



We'll Keep You Covered

How Funding Community-Based Outreach Reduces Coverage Losses in the Face of Federal Policy Changes

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The views presented here are those of the authors and not necessarily those of NYHealth, the Mother Cabrini Health Foundation, and UHF, or their respective directors, officers, and staff.

Executive Summary

On July 4, 2025, President Trump signed the federal reconciliation bill (H.R. 1) into law. The new law includes significant cuts to both Medicaid and Affordable Care Act-funded health insurance programs. An estimated 1.5 million New Yorkers are expected to become uninsured, with New York accounting for over 10 percent of the national coverage losses. The new federal rules include burdensome documentation requirements that will hamper individuals' and families' ability to enroll in and keep health coverage. This paper offers important lessons from the Keep New York Covered project, which was established to mitigate the coverage losses from a prior major federal policy reform—the end of the COVID-19 Public Health Emergency.

In 2023, federal COVID-19 Public Health Emergency (PHE) policies mandating continuous enrollee retention in publicly-funded insurance expired. Under these policies, New York's public health insurance enrollment climbed to 9 million people and the State achieved its all-time lowest uninsurance rate.

To secure these coverage gains, New York executed a 14-month multi-pronged effort to retain as many New Yorkers as possible in health coverage. Key strategies deployed included: (1) streamlining renewals through the NY State of Health (NYSOH) integrated Marketplace; (2) capitalizing upon the federal government's optional rules (called "Waivers"); and (3) boosting localized assistor outreach efforts through the philanthropically funded Keep New York Covered (KNYC) project.

This paper explains how New York was able to successfully retain as many public insurance enrollees when the PHE ended,

with a special emphasis on the strategy of resourcing community-based enrollment organizations to conduct targeted outreach to low-income communities, communities of color, and historically uninsured groups. State officials facilitated an "all hands on deck" approach with an array of stakeholders, including: policymakers, health plans, providers, community-based organizations (CBOs), and funders.¹ The \$2.5 million KNYC project funded the State's largest Navigator group—the Community Service Society of NY—to act as a central hub that procured and supported 36 community-based enrollment organizations that:

- conducted targeted outreach about the availability of enrollment assistance through 63 million engagements using a variety of mediums, such as: bus advertisements, postcards, social media, in-person presentations; and
- enrolled 85,132 New Yorkers as a direct result of these outreach efforts.

At a cost of \$30 per enrollment, the KNYC project generated a 3,850 percent return on investment. This concerted effort to conduct community-based outreach and marketing was crucial to the goal of protecting the State's enrollment gains, particularly in solidifying the decade-long progress in reducing disparities in uninsurance rates for many racial and ethnic minorities. The lessons of the KNYC project are particularly trenchant for state policymakers seeking to secure insurance coverage rates in the face of impending federal threats to Medicaid and the Affordable Care Act.

The Threat to New York State’s Health Insurance Coverage Gains: The Unwinding of Federal Public Health Emergency Continuous Coverage Policies

Early in 2020, New York was an epicenter of the COVID-19 pandemic, experiencing high rates of morbidity and mortality, especially in communities of color.² By May, the State’s unemployment rate hit a near all-time high of 16.5 percent.³ Fortunately, New York had a robust existing public health insurance safety net. During the pandemic, the federal government facilitated enrollment in insurance by declaring a Public Health Emergency which, among other things, relaxed rules that required states to recertify enrollees for public coverage on an annual basis. Easing these recertification rules made it significantly easier for individuals and families to retain their health insurance. By December 2022, 9.2 million people were enrolled in the following programs: Medicaid (7.8 million), Essential Plan (1.1 million), and Child Health Plus (378,000).

In 2023, the federal government declared that the Public Health Emergency was over and that states must restart the annual renewal process for their enrollees. This process became known as the Public Health Emergency unwind (or PHE unwind). Thus, in Spring 2023, New York State faced the unprecedented challenge of renewing 9.2 million New Yorkers into health insurance coverage for the first time in three years.

New York had a lot at stake: after the enactment of the Affordable Care Act in 2010, the State made substantial progress toward lowering its uninsurance rate from 12 percent to just under 5 percent by 2023.⁴ These gains surpassed the national average, where the uninsured rate declined from 14 percent to 8 percent during the same period.⁵ Reductions in uninsurance rates between 2010 and 2022 occurred across racial and ethnic

groups: Hispanic and Latino (12 percentage point decrease in uninsurance rate); Asian (11 percentage point decrease in uninsurance rate); Black or African American (9 percentage point decrease in uninsurance rate); and White New Yorkers (5 percentage point decrease in uninsurance rate).⁶

Human Services Coalition of Tompkins County (HSCTC) – Cortland and Tompkins Counties.

“I am a small business owner, and my new business is just getting started, currently breaking even. I also have two children and it’s important my family stays healthy right now. I knew we had received a letter from NYSOH telling us that we needed to do something, but it went to the “do it later” pile. My partner was riding the bus one day and happened to notice the ad that said “We’ve Got You Covered! And “We Can Help!” When we talked, she asked if I ever did anything with that letter from NYSOH. “Oh no!” I had forgotten all about the “do it later” pile. Thankfully she noticed the ad to call 2-1-1 and I was able to call and get an appointment with HSCTC. My family kept their coverage, and I got the peace of mind knowing we still have health insurance. I am grateful my partner saw that ad on the bus that day.”

What Strategies Helped New York Successfully Keep its Residents Covered?

Nationally, just 69 percent of public insurance enrollees retained their coverage in the wake of the PHE unwind.⁷ By contrast, New York State was largely successful in its initiative to retain insurance coverage for its residents. New York reports an 82 percent renewal rate—79 percent of adults and 90 percent of children.⁸ Notably, New York ranked nationally for two key markers: (1) second in the nation for the lowest percentage of people disenrolled for procedural reasons;⁹ and (2) fourth in the nation for keeping families and children enrolled in Medicaid and Children’s Health Insurance Program coverage.¹⁰

The three key strategies crucial to New York’s successful response to the PHE unwind are described below.

