



**IMPROVING THE DELIVERY OF  
KEY WORK SUPPORTS:  
Policy & Practice Opportunities at  
A Critical Moment**

By Dorothy Rosenbaum and Stacy Dean

February 2011

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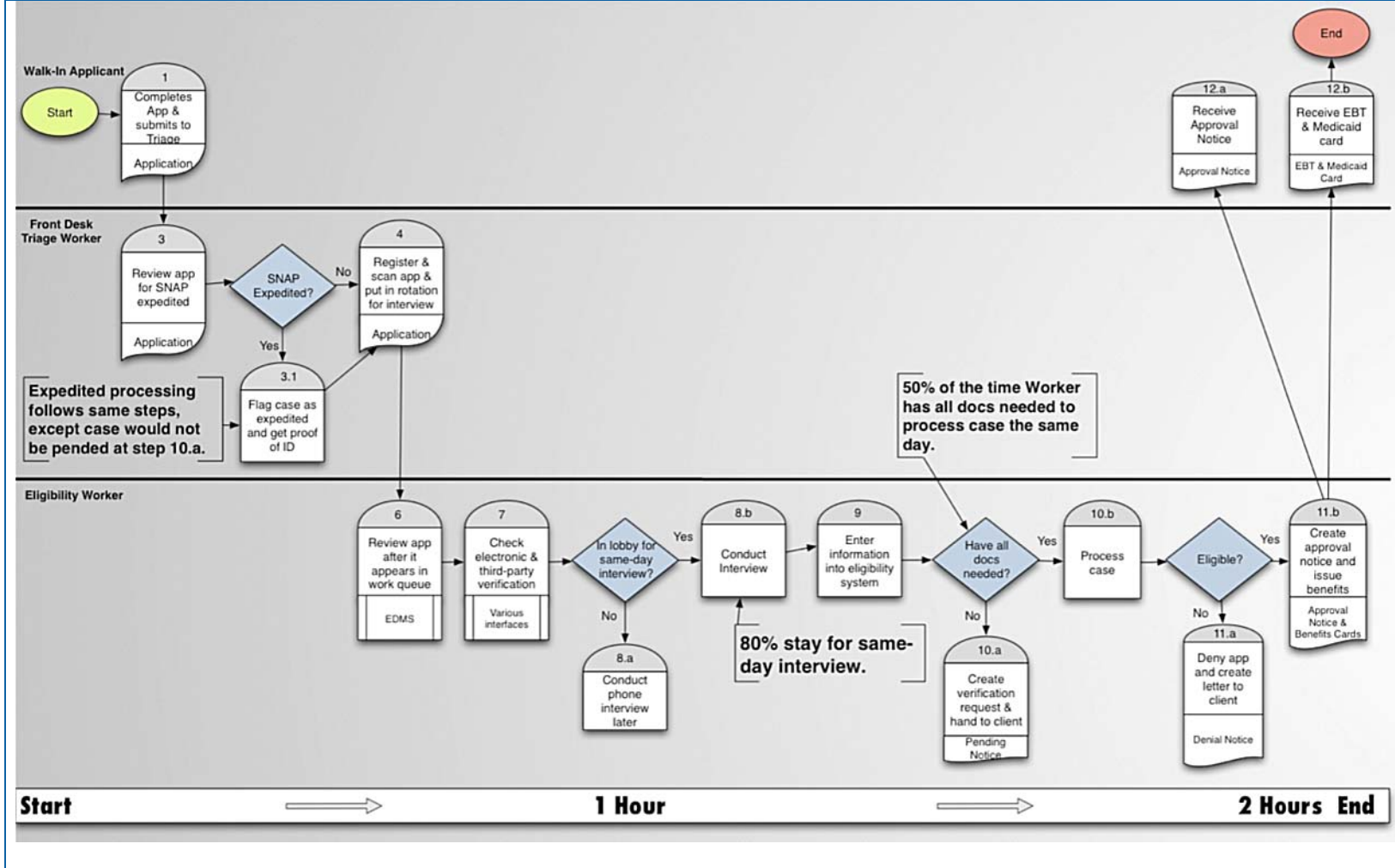
## APPENDIX 1: PROCESS MAPS

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On the next page is a hypothetical process map to help readers visualize how process mapping might help states to improve their processes. The example shows the steps a state that had moved to same-day interviews might use to process a joint SNAP and Medicaid application for a family that walked in to a local human services office to apply for benefits. Such a state might also have other process maps that, for example, present the eligibility process for families that apply online or families that wish to apply for only health coverage, or that show how calls to a call center are handled.

States report that the final process map itself is only a small part of the usefulness of a mapping exercise. While the map can be inserted into policy materials to document a standardized process, as discussed in Chapter 3, much of the benefit of the exercise is in the “process” of gathering key staff and fleshing out policies and procedures with an eye to eliminating unnecessary steps and improving efficiency.

