

Outliving Grant Funding: A Review of State CKF Projects and Coalitions and the Roles of Funding and In-Kind Support in Their Survival

MOTIVATION, BACKGROUND AND PURPOSE

Over the past eight years the Robert Wood Johnson Foundation (RWJF) invested nearly \$150 million to help increase and maintain enrollment of children and families eligible for but not enrolled in Medicaid and the State Children's Health Insurance Program (SCHIP) (see insert box below). This substantial investment was accomplished first through RWJF's *Covering Kids Initiative* (CKI) and then through *Covering Kids & Families*® (CKF), an expansion program that included families. Between the two programs, RWJF awarded state, local and liaison CKF grants in all 50 states plus the District of Columbia (Paxton, Wooldridge and Stockdale 2005). There were statewide grants to 45 states and the District of Columbia, each of which funded at least two local grantees.¹ Each CKF site had two components: (1) the "grantee" or "project," that is, the paid staff that managed the grant and the CKF activities, and (2) the "coalition," composed of organizations that worked on increasing enrollment of eligible uninsured children and their families in public health insurance programs.

CKF had two goals:

- Increase Medicaid and SCHIP enrollment among eligible uninsured children and families;
- Retain Medicaid and SCHIP coverage for eligible enrollees.

CKF specified three strategies to achieve these goals:

- Outreach to those uninsured but eligible for the programs, to encourage enrollment;
- Simplification of SCHIP and Medicaid policies and procedures to make it easier for families to enroll and stay enrolled in the programs;
- Coordination between SCHIP and Medicaid to ensure that families transition easily between programs if they apply for the wrong program or their eligibility changes.

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Like many Foundation programs, funding for CKF was time-limited. Given its time-limited nature, RWJF explicitly structured its program to encourage sustainability, hoping that CKF's mission would outlive its funding. First, RWJF required state CKF grant recipients to form a statewide coalition that included Medicaid and SCHIP officials and representatives from other government agencies, advocacy groups, community-based organizations, health plans, providers, businesses, schools and others. RWJF hoped that coalitions would not only support CKF work during the grant period, but also help build "lasting capacity in states and communities to continue progress toward the initiative's objectives even after the funding period" (RWJF 2001).² Second, the grant was structured to encourage sustainability by requiring grantees to match 50 percent of the grant amount by the third year of the four-year CKF grants. This grant-matching requirement was intended to give grantees fund-raising experience, which in turn could help grantees find funding to support the project after the end of the grant.³

Given these hopes, what happened to state CKF grantees and coalitions when grant funding ended? Did the requirements built into the program encourage or discourage sustainability? This issue brief reviews findings on the sustainability of 45 state CKF grantees, drawing primarily from an online survey of state CKF project directors and coalition leaders conducted at least six months after RWJF funding support for each project ended.⁴ The online survey, fielded from April to November 2007, focused on whether projects and coalitions survived, the perceived effects of the matching funds requirement, and types of support projects and coalitions received in the post-grant period. The response rate was 84 percent for project directors and 63 percent for coalition leaders. Methods are discussed fully in Appendix A.

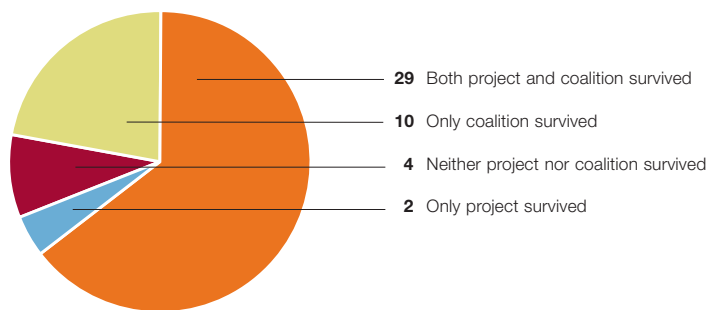
FINDINGS

1. Six months after their grants ended, more than two-thirds of state CKF projects and more than three-quarters of the state CKF coalitions still survived.

The majority of state CKF projects and coalitions were still operating six months after their grants ended. Overall, 31 of the 45 CKF state projects survived at least six months after the grant ended, and 39 state CKF coalitions survived at least six months (Figure 1). In 29 states, both the project and the coalition survived. In only four states neither the project nor the coalition survived beyond the grant-funding date. Although more coalitions than projects survived in the short run, this was not surprising: CKF coalitions are diverse and have many members who might be able to share in the work and fiscal support of sustainability, such as volunteering to host meetings on a rotating basis. In contrast, projects need dedicated staff, which requires funding; this makes sustaining projects more challenging than sustaining coalitions.