1. The New York State of Health (NYSOH) Marketplace has an integrated eligibility system and expanded low-cost coverage options.

Two unique features of the NYSOH Marketplace boosted New York’s successful retention in coverage. First, the NYSOH Marketplace uses a multifaceted rules engine that can enroll individuals into (and seamlessly transition between) the appropriate public insurance program including: Medicaid, Medicaid for Pregnant People, Emergency Medicaid, the Essential Plan, Child Health Plus, and subsidized Qualified Health Plans. Most other state marketplaces and the federal Marketplace only offer Qualified Health Plan enrollment. Evidence indicates that New York’s 12-month continuous enrollment policy for its public insurance programs likewise

laid an important foundation for a successful retention campaign.¹¹

Second, over the last decade, New York State took advantage of federal options to enhance insurance affordability programs. For example, in 2015, New York State launched a Basic Health Program under Section 1331 of the Affordable Care Act branded as the “Essential Plan.” This program has no deductibles, no premiums, and low cost-sharing. In 2024, New York adopted a State Innovation Waiver under Section 1332 of the Affordable Care Act to expand income eligibility for the Essential Plan from 200 percent to 250 percent of the federal poverty level (or \$39,100 for an individual in 2025).¹²

The integration of the eligibility system that supports 12-months continuous enrollment, combined with the higher income-eligibility limits for high-quality affordable coverage, placed the NYSOH Marketplace in a strong position to maximize retention as 9 million consumers were faced with renewing their coverage for the first time in three years. In short, New York State made health insurance affordable, easy to enroll in, and smoothed income eligibility cliffs between programs.

2. Federal Flexibility Waivers 1902(e)(14).

During the PHE unwind, New York State took advantage of federal e14 Waivers, which granted flexibility to states facing significant operational issues and helped to protect consumers from procedural terminations. New York was approved for 10 of these e14 Waivers. Seven of the Waivers involved strategies

to increase ex parte renewal rates, meaning administrative renewals, or renewals that are done automatically using available data and direct client involvement. Two Waivers deployed systems to update contact information, and one Waiver supported compliance with federal renewal requirements.¹³ Notably, New York used more ex parte federal Waivers than 41 other states.¹⁴ As a result, the State ranked second for the lowest percentage of disenrollments for procedural reasons.

3. Leveraging Community-Based Enrollment Partners.

Another major contributor to New York's PHE unwind success was the State's robust community-based marketing and enrollment effort. The NYSOH Marketplace leveraged its \$15 million advertising campaign to ensure people with public coverage knew they needed to renew their coverage. NYSOH Marketplace staff understood that one-size-fits-all messaging was insufficient to address the enormity of the renewal task before it. Accordingly, the State also worked with a communications firm, Ichor Strategies, to develop a tailored social media and text messaging strategy to engage enrollees. Ichor Strategies engaged communities in listening sessions and developed time-sensitive community-informed messages, data, and tactics that could be used by officials at the NYSOH Marketplace, health plan enrollers, Navigators, and other assistors.

The NYSOH Marketplace also worked with its network of State-funded, trained, and certified community-based assistors to ensure

uniformity of messaging around the need to renew coverage. In 2013, the New York State Department of Health issued a \$25.8 million Request for Proposal to launch its ACA Navigator program.¹⁵ Today, 42 lead agencies serve all of New York's 62 counties, making it one of the country's largest enrollment investments per uninsured person, following the states of Maryland and Minnesota.¹⁶ New York established a similar program to assist individuals who are older, blind, or have disabilities (the "non-MAGI" population) with their Medicaid applications that have to be filed at local social services offices. This program is called the Facilitated Enrollment program for the Aged, Blind, and Disabled (FE-ABD).

During the PHE unwind, the role of assistors was especially critical given that more than 77 percent of individuals who enroll through the Marketplace use assistors for help with securing health coverage.¹⁷ Yet, State-funded enrollment programs are not allowed to use grant funding for dedicated outreach activities to market their services to those most in need of enrollment support.

The remainder of this report focuses on the use of this third strategy in New York's public insurance renewal campaign.

The Role of Community-Based Assistors in New York’s Insurance Retention Campaign

Early in 2023, a consortium of eight private foundations located across New York State saw the need to support the government’s efforts to maximize retention in public coverage once the Public Health Emergency ended.¹⁸ Led by the New York Health Foundation and United Hospital Fund, these funders sought to provide dedicated funding to community-based assistors to support their local outreach and marketing efforts. From 2021-2022, a similar highly successful local outreach program was supported by the Health Foundation for Western and Central New York, described in *How to Maximize Health Insurance Enrollment: Funding Local Marketing and Outreach Innovations by Community-Based Enrollment Agencies*.¹⁹

The Keep New York Covered (KNYC) project funded the Community Service Society of New York (CSS) to provide dedicated outreach and marketing grants to Navigator and FE-ABD community-based enrollment organizations. The KNYC project leveraged CSS’s nationally recognized “hub and spokes” model in which CSS serves as a funding and administrative hub for a consortium of CBOs (the “spokes”).²⁰ This model helped to efficiently operate the outreach network and harmonize messaging provided by the CBOs throughout the State.

The project sought to fill the information gap for those New Yorkers who typically are unaware of broad government-developed advertising campaigns implemented by the NYSOH Marketplace. The KNYC project supported local groups to develop culturally-specific communications to help “get the word out” to low-income communities, communities of color, and historically uninsured residents

about the need to renew their coverage. The KNYC project funded a network of 36 CBOs that served 40 counties across five regions: Western New York and Finger Lakes; Southern Tier and Central New York; North Country and Mohawk Valley; Capital Region and Mid-Hudson; and New York City and Long Island (see Appendix A). During the launch of KNYC, CSS also engaged Ichor Strategies to conduct four trainings for CBOs on how to assess and target their local communities.

