



State of Tennessee
Division of Health Care Finance and Administration

Tennessee Technical Advisory Services
(TN TAS)

Deliverable Document

Deliverable A.47 – Communication Management
Plan

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1. Executive Summary

1.1 High Level Approach

A defined communication approach is a strategic change lever to manage organizational and individual change journeys and enable buy-in. Its purpose is to convey project information, support change in behavior, build organizational awareness, understanding, commitment to the project, and help stakeholders understand the program and their role within it.

The Organizational Change Management (OCM) team, with approval from the State of Tennessee (the State), will prescribe the communication management approach, standards, and guidelines for all of the Medicaid Modernization Program (MMP) project teams as they plan and manage communications related to their project. To certify that the established communication process is followed correctly, the OCM team will work closely with an identified project manager for each MMP project and facilitate recurring touch points to answer questions, address risks, and remove barriers related to the fulfillment of communication activities.

MMP project managers are required to follow the defined communication approach and use the approved communication templates developed by the OCM team and provided in the Communications Toolkit. The OCM team is responsible for preparing the project managers and educating them on the approach and development of communication materials. The project managers also identify targeted messaging needs that will answer the question “*what’s in it for me?*” for impacted stakeholder groups.

<p style="text-align: center;"><u>Benefits of the MMP CMP</u></p> <ul style="list-style-type: none"> • Document the objectives and effectiveness measures of MMP communications • Provide a structured identification and analysis of MMP project specific audiences with which to communicate • Standardize the Communication Plan format and management process across all MMP projects • Define the roles, responsibilities, and processes for review and approval of MMP communications • Provide a recommendation of which channels to leverage for the project communications, and new ones to develop if necessary <p style="text-align: center;"><u>Risks of Non-Effective Communication Approach</u></p> <ul style="list-style-type: none"> • Change resistance will not be mitigated • Opportunities to cultivate sponsorship throughout organizations will be missed • Affected Stakeholders will not understand “what’s in it for me?” • Visible leadership and sponsorship will be lacking 	<p>The Communication Management Plan (CMP) encompasses three components:</p> <ol style="list-style-type: none"> (1) <u>Communications Assessments (Audience and Channel)</u> (2) <u>Communications Strategy</u> (3) <u>Communications Plan.</u> <p>Each component of our communication approach builds upon the next, helping the State answer key questions along the way with the aim of developing stakeholder awareness, buy-in, and commitment to MMP.</p>
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The CMP, outlined in the following pages, details the overall approach and plan to manage communications across the Healthcare Financing Administration (HCFA) as it’s related to MMP and its projects. TAS’s holistic approach to communications means that the CMP spans both Change Management and Training, prescribing unique strategies for each but applying a consistent methodology to both to ensure accuracy in analysis, consistency in design, and excellence in execution. Designed to be both scalable and repeatable, our CMP methodology represents five phases of work: analysis, design, development, implementation, and evaluation.

Supporting the communication approach is the Communications Toolkit. Tailored to the unique needs of MMP project teams, the Toolkit includes a State approved resource for each communication related activity, developed by both the Project Management Office (PMO) and the OCM team. See section 3.1 for more details.

Collectively, the CMP allows each project team to:

- Build awareness of and commitment to MMP via a proactive and tactical approach to communication—providing timely and relevant information to impacted audiences in a way that invites inquiry and feedback.
- Align the organization in such a way that impacted audiences can best execute the new processes, model applicable behaviors, and demonstrate desired mindsets associated with MMP and its sub-components.
- Design project specific communication plans that define the nature and sequence of key messages to specific impacted stakeholders based on people, technology, or process changes.

2. Detailed Communication Approach

2.1 Detailed Approach

Led by the OCM Communications Lead, the OCM Team will be responsible for overseeing and managing communication efforts across all MMP projects identified below. They will work with each project team to oversee the development and execution of the respective Communication Plans. The OCM Communications Lead will report progress, barriers, and risks to the State leadership team on a monthly basis.