FIGURE 1

Most CKF Projects and Coalitions Survived at Least Six Months



Source: Survey of CKF Project Directors and Coalition Leaders, 2007

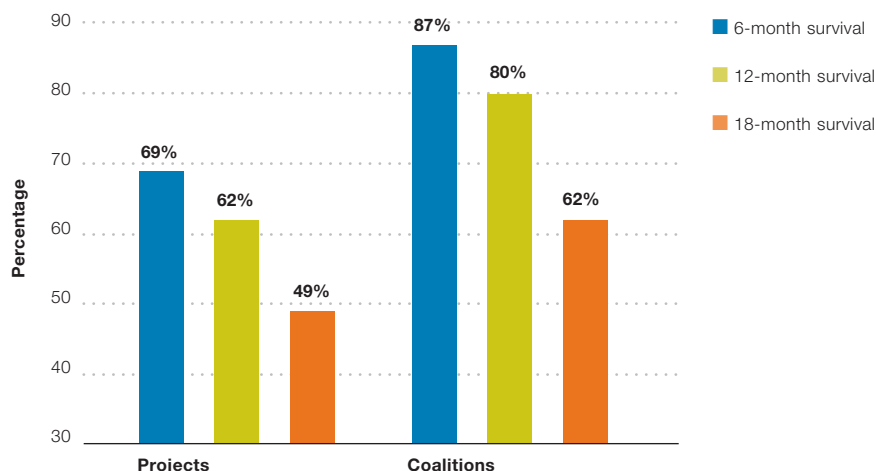
Note: Includes 45 CKF projects

2. Many state CKF projects and coalitions have proved viable over the longer term.

In May 2008 we conducted follow-up calls with CKF project directors (and, in some instances, coalition leaders) who reported that their projects and/or coalitions had survived as of the 2007 online survey. The objective of the calls was to determine whether survival of the CKF projects and coalitions was short-term or was continuing over the longer term. We attempted 41 calls and completed 35, for a response rate of 85 percent. Among the 31 *projects* that had survived at least six months (as of the 2007 calls), we were able to make contact with projects in 26 states;⁵ 24 were still operating, but two had closed since the 2007 survey. Among the 39 *coalitions* that survived at least six months, we were able to reach coalition leaders in 33 states; 27 had survived, but 6 had closed since the 2007 survey. State Medicaid and SCHIP officials interviewed in 45 states in July 2008 report similar findings: they said 28 state CKF coalitions still survive, 10 state coalitions no longer operate, and in seven states, officials do not know whether the coalition is still active.⁶ Figure 2 shows the percentages of projects and coalitions that have survived six months, 12 months, and 18 months.⁷

FIGURE 2

Survival Rates After Grant Funding Ended



Source: Survey of CKF Project Directors and Coalition Leaders, 2007, and follow-up calls, 2008

Note: For 6- and 12-month survival, the percentages are out of 45 projects and coalitions, because all projects finished at least 12 months prior to our May 2008 calls. The 18-month survival percentages are out of 37 projects and coalitions, because only 37 projects and coalitions had completed their grants at least 18 months prior to the May 2008 calls.

Another way to look at surviving projects and coalitions is through their longevity. On average, the 24 projects and 27 coalitions that were still operating as of May 2008 have survived 21 months. Four projects and six coalitions out of the eight sites that completed their grants earliest (in December 2005) are still operating.

3. Sustainability takes different organizational forms in the post-grant period.

There is more than one path to sustainability (Stevens and Peikes 2006). For example, some projects might remain the same, while others might need to change organizational structures or goals in order to sustain operations. In this study, we asked project directors and coalition leaders about several possible paths CKF projects and coalitions might have taken. Table 1 shows the primary pathways possible for sustaining projects or coalitions.

TABLE 1

Possible Paths to Sustainability

Paths for State CKF Projects	Paths for State CKF Coalitions
1. Project remains organized as it was while under the CKF grant.	1. Coalition remains organized as it was while under the CKF grant.
2. Project is incorporated or “institutionalized” into the host agency’s work, but loses its separate identity as the “CKF project.”	2. Coalition remains organized the same way but has a different or expanded mission.
3. Project is transferred to another agency.	3. Coalition merges with another coalition.
4. Project is divided into parts, which are adopted by other organizations.	4. Coalition is sustained in some other way.
5. Project becomes a separate, 501(c)(3) nonprofit organization.	
6. Project is sustained in some other way.	