Mothers and Babies Perinatal Network (MBPN) – Broome County.

Through a radio advertisement, Khamsouk and his wife were shocked to learn about their need to renew their health insurance. MBPN had assisted them with enrolling their daughter in Child Health Plus since 2015. Khamsouk called as soon as he learned over the radio that the auto-renewal had ended and scheduled an in-person appointment to extend his daughter’s Child Health Plus coverage. He stated, “I would miss the renewal deadline if I did not hear the radio announcement because we work long hours and are difficult to reach by phone. Then how would I pay for [my daughter’s] medical visits? We really appreciated that MBPN reminded us of the renewal via the media.”

Resourcing Local Enrollment Agencies to Conduct Outreach Achieves Significant Results

The KNYC project provides evidence that CBOs can successfully reach and enroll consumers who otherwise may be unreceptive to mainstream communication and marketing efforts.

Between March 2023 and October 2024, the 36 CBOs in the KNYC network organized and delivered nearly 63 million touchpoints with New York consumers, and due to this outreach, they helped 85,132 consumers recertify their coverage (see Table 1). The CBOs reached consumers through a variety of in-person

events and marketing campaigns (see Appendix B). For example, they tabled and handed out flyers at food pantries, pharmacies, ethnic festivals, and health fairs. Some CBOs also implemented paid media advertising campaigns through public transportation (e.g., bus shelter ads), social media, television, radio, and streaming services. Many of the CBOs engaged individuals in their primary language, at local community events, through multi-lingual media (e.g., ethnic radio programs and newspapers), and social media.

Table 1: Total Outreach Engagements, Enrollments, and Yield Results by CBO²¹

Community-Based Organization	Total Events	Total Campaigns	Total People Reached	Total People Enrolled	Funds Per Agency	CBO Cost Per Enrollee
Asian Americans for Equality	66	57	3,367,286	302	\$62,500	\$207
Arab American Family Support Center	54		9,853	1,424	\$50,000	\$35
ACR Health	214	65	15,045,845	5,163	\$55,000	\$11
Adirondack Health Institute	190	100	7,645,572	3,508	\$62,500	\$18
Adhikaar for Human Rights and Social Justice	27	19	6,131	410	\$40,000	\$98
Coordinated Care Services, Inc.		40	3,358,764	191	\$60,000	\$314
Central Nassau Guidance & Counseling Services		26	506,776	91	\$20,000	\$220
The Child Center of New York	46	6	444,824	247	\$40,000	\$162
Community Outreach Center	1	19	475,500	13,390	\$42,500	\$3
Council of Peoples Organization	186		35,178	171	\$41,000	\$240
Dominican Women Development Center	87		2,884	268	\$40,000	\$149
Entertainment Community Fund		66	2,586,413	570	\$62,500	\$110
Emerald Isle Immigration Center	144	101	1,030,783	797	\$65,000	\$82

Community-Based Organization	Total Events	Total Campaigns	Total People Reached	Total People Enrolled	Funds Per Agency	CBO Cost Per Enrollee
Finger Lakes Community Health	193	2	1,746,937	2,435	\$42,000	\$17
Gay Men's Health Crisis	110		976	164	\$40,000	\$244
Healthy Community Alliance	51	252	340,223	3,995	\$45,000	\$11
Human Services Coalition of Tompkins County	70	53	384,753	446	\$42,000	\$94
Health and Welfare Council of Long Island	257	45	47,113	1,121	\$20,000	\$18
Korean Community Services	99	42	102,650	477	\$40,000	\$84
Legal Assistance of Western New York		29	4,998,843	141	\$40,000	\$284
Mothers and Babies Perinatal Network	246	49	62,615	11,918	\$62,500	\$5
Mekong	20		2,010	29	\$40,000	\$1,379
Maximizing Independent Living Choices	268	43	1,879,203	3,253	\$62,500	\$19
Maternal-Infant Services Network of Orange, Sullivan and Ulster Counties, Inc.	349	45	653,787	16,928	\$62,500	\$4
MinKwon Center for Community Action	27	158	797,202	133	\$40,000	\$301
Make the Road New York	245		40,522	1,644	\$65,000	\$40
North Country Prenatal Perinatal Council	81	32	463,392	701	\$25,000	\$36
Nassau-Suffolk Hospital Council	180	364	10,144,144	1,068	\$40,000	\$37
Public Health Solutions		24	435,267	6,737	\$50,000	\$7
Queens Jewish Community Council	9	30	1,308,991	8	\$40,000	\$5,000
South Asian Council for Social Services	42	1	34,719	606	\$50,000	\$83
The Neighborhood Center		56	4,298,701	2,196	\$42,000	\$19
Urban Health Plan	565	100	232,644	1,997	\$65,000	\$33
United Jewish Organization	5	22	80,480	2,244	\$40,000	\$18
United Sikhs	145	20	103,386	62	\$40,000	\$645
Westchester Disabled on the Move	37	1	9,701	297	\$42,500	\$143
Total	4,014	1,867	62,684,068	85,132	\$1,677,000	\$19.70

The KNYC project, through CSS, also offered a monthly learning collaborative, central data collection hub, and provided message advice and alignment. Agencies continually shared best practices at monthly network meetings and helped one another overcome common challenges. As a result, they honed their outreach strategies through peer-to-peer learning. Each CBO further refined its outreach strategy based on the most effective approaches within the communities they serve. For example, some found specific partnerships to be most

effective, others found unique outreach locations that were particularly successful, and others discovered which print media outlets worked best in reaching their communities. CBOs reported their monthly outreach data on a centralized Salesforce platform; this included in-person events, media campaigns, the number of people reached, and the number of people enrolled because of their outreach activities. They utilized the data to inform future outreach efforts and better understand best practices for targeted messaging.