- Tennessee Eligibility Determination System (TEDS)
- Medicaid Management Information System (MMIS)
- Healthcare Information Exchange (HIE)
- Security
- Operations and Maintenance
- Governance (PGMP)
- Solutions Development Lifecycle (SDLC)
- Data and Analytics (D&A)

It is important to note that the communications approach integrates all phases of the OCM and Training Plan, from Analysis and Design to Implementation as outlined in Deliverable A.46. Below is a high level overview of the communication-specific activities for each project phase.

Phase	Analysis	Design	Development	Implementation	Evaluation
Goal	Determine Communications Approach	Prioritize and plan key activities	Develop communications materials	Execute planned communication activities	Evaluate results and report findings
Description	Assess appropriate communication channels, audience and consult with OCM team on communications approach	Based on the outputs of the analysis phase, develop a communications strategy and plan	Establish the processes, materials, tools, and plans to be deployed throughout the Implementation phase	Execute on agreed-upon change activities	Measure and report monthly on the progress of the communications effort; make adjustments as required
Tools & Templates	<ul style="list-style-type: none"> Channel analysis Audience analysis 	<ul style="list-style-type: none"> Communications strategy Communications plan Communication Request Form and further consults (as needed) 	<ul style="list-style-type: none"> Channel templates Writing style guides 	<ul style="list-style-type: none"> Stakeholder Register OCM activities specific materials OCM Success Evaluation dashboard 	<ul style="list-style-type: none"> Updated communications plan

2.2.1 Analysis Phase



During the Analysis phase, project managers conduct the Channel and Audience Analysis. These assessments provide project managers with a better understanding of how each group currently communicates and allows them to identify ways to integrate project messaging into the best existing channels. The objective of conducting a Communications Channel Analysis is to determine how to improve or build upon existing methods of communication (e.g. talking points, conference calls, town hall meetings). By taking the time to evaluate current and preferred channels, the project manager reduces the disruption or addition of new modes of communication to the project and avoids overloading stakeholders with information. The Audience Analysis is aimed to segment stakeholders and messages, using outputs from the OCM Stakeholder Analysis which informs the project manager of the level of impact and needed engagement for a particular stakeholder or group.

Components of the project level communication plans are heavily influenced by the Scale of Change Assessment, Organizational Impact Assessment, and Change Capacity Assessment (CCA) findings that the OCM team has conducted for specific projects. These assessments identify the project’s magnitude of change and the organizations readiness to accept and adopt the change. This designation of Low, Medium

or High informs a recommended package of communications activities to help execute OCM and Training efforts for each MMP project.

The primary activities of this phase include:

1. Project managers to conduct the Communication Channel Analysis
2. Project Managers to conduct the Audience Analysis

2.2.2 Design Phase



During the Design phase, project managers develop an explicit Communication Strategy and Communication Plan, using the tools provided in the Communications Toolkit and guidance / oversight from the OCM team. The Communications Strategy defines the goals, principles, messages, audiences, channels, review/approval process, outcomes, and measurements. It builds upon the results of the Channel and Audience Analysis completed in the Analysis phase, by aligning communication channels to the change themes and target audiences. This alignment is important because it defines what information each audience needs to know and through what channels they will be receiving information throughout the project. With support from sponsors and key project stakeholders, the Communications Strategy generates agreement to the overarching guiding principles of the project so that tactical planning and execution can take place through the Communications Plan.

Once the Communications Strategy is finalized, the Communications Plan takes the audiences, change themes, and channels down to a more tactical, execution level that is delivered upon during the implementation stage of the project. It answers the questions of “*how and when will we communicate with stakeholders?*” and “*how do we measure communications effectiveness?*”

The template for the Communication Plan, provided by the OCM team, serves as a tool to manage communication activities and contains the tactics to execute the strategy, including an inventory framework for all communications. Each MMP project manager will use this tool as a living document throughout the timeframe of the project and maintain it separately from the Communications Strategy.