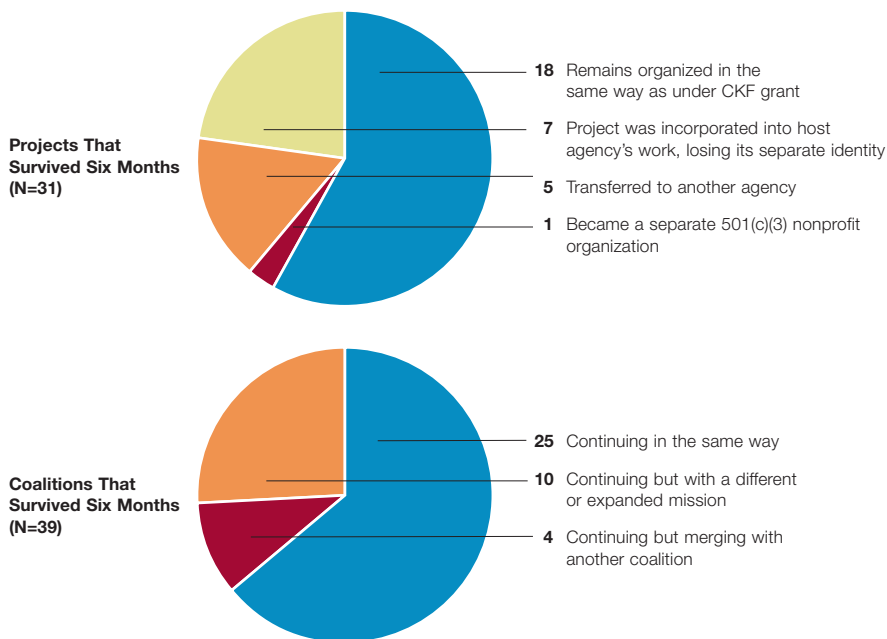
Funding determines which path projects and coalitions take. For example, in Table 1 on page 5, to retain the same organizational structure with no changes (path 1), grantees must attract enough post-grant funding so that they can continue to operate as they did under their RWJF grant. However, sometimes funding comes with strings attached: for example, in coalition path 2, in which coalitions work toward a different or expanded mission, support may have been offered on the condition that the coalition also focus on something outside CKF's scope, for example access to care. Sometimes, as in project path 2, the host agency absorbs the work and the CKF activities into its own operations, but the formal "CKF project" loses its separate identity. The project may end altogether, but individual coalition members may continue specific CKF activities, such as conducting outreach, organizing meetings or disseminating information. All sustainability paths are positive, in that the CKF activities continue in some way, but different paths have different advantages and disadvantages. For example, in project path 2, it might be an advantage for the host agency to absorb and institutionalize CKF activities if the CKF activities become a permanent part of a larger and stronger organization. However, the separate identity of the CKF project would be lost. CKF might lose its visibility in the state, and, as a result, less attention might be given to the issues of insurance coverage and the uninsured. Moreover, coalition members might be reluctant to continue participating if the lead agency has a different primary focus.

As shown in Figure 3, almost two-thirds of projects and coalitions that sustained operations at least six months stayed organized in the same way they operated during the grant. Among projects, seven were incorporated into the host agency's work, losing their separate "CKF project" identity but continuing to work toward CKF's goals. Five projects were transferred to another agency after the grant ended, and one became a separate nonprofit organization. No project directors reported that their project was divided into parts and adopted by other organizations.

Among coalitions that survived at least six months, 25 out of 39 reported sustaining their efforts in the same way they had under the CKF grant. Ten coalitions reported continuing with a different or expanded mission. For example, several leaders noted that their coalitions now focus more on advocacy, and a few said their coalitions now provide technical assistance and advice to state officials. Four leaders reported that they merged their CKF coalitions with other coalitions working on similar issues, including ones related to children's health, children's rights, the uninsured, and access to care.