Return on Investment of the Keep New York Covered Project

The total cost of operating the KNYC project, including sub-grants to CBOs, was \$2,530,000, and the KNYC network of CBOs enrolled 85,132 individuals—roughly \$30 per enrollment. The KNYC project also demonstrates a remarkable return on investment, as measured by the health system savings generated by enrolling or recertifying individuals in health insurance (see Table 2).

The literature indicates that each uninsured individual generates a \$1,174 expense in uncompensated care to the State and health care system.²² Multiplying the number of people enrolled under the KNYC project by \$1,174 leads to an estimated total savings of \$99,944,968. Subtracting the total project cost from the total savings leads to a net savings of \$97,414,968. **These net savings are divided by the cost of the project to yield a return on investment of 3,850 percent. In other words, the KNYC projects generated \$38.50 in savings for every \$1 spent.**

Table 2. Return on Investment of the KNYC Program

	Calculation	Total
Total savings generated = enrolled individuals * savings per capita	85,132 * \$1,174	\$99,944,968
Program cost		\$2,530,000
Net savings generated = total savings generated – program cost	\$99,944,968 – \$2,530,000	\$97,414,968
Return on Investment (ROI) = net savings / cost	\$97,414,968 / \$2,530,000	3,850%



Conclusion and Recommendation

Many factors worked together to help secure New York's successful PHE unwind. It is very commendable that New York State deeply invests in its Navigator and FE-ABD enrollment programs. But reaching low-income people as well as racial and ethnic minorities can be challenging for government agencies. This paper provides evidence that resourcing outreach and marketing expertise at community-based enrollment organizations is a crucial and cost-effective strategy to ensure that all New Yorkers enroll in and renew their coverage—no matter where they live or the languages they speak. In the face of federal threats to publicly funded health coverage, New York policy makers should consider strengthening their investment in enrollment assistance programs by allocating dedicated marketing and outreach funding streams to State-funded community assistors to improve their enrollment efficacy. This funding stream should also support a central learning community to ensure consistency of messaging and an opportunity for local groups to learn from one another.

The KNYC project provides important lessons for New York as it faces the specter of 1.5

million people losing coverage and another 500,000 transitioning from one form of coverage to another in the next two years. New York has the opportunity to leverage the lessons from the successful PHE unwind to minimize these losses.

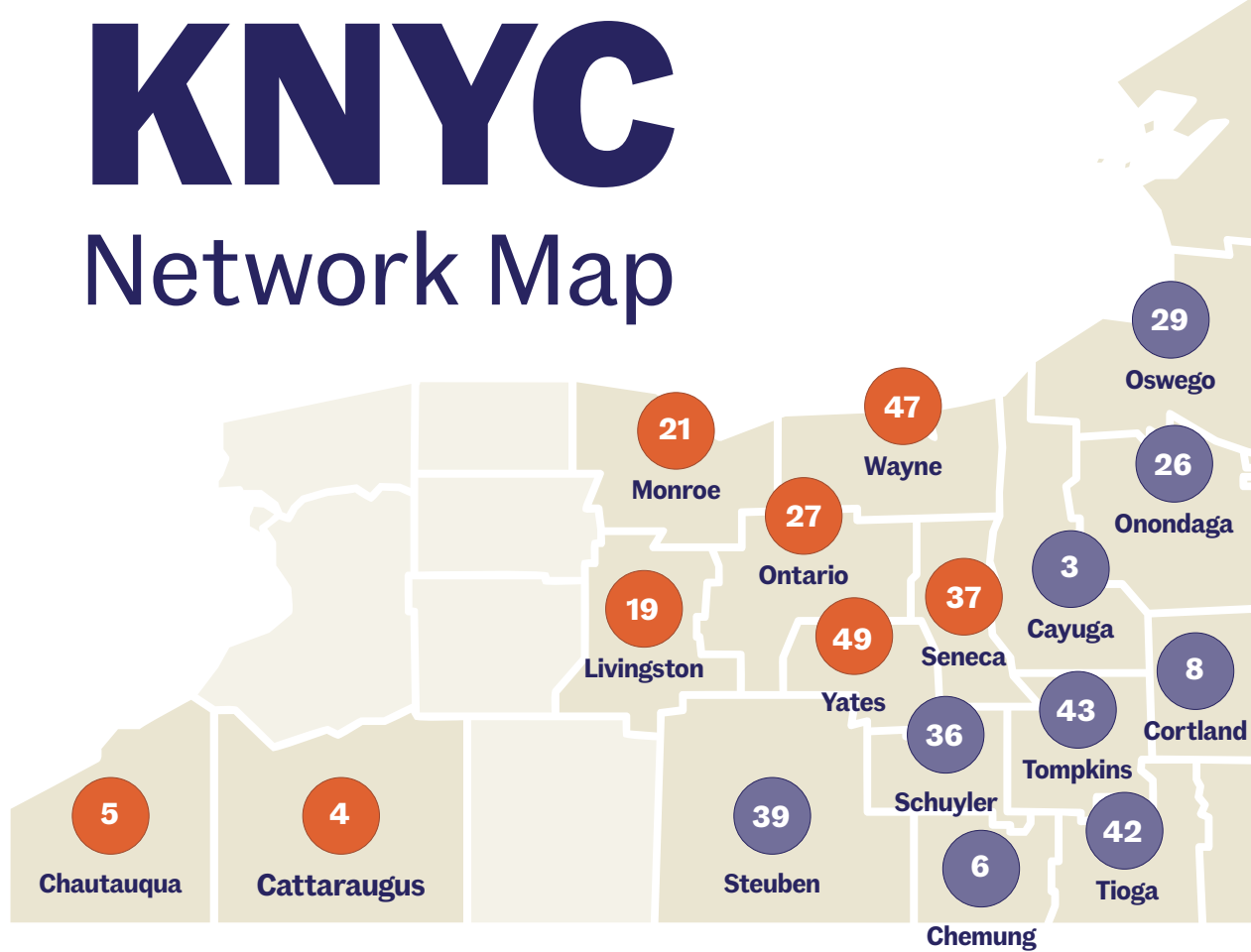
Dominican Women Development Center (DWDC) – New York County.