Based on the criteria outlined in section 3.3.1 project teams complete and submit a Communication Request Form. This form helps the OCMT team understand who the communication is intended for, what message needs to be conveyed, and why it needs to be communicated. Additionally, the form will help identify the projected impact of the communication, from which the appropriate communication approver will be identified (see section 3.3.8 for communication matrix). Following the completion of the Communication Request Form, the project team in question may request a communication consult with the OCM team to support content development.

The primary activities of this phase include:

1. Project managers to define the Communication Strategy based on the outputs from the assessments completed in the Analysis phase
2. Project managers to create an explicit Communication Plan that defines the nature and sequence of specific messages, resources and interdependencies required to manage the change effort

3. Requestors (e.g., project managers, project team members, etc.) to complete the Communication Request Form as needed based on the Communication Plan and consult with the OCM team as needed

2.2.3 Development Phase



During the Development Phase, project managers will draft the communication materials using the Channel Templates provided in the Communications Toolkit. Channel templates include: Email, Memos, Notes, Outlook Invitations, Presentations, Status Reports, and Talking Points. Some of these templates have been designed and built by the Project Management Office (PMO) and others by the OCM team. Not all templates will be used for all projects; the project manager is responsible for selecting the appropriate channel to support each message. If a template does not exist for the desired channel, the project manager will first discuss with the OCM Lead prior to creating content. Content should be aligned to the HCFA vision, themes, and objectives of the strategy and follow the guidelines outlined in the Writing Style Guide included in the Communication Toolkit. For more details on the contents of the Communications Toolkit and where it can be located on SharePoint, refer to section 3.1 of this document.

Once the communication materials have been drafted, the project manager will circulate them with the OCM team for a quality assurance (QA) review. After internal QA is finalized, the project manager circulates the materials with the appropriate reviewers and approvers for feedback and approval as per the processes prescribed in section 3.3. An important component of the Development phase is identifying and fostering the requisite stakeholder relationships that can help with the transition to and execution of the Implementation phase. All communication artifacts should be thoroughly reviewed in accordance to the review cycle and decision tree processes outlined in section 3.3 of this document.

The primary activities of this phase include:

1. Project managers to draft communication materials using the Channel Templates and following the Writing Style Guide provided by the OCM team
2. Project teams to circulate draft materials per the defined communication review process
3. Project Managers to update the Stakeholder Register with project specific communication information
4. OCM team to provide QA services to all draft communication artifacts

2.2.4 Implementation Phase



During the Implementation phase, project teams will build awareness and commitment to the change effort by delivering timely and relevant information to impacted audiences in a way that invites inquiry and feedback. The project team will deploy approved communications via the identified channel, to the right stakeholders, outlined in the Communication Plan. Once changes are made to a communication item in the plan, the project manager is responsible for updating the plan appropriately and saving all final materials to

a central repository. To help manage the flow of information across HCFA, the OCM team will hold recurring touch points with project managers to address any risks or barriers.

The primary activities of this phase include:

1. Project teams to distribute Communication Materials
2. Update the Communications Plan appropriately
3. Project managers to coordinate with OCM lead during recurring touch point to provide status update and raise risks or barriers
4. Project managers to save final communication materials to the central repository on the SharePoint in folder A.47 Communication Management Plan under the project sub folder.

2.2.5 Evaluation Phase



Activities outlined in the Communication Plan are likely implemented at different times throughout the duration of a project, based on the communication needs. Therefore, activities performed in the Evaluation phase will occur ongoing beginning during the Implementation phase. The status of each communication activity (planned, in progress, completed) will be reported on a monthly basis to TAS and client leadership.

Communication effectiveness and completion is gauged through a variety of methods, outlined in section 4.1 of this document. There will also be an established method to provide feedback on each communication deployed so that end users can provide insight into which messages are clear and helpful and which need improvement.