FIGURE 3

Sustainability Takes Many Forms After Grant Funding Ends

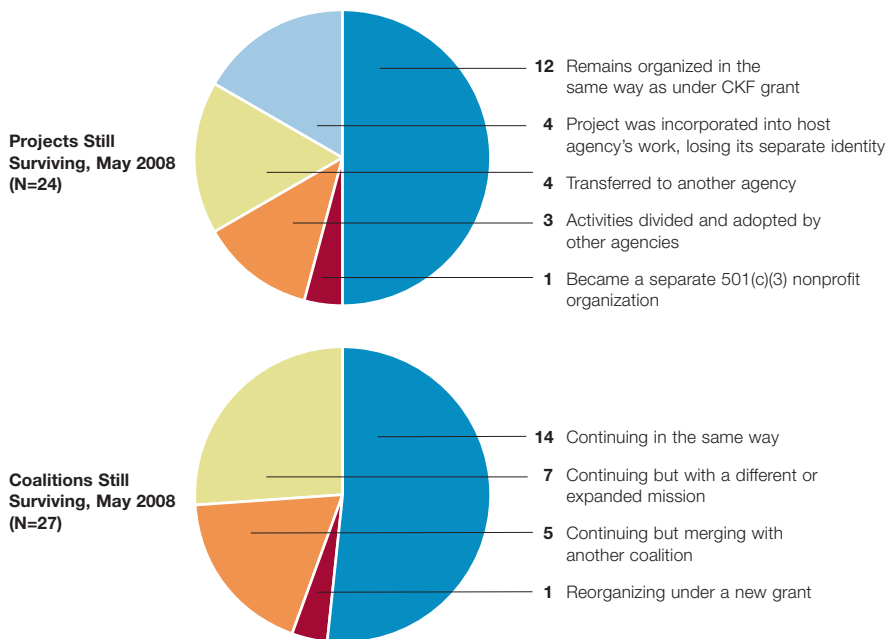


Source: Survey of CKF Project Directors and Coalition Leaders, 2007
 Note: Projects and/or coalitions that survived but did not complete online survey are excluded.

In the May 2008 follow-up interviews with CKF project directors and coalition leaders, we learned that the organizational form of projects and coalitions that survived had changed only slightly from 2007 (Figure 4). Half of CKF projects remain organized as they were when they operated under the CKF grant. Similarly, about half of the coalitions (14 out of 27) are organized as they were under the grant, but five had merged with another coalition. The differences between Figures 3 and 4 are not dramatic, but they show that the organizational form of projects and coalitions is fluid, and that these groups evolve as needed to sustain their work.

FIGURE 4

Organizational Form of Projects and Coalitions Continues to Evolve



Source: Follow-up telephone interviews with CKF Project Directors and Coalition Leaders, 2008

4. Just under half of the grantees found new funding for their post-RWJF operations; some coalition members were able to offer financial support.

Finding funds to sustain CKF activities was a challenge. Almost half (21 of the 45 state projects) reported obtaining *new* funding to sustain operations. Of those 21 projects that had obtained new funding, 16 reported that at least one of the funders who helped them meet the match during the grant gave additional funds after RWJF funding ended.

Support for the projects from their CKF coalition members was more uneven. Only 13 project directors said that at least one coalition member organization had contributed funds in the post-grant period to sustain the project. Seventeen project directors said that no coalition members were able to give financial support to CKF after the grant ended. Similarly, of the 158 members of the surviving coalitions, only 42 said that coalition members contributed or committed additional funds after the grant period. One project director who commented about the struggle for funding said that “funders don’t want to support an old program.”

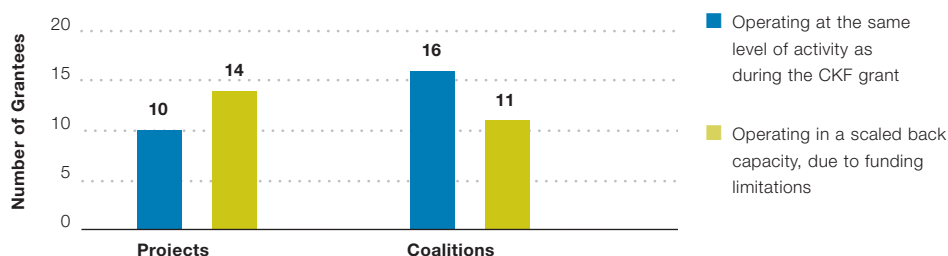
In 10 states, the state Medicaid and SCHIP agencies—principal stakeholders in CKF—gave financial support to sustain CKF activities. The amount of support varied; most project directors indicated that state financial support was small, such as sharing in the cost of convening the coalition. However, there were some larger efforts; one state committed funding for two years to support local, regional and statewide outreach for Medicaid and SCHIP. Data from the summer 2008 survey of state officials indicate that only six states still offer financial support to CKF coalitions. Given the current strain on state economies and state budgets, this indicates the value of CKF to those state agencies.