DWDC's outreach specialist was at a bus stop in the Bronx and handed a flyer to a young man who did not have health insurance due to his immigration status. He had a \$2,500 medical bill and needed follow-up care, which he could not afford. The young man scheduled an appointment at DWDC and was able to enroll in coverage and pick a health plan. Two weeks later, he obtained his health insurance card, met with the Navigator for health insurance education and information about his plan, and was able to resolve his \$2,500 bill.

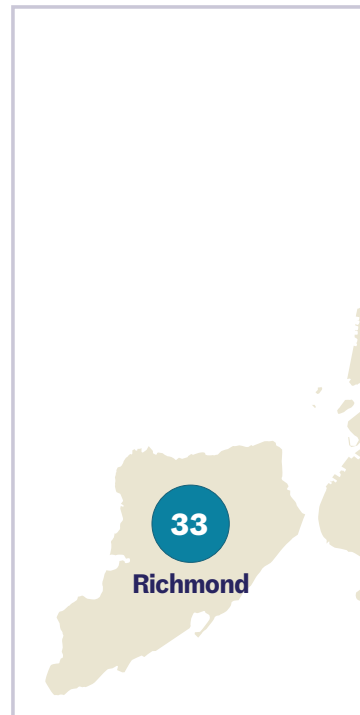
KEEP NY COVERED

KNYC

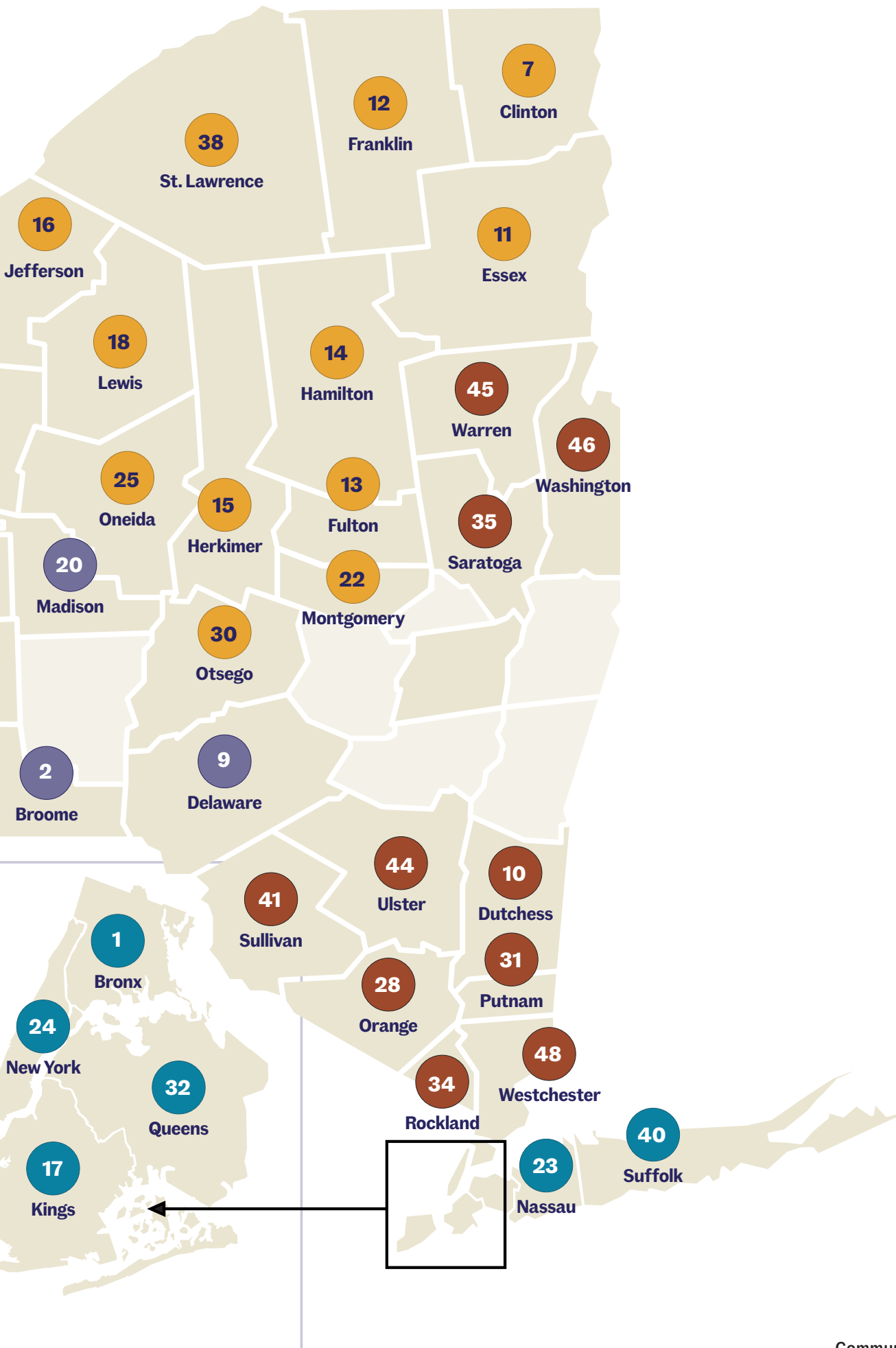
Network Map



- WESTERN NY & FINGER LAKES
- SOUTHERN TIER & CENTRAL NY
- NORTH COUNTRY & MOHAWK VALLEY
- CAPITAL REGION & MID-HUDSON
- NEW YORK CITY & LONG ISLAND



Numbers correspond to the county list in the following table.