The primary activities of this phase include:

1. Project teams to continue to update Communication Plan
2. OCM team to regularly report findings and recommendations to Project and Program Leadership
3. Project Managers to update the OCM Success Evaluation Dashboard per Communications Evaluation feedback (See section 4.0 for more information on communication metrics)
4. Project teams to update and maintain communication materials

3. Communication Development, Review and Approval Details

3.1 Toolkit Overview

The Communication Toolkit includes the templates noted below. It can be found on the TAS SharePoint under the document folder A.47 “Communication Management Plan”. Once a centralized project SharePoint site is established for the State, the OCMT team will also post the toolkit documents in that location.

- Communication Channel Analysis (Excel)
- Communication Audience Analyses (Excel)
- Communication Request Form (Word – actual form will be in SharePoint)
- Communication Strategy (PowerPoint)
- Communication Plan(Excel)
- Channel Specific Templates
 - Email (Word)
 - Talking Points (Word)
 - Outlook Invitations (Word)
 - Writing Style Guide (Word)
 - Presentation* (PowerPoint)
 - Grammar Guide (Word)
 - Status Report*
 - Notes*

**Indicates a template provided by the PMO*

3.2 Preparing Project Teams

The OCM team will offer support to the project managers throughout each project phase in the following ways and on an as needed basis.

3.2.1 Toolkit Workshop (Mandatory)

This is a mandatory workshop lead by the OCM team to project managers to walk through each communication toolkit item and provide a live demonstration of how to populate the templates and follow the CMP approach outlined in this document. These workshops will be held prior to or at the start of the Analysis project phase.

3.2.2 Initial Communications Consult (Optional)

This is an optional service provided by the OCM team to the project managers after the communication assessments (channel and audience analysis) have been completed and questions remain regarding the inputs to developing the communications strategy and plan.

3.3 Review and Approval Process

The communication plan is updated ongoing by the State Project Managers, reviewed by the OCM team, and presented to the SPMO and MMP Leadership. All communication artefacts will be reviewed by the State Project Manager, Project Steering Committee, Internal / External State Communications Team, or Program Director for sign off prior to execution. The review matrix (section 3.3.8) displays the review authorities for disseminating communications based on the impact of the message and the size of the audience.

3.3.1 Communications Request Form (Mandatory)

An electronic Communication Request Form will support the communication development, review and approval process across all MMP projects. This electronic form will outline specific components of the communication in question, focused on capturing key elements to assist in the workflow associated with the approval process. This form will not be required for every discrete communication event. It will not be required for low impact, recurring communication events (e.g. project status update).

The form will include, at a minimum, fields similar to the items listed below. Key approval criteria from these fields will be identified, reviewed and approved by the State in order to facilitate this approval process (e.g., to indicate when Business and IT Sponsors need to provide approval). The Communication Request Form will be centrally located and accessible to all project teams.

Request Form components may include:

- **Objective:** Why is it being sent? What is the intended outcome?
- **Sender:** Who will be the voice of the message?
- **Recipients:** Who is receiving it? How many individuals will receive it?
- **Distribution Date:** When is it being delivered?
- **Impact:** What is the impact of the communication? What is the impact of not communicating? (see section 3.3.8)
- **Frequency:** Is this a recurring communication? How often will it occur?
- **Key Messages:** What are the key points of the message?
- **Channel:** How will it be delivered?
- **Approver:** Who needs to approve the communication (see section 3.3.8)