5. More than half of projects and over one-third of coalitions that survived have scaled back CKF activities.

Just as there are different paths to sustainability, there is more than one level or degree of sustainability. That is, projects and coalitions may operate at the same level as they did under the RWJF grant, or, they may scale back, setting aside some activities due to funding limitations. In our 2008 follow-up calls, we asked whether projects and coalitions that had survived were operating at the same level as under the RWJF grant, or if their activities had scaled back due to funding limitations. As Figure 5 shows, 14 projects that are still continuing have scaled back activities, while 10 are still operating at “full strength.” Only 11 coalitions have scaled back activities, and the majority of coalitions (16) are operating at the same level as during the grant. This latter finding is not surprising, since it is likely to be easier for coalitions, whose members can share responsibilities, to sustain their level of activity, than it is for projects, which are more dependent upon having paid staff dedicated to the work.

FIGURE 5

Compared to Coalitions, More Projects Have Scaled Back CKF Activities



Source: Follow-up telephone interviews with CKF Project Directors and Coalition Leaders, 2008
N=24 sustaining projects and 27 sustaining coalitions.

6. Committed coalition members are keeping CKF activities alive through in-kind support.

In-kind support was a more common contribution to sustainability than financing. Such support from coalition members might involve providing expertise (such as fund-raising advice), donating supplies, providing services (such as printing outreach materials), or adopting responsibilities previously held by the project (such as conducting outreach at health fairs).

In the year before the grant ended, many CKF coalition members made in-kind contributions by providing advice in a variety of areas, such as working with state officials, fundraising and financial management (Table 2). The diverse membership of most coalitions was an asset in this regard as the members representing health care providers, insurers, advocacy groups and social service organizations, among others, were able to provide a wide range of advice and support.

TABLE 2

Types of Expertise Provided by Coalition Members in the Last Year of the CKF Grant

Type of Expertise	Reported by Project Directors (percentages) (N=38)	Reported by Coalition Leaders (percentages) (N=198)
Working with state agencies	68%	71%
Fundraising	47%	37%
Financial management of nonprofit organizations	26%	33%
Other areas ¹	8%	19%

Source: Survey of CKF Project Directors and Coalition Leaders, 2007

Note: Respondents could select more than one response.

¹ Other areas in which coalition members said they provided expertise included marketing, grant writing, conducting outreach to particular ethnic communities, health literacy and legal issues.

After the CKF grants ended, coalition members continued to provide other types of in-kind support to help sustain projects and coalitions. Seventy percent of project directors and over half of coalition leaders said that coalition members had adopted specific outreach activities as part of their own operations, thereby institutionalizing outreach at their organization (Table 3). More than half of project directors and coalition leaders from surviving projects or coalitions said that coalition members had advocated to state officials that policies supporting CKF’s mission be maintained, and more than 40 percent said coalition members had taken on basic tasks previously done by paid CKF staff. Only 9 percent of project directors and 3 percent of coalition leaders reported that coalition members *had not* contributed to sustaining CKF activities through in-kind contributions, indicating that the majority—over 90 percent of coalition members—had contributed to sustainability in some way through in-kind contributions.

TABLE 3

Types of In-Kind Support Coalition Members Have Provided Since the CKF Grant Ended

Type of In-Kind Support	Reported by Project Directors (percentages) (N=33)	Reported by Coalition Leaders (percentages) (N=158)
Adopted specific outreach activities as part of their own operations	70%	59%
Encouraged state officials to continue to support CKF activities	70%	75%
Advocated to state officials that supportive policies be maintained	67%	64%
Took responsibility for basic functions previously done by paid CKF staff, such as scheduling meetings or sending announcements	48%	54%
Adopted specific simplification activities	39%	40%
Adopted specific coordination activities	39%	39%
Did not contribute to sustaining CKF activities through in-kind contributions	9%	3%

Source: Survey of CKF Project Directors and Coalition Leaders, 2007

Note: Respondents could select more than one response. Respondents include only those who reported that their project, coalition, or both had sustained.

Because state officials' participation was key to CKF effecting change in Medicaid and SCHIP policies and procedures, we asked project directors and coalition leaders about the kinds of support that state officials offered in the post-grant period. The majority of project directors and coalition leaders (70 percent and 66 percent, respectively) said officials in their states agreed to continue work on simplification and coordination in Medicaid and SCHIP (Table 4). Some states have taken responsibility for outreach activities, while others are supporting outreach in other ways. For example, one project director said that her state had committed to funding outreach activities for the next two years at the state and local levels, using existing outreach contractors, while another state agreed to collaborate with the CKF project on outreach events. Data from the summer 2008 survey of state Medicaid and SCHIP officials shows that support for CKF from state officials continues. Of the 28 states where a coalition still survives, 57 percent of officials in those states say they are still working on simplification and coordination in support of CKF goals; 43 percent say they are providing in-kind support to the CKF coalition; 57 percent say they have endorsed CKF activities to help the coalition raise funds; and 71 percent report that their state is currently conducting outreach activities that were previously conducted by CKF.

