how intractable their problems may feel.

- **Better integrate and provide equal access to the Connector and Get Covered database tools to improve participants' engagement, outcomes and ability to track metrics.** Enroll America staff members acknowledged that the Connector and Get Covered database—the two main data systems on which they train partners for conducting follow-up—are not as streamlined as they could be. Better integrating these two systems so it becomes a one-stop shop (rather than separate systems that "talk" to one another) could make data tracking easier for partners. During the first year of the Academy, not all partners had access to the Connector or the Get Covered database mostly due to costs. (Connector access cost nonprofit organizations $10,000 for 250 licenses.) Although expensive, finding a way for all interested and participating partners to gain access to these critical tools will help enhance their ability to conduct significant outreach and to track and report key metrics. [5] Data collection and storage was noted as significantly challenging by partners, and having the ability to use Enroll America's tools for data tracking and reporting should alleviate some of those issues. Further, only a third of respondents reported receiving feedback from coaches on their metrics; using standardized tools will enable coaches to provide focused, real-time feedback to partners.

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[5] For the fourth open enrollment, Enroll America has already made plans to offer Connector packages with fewer logins for lower prices (for example, 100 logins for $5,300).

As Enroll America looks to the future, the Get Covered Academy is the key mechanism by which it will institutionalize its outreach and enrollment tactics within partner organizations and leave a lasting legacy. This evaluation has shown the promise of the Get Covered Academy model while highlighting some of the challenges and obstacles inherent in training diverse organizations to take on a set of complex and demanding tactics.

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