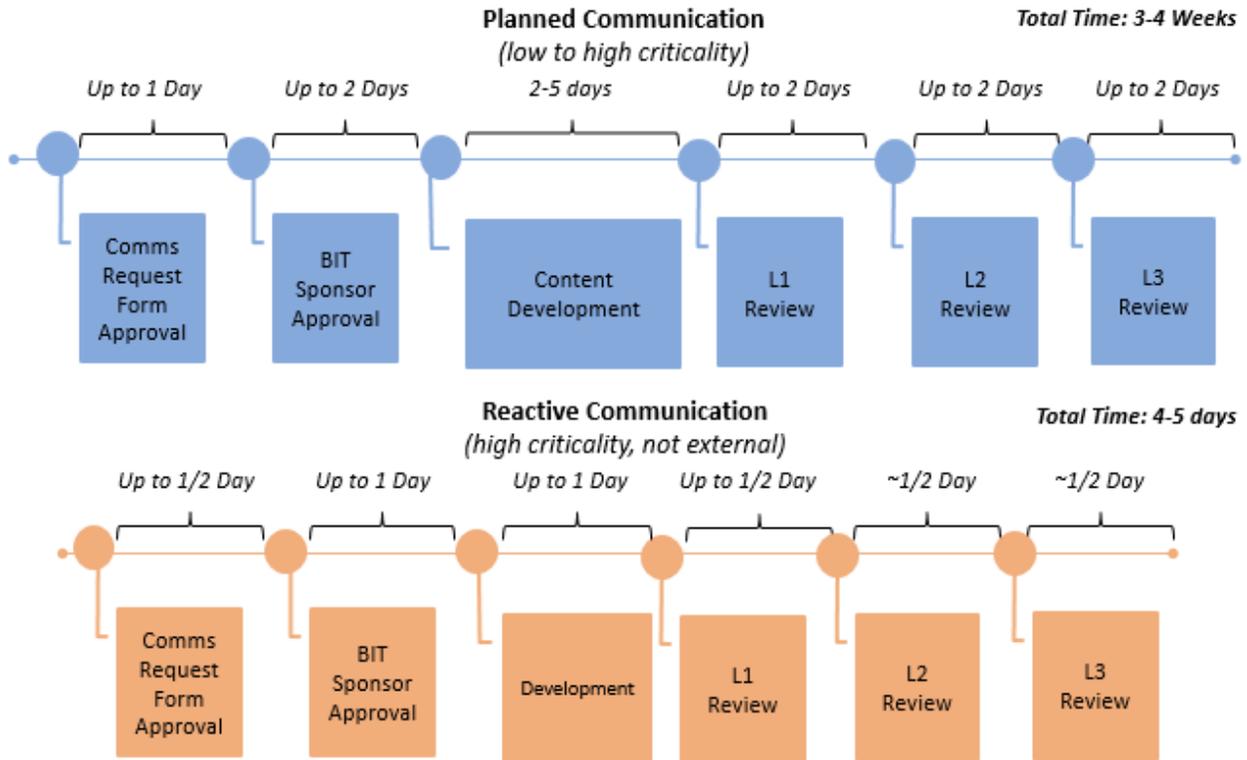
3.3.2 Communications Request Consult (Optional)

Following the completion of the Communication Request Form, the OCM Team or project managers may request a communications request consult. This consult will help craft key messaging, identify the proper communication channel, and select the appropriate communication approver.