TABLE 4

State Officials' Support After the Grant Ended

Type of Support	Reported by Project Directors, 2007 (percentages) (N=33)	Reported by Coalition Leaders, 2007 (percentages) (N=158)	Reported by State Medicaid and SCHIP Officials, Summer 2008 (N=28)
Agreed to continue work on simplification and coordination	70%	66%	57%
Provided in-kind support	30%	32%	43%
Took responsibility for outreach activities	30%	19%	71%
Endorsed CKF activities to try to assist in fundraising for CKF	18%	22%	57%

Source: Survey of CKF Project Directors and Coalition Leaders, 2007 and Survey of State Medicaid and SCHIP Officials, 2008

Note: Respondents to the 2007 survey include only those who reported that their project, coalition, or both had sustained; they could select more than one response in the 2007 survey. In the 2008 survey of state officials, responses are from officials in the 28 states with a surviving coalition (according to the state official). States were counted only once if both the Medicaid and SCHIP official reported it, so as not to double count state responses.

7. Most grantees report that the CKF matching requirements neither helped nor hampered work toward CKF goals or efforts to find financial support after the grant.

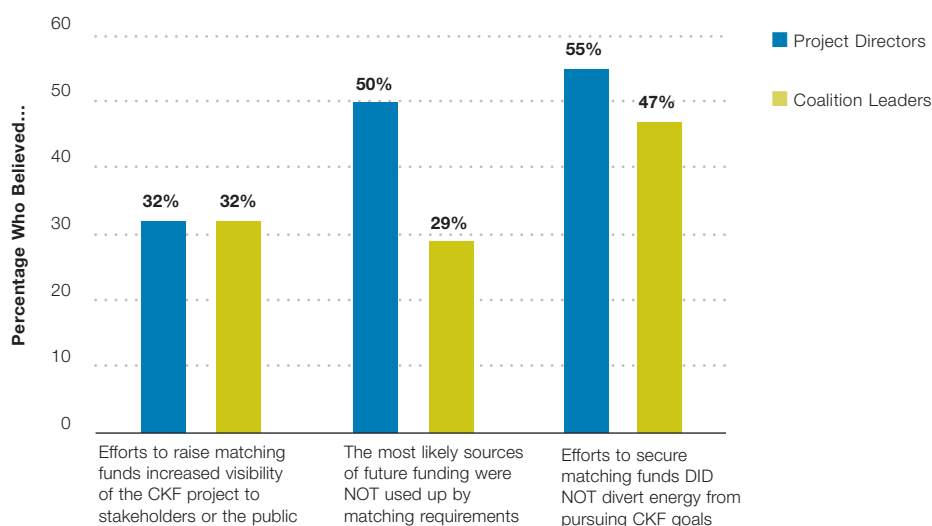
RWJF required CKF grantees to match 50 percent of their grants by the third year of their four-year grant. Grantees had to raise, on average, more than \$414,000 in matching funds (Paxton, Wooldridge and Stockdale 2005).⁸ This requirement was enacted in part to help grantees gain fund-raising experience before the grant ended, so that they might learn how to support CKF activities financially.⁹

The matching requirement had the potential to affect the projects in two contrasting ways. First, they had the potential to raise the visibility of CKF's work and goals via outreach to potential funders, as grantees sought new funds. Second, the requirements had the potential to both draw grantees' attention away from working on CKF goals (while they raised funds), and possibly exhaust likely sources of post-grant funding during the grant period.

Results from our survey show mixed opinions about the effects of the matching requirements. Just thirty-two percent of project directors and coalition leaders believe that visibility was raised by securing matching funds (Figure 6).

FIGURE 6

Perceptions About CKF Matching Funds Requirements



Source: Survey of CKF Project Directors and Coalition Leaders, 2007

Half of project staffers and over two-thirds of coalition leaders believe that the matching requirement had a negative effect on fundraising by exhausting likely sources of funding that projects might tap after the grants ended. Yet, 55 percent of the project directors and nearly half of coalition leaders did not feel that the requirements drew attention away from pursuing CKF goals; they felt that despite fund-raising requirements, CKF activities fully continued.¹⁰

DISCUSSION

What happens when the funding stops? Like other similar studies, our review of CKF projects and coalitions found that grant-funded projects and coalitions can outlive grant funding (Stevens and Peikes 2006). For CKF projects and coalitions, post-grant funding was difficult to garner and this fact has affected sustainability—some projects and coalitions have closed completely. However, many projects have survived, and those that did have survived in different ways. Some remain organized as they were under the grant; some projects or activities were adopted by a sponsoring agency or by other groups; and some coalitions merged with other coalitions, piggybacking onto other efforts in order to keep CKF's work alive. While many projects and coalitions remain, many of these cannot operate at the same level as they did under the grant. When the grants ended, in-kind support was more readily forthcoming than financial support, and the surviving projects and coalitions identified in-kind support as one of the keys to survival. Whether offering in-kind or financial support, many state agencies are continuing work on CKF outreach, simplification and coordination strategies. This bodes well for continued efforts to pursue CKF priorities at the state level, particularly regarding simplification and coordination improvements to Medicaid and SCHIP.