Appendix A: Keep New York Covered Network Map Part 2

KEEP NY COVERED

KNYC Network Map



WESTERN NY

COUNTY	AGENCIES
4. Cattaraugus	Healthy Community Alliance
5. Chautauqua	Healthy Community Alliance

FINGERLAKES

COUNTY	AGENCIES
19. Livingston	Finger Lakes Community Health
21. Monroe	Coordinated Care Services, Inc., Legal Assistance of Western New York, Inc.
27. Ontario	Finger Lakes Community Health
37. Seneca	Finger Lakes Community Health
47. Wayne	Finger Lakes Community Health
49. Yates	Finger Lakes Community Health

SOUTHERN TEIR

COUNTY	AGENCIES
2. Broome	Mothers & Babies Perinatal Network
6. Chemung	Mothers & Babies Perinatal Network
9. Delaware	Mothers & Babies Perinatal Network
36. Schuyler	Finger Lakes Community Health
39. Steuben	Finger Lakes Community Health
42. Tioga	Mothers & Babies Perinatal Network
43. Tompkins	Human Services Coalition of Tompkins County

CENTRAL NY

COUNTY	AGENCIES
3. Cayuga	ACR Health, Finger Lakes Community Health
8. Cortland	Human Services Coalition of Tompkins County
20. Madison	ACR Health, The Neighborhood Center, Inc.
26. Onondaga	ACR Health
29. Oswego	ACR Health

NORTH COUNTRY

COUNTY	AGENCIES
7. Clinton	Adirondack Health Institute, Inc.
11. Essex	Adirondack Health Institute, Inc.
12. Franklin	Adirondack Health Institute, Inc., Maximizing Independent Living Choices
14. Hamilton	Adirondack Health Institute, Inc.
16. Jefferson	ACR Health, North Country Prenatal Perinatal Council
18. Lewis	North Country Prenatal Perinatal Council
38. St. Lawrence	ACR Health, Adirondack Health Institute, Inc., Maximizing Independent Living Choices, North Country Prenatal Perinatal Council

MOHAWK VALLEY

COUNTY	AGENCIES
13. Fulton	Adirondack Health Institute, Inc.
15. Herkimer	ACR Health
22. Montgomery	Adirondack Health Institute, Inc.
25. Oneida	ACR Health, The Neighborhood Center, Inc.
30. Otsego	Mothers & Babies Perinatal Network

CAPITAL DISTRICT

COUNTY	AGENCIES
35. Saratoga	Adirondack Health Institute, Inc.
45. Warren	Adirondack Health Institute, Inc.
46. Washington	Adirondack Health Institute, Inc.

HUDSON VALLEY

COUNTY	AGENCIES
11. Dutchess	Maternal-Infant Services Network of Orange, Sullivan, and Ulster Counties, Inc.
28. Orange	Maternal-Infant Services Network of Orange, Sullivan, and Ulster Counties, Inc., Westchester Disabled on the Move
31. Putnam	Maternal-Infant Services Network of Orange, Sullivan, and Ulster Counties, Inc., Westchester Disabled on the Move
34. Rockland	Community Outreach Center, Emerald Isle Immigration Center, Westchester Disabled on the Move
41. Sullivan	Maternal-Infant Services Network of Orange, Sullivan, and Ulster Counties, Inc.
44. Ulster	Maternal-Infant Services Network of Orange, Sullivan, and Ulster Counties, Inc.
48. Westchester	Arab-American Family Support Center, Emerald Isle Immigration Center, Make the Road New York, Westchester Disabled on the Move

NEW YORK CITY

COUNTY	AGENCIES
1. Bronx	Arab-American Family Support Center, Asian Americans for Equality, Council of Peoples Organization, Emerald Isle Immigration Center, Entertainment Community Fund, Gay Men’s Health Crisis, Mekong, Inc., MinKwon Center for Community Action, Public Health Solutions, South Asian Council for Social Services, The Child Center of New York, Urban Health Plan
17. Kings (Brooklyn)	Adhikaar for Human Rights and Social Justice, Arab-American Family Support Center, Asian Americans for Equality, Council of Peoples Organization, Emerald Isle Immigration Center, Entertainment Community Fund, Gay Men’s Health Crisis, Make the Road New York, MinKwon Center for Community Action, Public Health Solutions, South Asian Council for Social Services, The Child Center of New York, United Jewish Organization of Williamsburg
24. New York	Adhikaar for Human Rights and Social Justice, Arab-American Family Support Center, Asian Americans for Equality, Council of Peoples Organization, Dominican Women’s Development Center, Emerald Isle Immigration Center, Entertainment Community Fund, Gay Men’s Health Crisis, MinKwon Center for Community Action, Public Health Solutions, South Asian Council for Social Services, The Child Center of New York, United Jewish Organization of Williamsburg, Urban Health Plan
32. Queens	Adhikaar for Human Rights and Social Justice, Arab-American Family Support Center, Asian Americans for Equality, Council of Peoples Organization, Emerald Isle Immigration Center, Entertainment Community Fund, Gay Men’s Health Crisis, Korean Community Services of Metropolitan New York, Inc., Make the Road New York, MinKwon Center for Community Action, Public Health Solutions, Queens Jewish Community Council, South Asian Council for Social Services, The Child Center of New York, Urban Health Plan, United Sikhs
33. Richmond (Staten Island)	Arab-American Family Support Center, Asian Americans for Equality, Council of Peoples Organization, Emerald Isle Immigration Center, Entertainment Community Fund, Gay Men’s Health Crisis, Make the Road New York, MinKwon Center for Community Action, Public Health Solutions, South Asian Council for Social Services, The Child Center of New York,

LONG ISLAND

COUNTY	AGENCIES
23. Nassau	Arab-American Family Support Center, Central Nassau Guidance and Counseling Services, Emerald Isle Immigration Center, Korean Community Services of Metropolitan New York, Inc., Public Health Solutions, South Asian Council for Social Services, The Child Center of New York, Nassau-Suffolk Hospital Council
40. Suffolk	Emerald Isle Immigration Center, Health and Welfare Council of Long Island, Make the Road New York, Public Health Solutions, Nassau-Suffolk Hospital Council

KEEP NY COVERED

KNYC

Network Map

All agencies provide Navigator enrollment services. The highlighted agencies provide both Navigator and Aged, Blind and Disabled enrollment services.