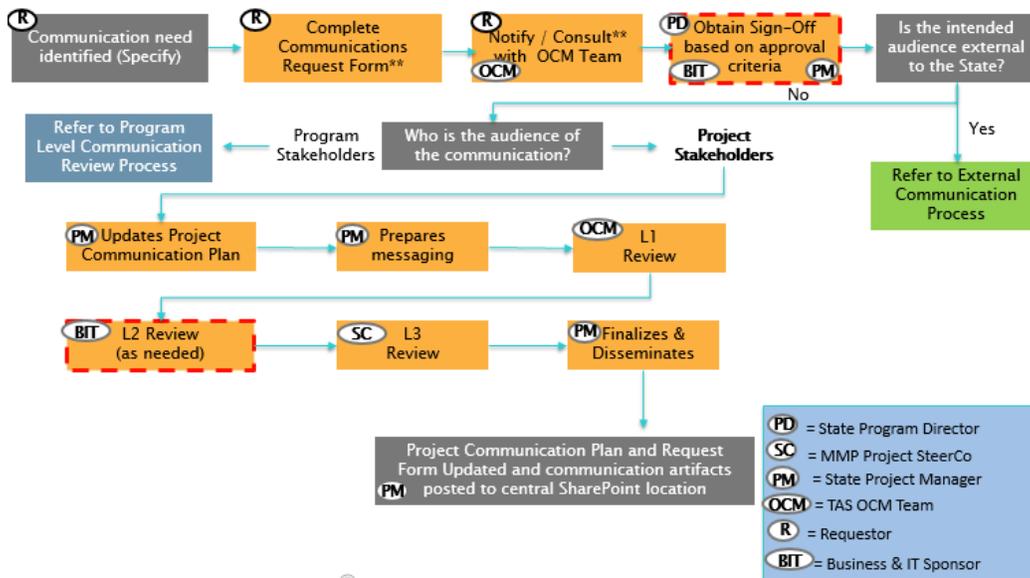
3.3.3 Review Level Descriptions

- **L1 Review:** Initial content review looking at punctuation, concise and clear messaging and tone
- **L2 Review:** Secondary content review to ensure updates were incorporated from L1 review and content is finalized and ready for L3 sign off
- **L3 Review:** Third and (in most cases) final content review to provide approval prior to dissemination. Steering Committee audience generally provides a test case for how the communication will be received across the intended audience