Did the CKF requirement to build a coalition encourage or discourage sustainability? Our analysis reveals that the required coalition structure, as well as the requirement that state officials participate in the coalition, encouraged and supported sustainability. Coalition members have played a key role in the post-grant period whether through adopting certain CKF activities, organizing or hosting coalition meetings or through other means. Some of them also offered financial support after the grants ended. State support has also continued in the post-grant period, and in fact some types of state in-kind support appear to have increased since the grants ended. Six states still are offering financial support for CKF-related activities, a clear signal of the value of CKF in those states.

The CKF fund-raising requirements were intended to support sustainability, but how much these requirements actually affected sustainability is not clear. Some project directors and coalition leaders were inexperienced fundraisers when CKF began, and during the grant the NPO offered training on fundraising. Therefore, it is likely that CKF taught project staff some fund-raising skills. In 16 states, funders who helped the projects meet their matching requirements also contributed funds after the grant ended to support sustainability. Conversely, in 29 states, funders who helped projects meet the matching fund requirement did not contribute additional funds to help sustain activities. The environment may also have contributed to the difficulty many projects and coalitions had with fundraising: CKF projects and coalitions were trying to fundraise in a difficult economic time, with state governments and others tightening their belts as the economy sagged.

In the end, CKF has not faded away, but it has not become an entrenched fixture in all states. Still, a legacy of “partial” sustainability is preferable to one in which no vestiges of the project remain. Moreover, new coverage efforts, such as those that RWJF, the Packard Foundation and Atlantic Philanthropies are currently funding, may be able to build on the momentum and goodwill that CKF projects and coalitions have established.

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Appendix A: Methods

Survey Instruments

To study the sustainability of state CKF projects and coalitions, we developed two survey instruments, one for state CKF project directors and the other for leaders of the state coalitions. The instruments focused on four areas:

1. how the project and coalition planned for sustainability before the grant ended;
2. whether projects and coalitions survived after grant funding ended, and if so, how;
3. the perceived effects of the matching funds requirement; and
4. the types of support that projects and coalitions received in the post-grant period (for example, in-kind support or financial support).

State coalition leaders were only asked about sustainability pertaining to the coalition. State CKF project directors were asked about project sustainability, and, if they indicated they were active in the leadership of the coalition, they were asked about coalition sustainability.

Survey Respondents

In November and December 2006 we contacted current and former CKF project directors via telephone and e-mail, asking them to provide the names, e-mail addresses, and phone numbers for at least six and as many as eight key leaders of their state CKF coalition (even if their coalition had disbanded by that point). We received responses from all 45 state CKF project directors we contacted.

Fielding

Health Management Associates, a subcontractor to Mathematica Policy Research on this evaluation, conducted the survey online. Because we were interested in assessing sustainability of state CKF projects and coalitions after their grant funding ended, we did not survey any grantees until their grant had been completed at least six months. However, because the survey did not begin fielding until March 2007, the grants of more than two-thirds of the projects included in the March 2007 survey had ended either more than one year or between six and 12 months before the survey began (see Table A1). The grants of the remaining projects, surveyed between April and November 2007, had ended only six months before they were asked to participate in the survey.

TABLE A1

Grant Status at Time of Survey

Grant Status When Survey Was Fielded	Number of Grantees (percentage)
Ended 6 months prior to fielding	14 (31%)
Ended between 6 and 12 months prior to fielding	19 (42%)
Ended more than 12 months prior to fielding	12 (27%)

Response Rates

Eighty-four percent of project directors surveyed had completed the project director's survey, representing 38 of the 45 states. (In one state, the project director responded only to the first six questions of the survey and refused to continue, even after follow-up. Thus, for a few variables in the paper, the number of respondents is 39.) Among coalition leaders, the response rate was 63 percent. At least one coalition leader from every state except one responded; the mean number of coalition leader respondents per state was five. In three states, there were only two coalition leader respondents, and in one state, only one coalition leader responded; all other states had between three and eight respondents. Among the four states with two or fewer respondents, the low number of responses does not seem to be related to whether or not the coalition continued—three of the four had coalitions that continued.