AGENCY	COUNTIES SERVED	PHONE #
ACR Health	3 15 16 20 25 26 29 38	1-800-475-2430 315-475-2430
Adhikaar for Human Rights and Social Justice	17 24 32	718-937-1117
Adirondack Health Institute, Inc.	7 11 12 13 14 22 35 38 45 46	1-866-872-3740
Arab-American Family Support Center	1 17 23 24 32 33 48	718-643-8000
Asian Americans for Equality	1 17 24 32 33	New York: 212-979-8988 Queens: 718-961-0888
Central Nassau Guidance and Counseling Services	23	516-707-0297
Community Outreach Center	34	845-356-9600
Coordinated Care Services, Inc.	21	585-613-7662
Council of Peoples Organization	1 17 24 32 33	718-434-3266
Dominican Women's Development Center	24	646-749-1416
Emerald Isle Immigration Center	1 17 23 24 32 33 34 40 48	718-478-5502, ext. 103 914-348-1175
Entertainment Community Fund	1 17 24 32 33	entertainmentcommunity.org/ahirc
Finger Lakes Community Health	3 19 27 36 37 39 47 49	1-800-346-2211
Gay Men's Health Crisis	1 17 24 32 33	646-301-2874
Health and Welfare Council of Long Island	40	516-505-4426
Healthy Community Alliance	4 5	716-532-1010
Human Services Coalition of Tompkins County	8 43	877-211-8667
Korean Community Services of Metropolitan New York, Inc.	23 32	718-939-6137

AGENCY	COUNTIES SERVED	PHONE #
Legal Assistance of Western New York, Inc.	21	1-855-250-7748
Make the Road New York	17 32 33 40 48	866-365-2724
Maternal-Infant Services Network of Orange, Sullivan and Ulster Counties, Inc.	10 28 31 41 44	800-453-4666
Maximizing Independent Living Choices	12 38	518-483-2151
Mekong, Inc.	1	347-918-9220
MinKwon Center for Community Action	1 17 24 32 33	718-460-5600 ext.507
Mothers & Babies Perinatal Network	2 6 9 30 42	607-772-0517
Nassau-Suffolk Hospital Council	23 40	631-435-3000
North Country Prenatal Perinatal Council	16 18 38	315-788-8533
Public Health Solutions	1 17 23 24 32 33 40	Navigators: 1-800-344-4306 ABD: 1-800-544-8269
Queens Jewish Community Council	32	718-544-9033
South Asian Council for Social Services	1 17 23 24 32 33	718-321-7929
The Child Center of New York	1 17 23 24 32 33	718-228-0270
The Neighborhood Center, Inc.	20 25	315-732-4657
United Jewish Organization of Williamsburg	17 24	718-643-9700
United Sikhs	32	888-243-1690
Urban Health Plan	1 24 32	718-589-2440
Westchester Disabled on the Move	28 31 34 48	914-968-4717

Appendix B: KNYC Enrollment CBO Marketing and Outreach Examples

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Asian Americans for Equality	Flyer distribution, food pantries, community workshops, health fairs, outreach to provider organizations, community events, block parties, YMCA, churches.		Facebook, Instagram, X (Twitter), WeChat.	Radio ads (Mandarin and Cantonese).		
Arab American Family Support Center	Flyer distribution, community events, educational presentations, food pantries, resource fairs.					
ACR Health	Flyer distribution, educational presentations, community colleges, medical centers, fairgrounds, libraries, malls, food pantries, soup kitchens, community centers, Rescue Mission, pharmacies, markets, YMCA, churches, restaurants, Catholic Charities.	Email outreach.	Facebook, Snapchat.	Various TV ads, Hulu, radio ads.	Publication ads.	Bus shelter wraps.
Adirondack Health Institute	Flyer distribution, various health centers, health departments, newsletters, churches, elementary school events, sports expos, community centers, festivals, university orientations, health fairs.	Phone calls, emails.	Facebook, digital news ads.		Mailed letters, newspaper ads, in-store ads, local print news ads, magazines.	

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Adhikaar for Human Rights and Social Justice	Flyer distribution, various community events, festivals.	Phone calls, text campaigns.	Facebook, TikTok.			
Coordinated Care Services, Inc.			Facebook, Instagram, Google Search ads.		Billboard ads, rack card distribution, post cards.	Various bus ads, transit centers ads.
Central Nassau Guidance & Counseling Services	Flyer distribution.	Slick texts.	Facebook, Instagram, Messenger, local digital news ads.			Transit posters.
The Child Center of New York	Flyer distribution, community presentations, presentations at schools, tabling at themed events, walk-a-thons.	Emails.	Facebook, Instagram.		Newspaper ads.	
Community Outreach Center				Monthly print media ad (Yiddish and English).		
Council of Peoples Organization	Flyer distribution, presentations at citizenship classes, English as a Second Language classes, food pantries, religious ceremonies, youth conferences, grocery stores, subway stations, churches, salons, pharmacies.					