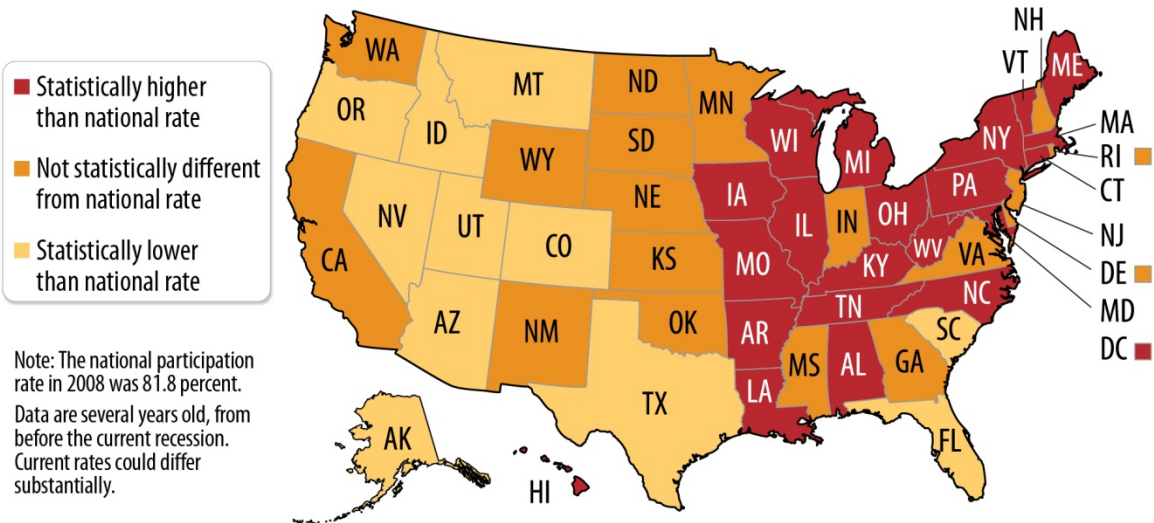
# Hypothetical Process Map



## APPENDIX 2: ESTIMATED STATE PARTICIPATION RATES

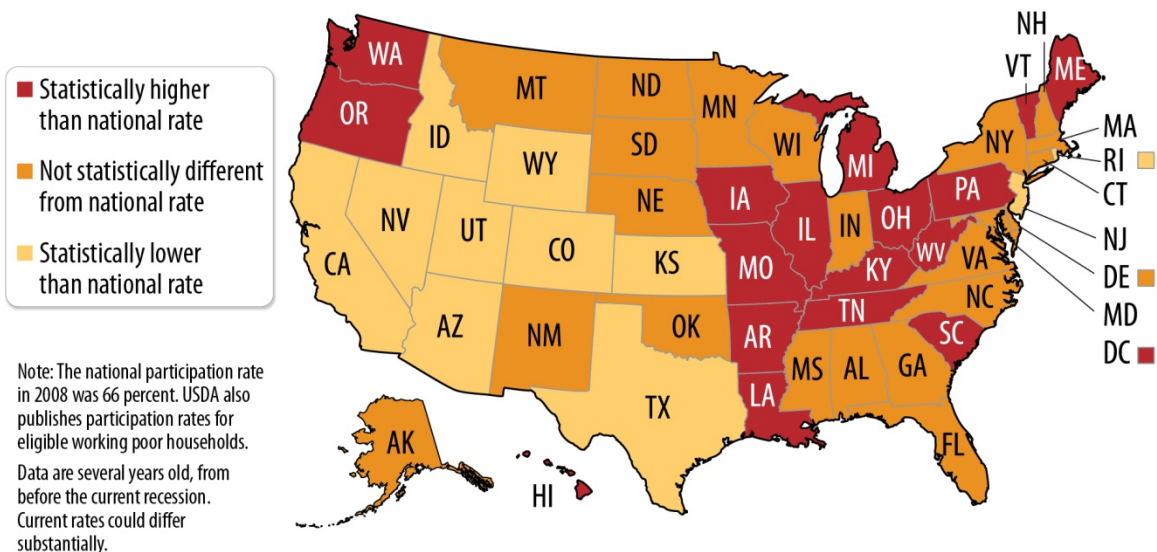
### Estimated State Participation Rates

#### Estimated Medicaid/CHIP Participation Rates Among Eligible Children in 2008



Source: Published and copyrighted by Project HOPE/Health Affairs. Genevieve M. Kenney, Victoria Lynch, Allison Cook and Samantha Phong, *Who And Where Are The Children Yet To Enroll In Medicaid And The Children's Health Insurance Program?*, Health Affairs, October 2010, vol. 29 no. 10 1920-1929. Archived and available at [www.healthaffairs.org](http://www.healthaffairs.org)

#### Estimated SNAP Participation Rates Among Eligible Individuals in 2008



Source: Karen E. Cunyningham and Laura A. Castner, *Reaching Those In Need: State Supplemental Nutrition Assistance Program Participation Rates in 2008*, Mathematica Policy Research, December 2010.

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