Follow-up

We conducted two types of follow-up phone calls and, in some instances, e-mail correspondence, with CKF project directors:

1. *Follow-up with Non-Respondents.* Because we were interested in a complete picture of post-grant sustainability, we conducted follow-up calls and e-mail correspondence with project directors from the seven states that did not respond to the survey. The purpose of the call was *not* to administer the entire survey but instead to ask if the project and coalition had been sustained. If we could not reach the project director, we contacted staff from the CKF national program office (NPO) for this information. (The Southern Institute on Children and Families, a nonprofit organization that works to improve the lives of children and families, served as the CKF NPO.) Thus we have a 100 percent rate for the two key questions on sustainability (whether the project survived, and whether the coalition survived).
2. *Follow-up on Inconsistent Responses.* In 11 states, the data on project and coalition sustainability were inconsistent. For example, in some states, reports from coalition leaders varied as to whether or not the coalition had survived, or project director and coalition leader responses differed. In such instances, we conducted follow-up calls with coalition leaders, project directors, and NPO staff to reconcile differences. In each instance, we were able to reconcile the data for these states. For example, in a state where the project director indicated the coalition had not continued, but a coalition leader said the coalition had continued, the project director was found to be correct; one coalition leader was reporting (mistakenly) on a local coalition in which she was also heavily involved that had survived, but we were asking about the state coalition.

Endnotes

1. RWJF also awarded smaller liaison grants in the remaining five states (Wooldridge 2007).
2. RWJF specified that "...local coalitions should serve as learning laboratories for the statewide CKF coalitions" (RWJF 2001). Local coalitions thus provided information to state coalitions on effective outreach strategies and barriers to enrollment.
3. RWJF created one other form of support for the post-grant period: continued information sharing through the National CKF Network, an effort run by state CKF grantees to sustain their knowledge base and create a network for those working on coverage and access issues.
4. Although there were 46 state CKF grantees, one state-Wisconsin-completed its grant too late to be included in the survey.
5. In the six states that did not respond to our 2008 follow-up phone calls and emails, we know based on the date they completed the 2007 online survey that those projects sustained, on average, nine months beyond the end of RWJF funding.
6. Staff from Health Management Associates (HMA) interviewed Medicaid and SCHIP officials in the 46 states with CKF state grantees in June and July 2008. For our calculations, we excluded findings from Wisconsin Medicaid and SCHIP officials, since Wisconsin's CKF grant was completed too late to be included in the grantee study. We compared these findings with the results of our calls to state CKF grantees in May 2008, and verified that the results were consistent in states where we had both a state CKF grantee and a state official responding.
7. Six projects and four coalitions that still survive are excluded from the 18-month survival rates in Figure 2 because their grant end dates were less than 18 months prior to our May 2008 calls.
8. Some state grantees fulfilled this requirement by passing on some of the matching requirement to their local grantees.
9. Although RWJF provided technical assistance on fundraising to each grantee through its national program office and covered fund-raising topics in its annual conferences, fundraising was new to some grantees and finding matching funds had not been a requirement under the predecessor CKI program.

10. We expected that selection bias might affect these results; for example, project directors whose projects did not survive might have had more strongly held views about whether seeking matching funds diverted energy away from pursuing CKF goals or whether the matching requirement used up the most likely sources of long-term funding for CKF. However, the data do not indicate such a bias. For example, of those project directors who believed the efforts to secure matching funds diverted energy away from work on CKF goals, 10 were from projects that did continue six months post-grant (representing 32 percent of projects that continued six months post-grant), while six were from projects that did not continue six months post-grant (representing 43 percent of projects that did not continue six months post-grant). Similarly, of those project directors who believed that the matching requirement used up the most likely sources of long-term funding, 11 were from projects that did continue six months post-grant (representing 35 percent of projects that continued six months post-grant), while five were from projects that did not continue six months post-grant (representing 36 percent of projects that did not continue six months post-grant).

This brief is part of the Covering Kids & Families evaluation. For more information on this and other RWJF national program evaluations please visit www.rwjf.org.

Our Commitment to Evaluation

The Robert Wood Johnson Foundation is committed to rigorous, independent evaluations like this one. Evaluation is the cornerstone of our work and is part of the Foundation's culture and practice. Our evaluation efforts often include varied approaches to gather both qualitative and quantitative data. These evaluations are structured to provide insight, test hypotheses, build a knowledge base for the field, and offer lessons learned to others interested in taking on similar efforts.



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