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Dominican Women Development Center	Flyer distribution, educational presentations, healthcare providers, street tabling, healthcare providers, supermarkets, daycare centers, bus stops, schools, pharmacies, festivals, barber shops.					
Entertainment Community Fund		Email blasts.	Facebook, Instagram, X (Twitter), LinkedIn, various publication ads, website banner ads, e-newsletters.		Various magazine ads, postcards.	
Emerald Isle Immigration Center	Flyer distribution, online presentations, libraries, public schools, churches, assembly member offices, resource fairs, community fairs, film screenings, town halls, museums, consulates, festivals, parks.		Facebook, Instagram, X (Twitter), website ads, digital newspaper ads, e-newsletters.		Newspaper ads, postcards, newsletters.	
Finger Lakes Community Health	Flyer distribution, doctor's offices, healthcare organizations, churches, town halls, food pantries, libraries, YMCA, fairs, schools, farmer's markets.	Phone calls, emails.	Social media advertisements.	Radio ads.		
Gay Men's Health Crisis	Flyer distribution, educational presentations, food pantries, YMCA, laundromats.	Phone calls, emails, text campaigns.				

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Healthy Community Alliance	Flyer distribution, health and wellness fairs, libraries, art crawls, various farmer's markets, job fairs, elementary schools.		Facebook, Instagram, digital newspapers.	Radio ads.	Magazine ads, newsletters.	
Human Services Coalition of Tompkins County	Flyer distribution, YMCA, healthcare organizations, farmer's markets, food pantries.	Emails, listservs (e.g. Catholic Charities, WIC, provider organizations), letters, 211 outreach.	Facebook.			Bus ads.
Health and Welfare Council of Long Island	Flyer distribution, various SNAP sites, various libraries, toy drives, tabling, community events, farmer's markets, middle and high schools, cultural celebrations, Rescue Mission, community centers, churches, job fairs, pharmacies.	Email blasts.	Facebook, X (Twitter), LinkedIn.	Radio ads.		
Korean Community Services	Flyer distribution, educational workshops, supermarkets, community centers, banks, sports meetings, adult centers, pharmacies, provider organizations, churches, street fairs, public schools.		Facebook, X (Twitter), Instagram, YouTube, WeChat, newspaper ads.	Radio ads.		
Legal Assistance of Western New York	Flyer distribution.		Facebook, Instagram, X (Twitter), LinkedIn, digital newspaper ads.	Radio ads.	Newspaper ads, magazine ads.	

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Mothers and Babies Perinatal Network	Flyer distribution, door-to-door outreach, laundromats, Rotary club, presentations, Catholic Charities, provider offices, day care centers, school district offices, Salvation Army, YMCA, churches, community centers.	Phone calls.	Facebook, Instagram, TikTok, Snapchat, various gaming and streaming services ads.	TV ads.		
Mekong	Flyer distribution, community presentations, nail salons, recreation centers, YMCA, toy drives.					
Maximizing Independent Living Choices	Flyer distribution, school outreach, medical clinics, county fairs, food pantries, universities, resource fairs, farmer's markets, stores, thrift stores, chamber of commerce, soup kitchens, YMCA.		Facebook, Instagram, Google Search ads, digital newspaper ads.	Radio ads.	Post cards, print newspaper ads, letters.	
Maternal-Infant Services Network of Orange, Sullivan and Ulster Counties, Inc.	Flyer distribution, health centers, community centers, Catholic Charities, churches, YWCA, libraries, universities, town halls, food pantries, coat drives, supermarkets, pharmacies.	Emails.	Instagram, Facebook.	Radio ads.	Billboards.	

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
MinKwon Center for Community Action	Flyer distribution, resource fairs, libraries.	Phone calls, text campaigns.	Facebook, Instagram, X (Twitter), Kakaotalk, YouTube, LinkedIn, digital newspaper ads.		Newspaper ads, posters.	
Make the Road New York	Flyer distribution, food pantries, health fairs, supermarkets, street tabling, pharmacies, churches, health centers, bus stops, WIC sites, supermarkets, laundromats, farmer's markets, consulates, libraries, schools, hospitals, parks.					
North Country Prenatal Perinatal Council	Flyer distribution, medical centers, hospitals, schools, school districts, health centers, churches, YMCA, county fairs, Urban Mission, community presentations.	Text campaigns.	Facebook.	TV ads.		Various public transit ads.
Nassau-Suffolk Hospital Council	Flyer distribution, libraries, town halls, churches, food pantries, Salvation Army.		Facebook, X (Twitter), Instagram.	Radio ads, local news ads.		
Public Health Solutions		Text campaigns.	Facebook, Instagram, X (Twitter), LinkedIn.		Post cards, letters.	

CBO	IN-PERSON OUTREACH	PHONE/TEXT OUTREACH	DIGITAL AND SOCIAL MEDIA	TV AND RADIO	PRINT MEDIA	TRANSIT ADS
Queens Jewish Community Council	Flyer distribution, community presentations, food pantries, synagogues, seminaries.	Emails.	Facebook, X (Twitter), e-newspaper, WhatsApp.		Newspaper ads (Russian), newsletters.	
South Asian Council for Social Services	Flyer distribution, community centers, health fairs, YMCA, street tabling, schools, food pantries, supermarkets, senior centers, Hindu temples, parks, health centers.			Radio ads (Hindi/Urdu, Gujarati, Bengali).		
The Neighborhood Center	Flyer distribution.	Phone calls, emails.	Facebook, Instagram.	Radio ads.	Brochures, posters.	Bus shelter wraps.
Urban Health Plan	Flyer distribution, street tabling, health centers, churches, resource fairs, parks, food pantries, markets, YMCA, museums toy drives, coat drives, shelters, festivals.		Facebook, Instagram, X (Twitter) (Spanish and English), digital ads.			
United Jewish Organization	Flyer distribution.	Emails, e-newsletters.			Newspaper ads, brochures.	
United Sikhs	Flyer distribution, street tabling.	Emails.	Facebook, Instagram, X (Twitter), LinkedIn.			
Westchester Disabled on the Move	Flyer distribution, community presentations.	Emails, phone calls.			Newsletters.	

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