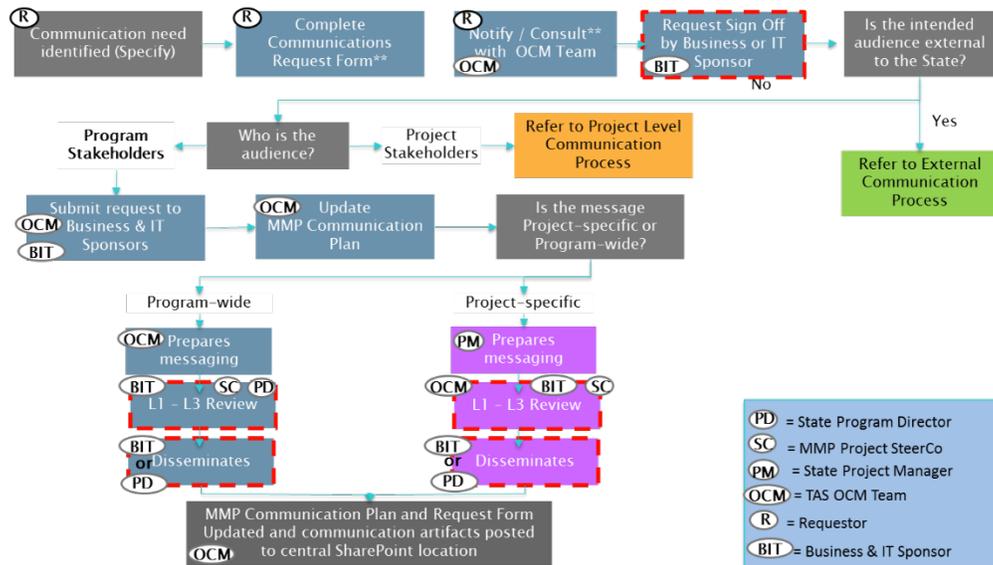
3.3.4 Review Level Timelines



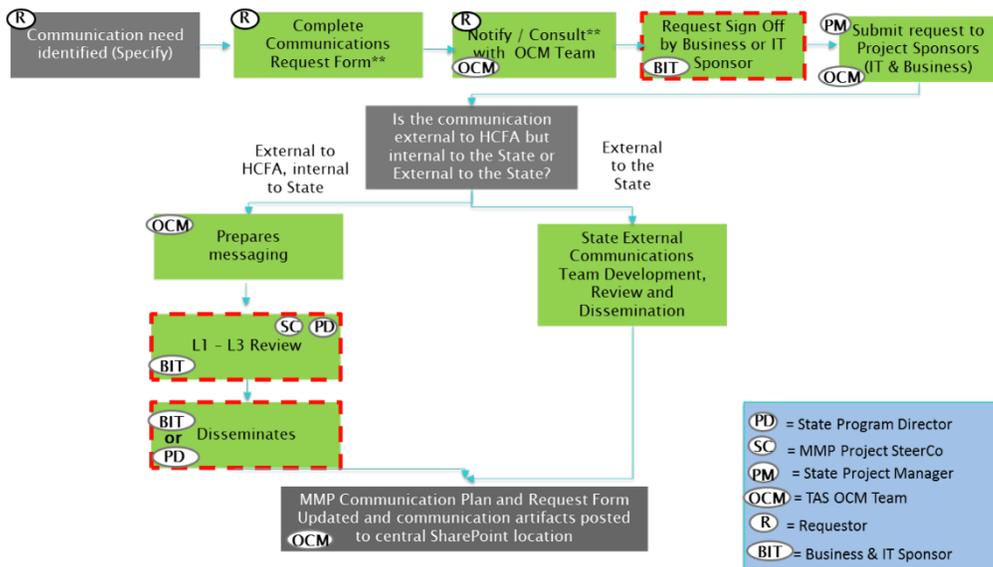
3.3.5 Project Level Review and Approval Process



3.3.6 Program Level Review and Approval Process



3.3.7 External Communications Review and Approval Process



3.3.8 Approval Criteria and Matrix

For each communication, both the size of the audience and the impact of the communication will determine the appropriate approver for each communication.

Audience Size

- Level – 1
 - 30 recipients **or less**
- Level – 2
 - 200 recipients **or less**
- Level – 3

- Greater than 200 recipients

Impact

Level – 1 (Low)

- Project level milestone announcements
- Project training invitations
- Informative project communications

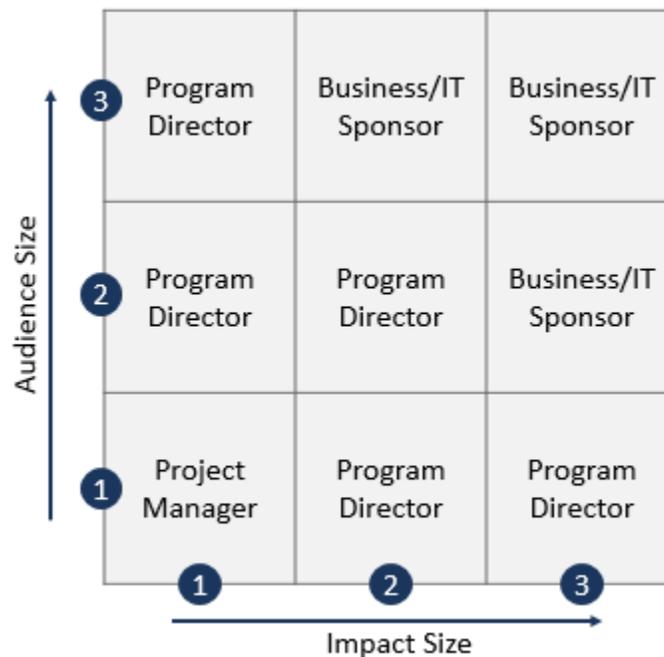
Level – 2 (Medium)

- Required response communications
- Project strategy changes
- Newsletters

Level – 3 (High)

- Critical workarounds and remediation
- Security messages
- System and process go-lives
- Program strategy changes

Approver Matrix



4. Measuring Overall Success for Communications

4.1 Communication Plan and Status Reporting

Below is a sample communication plan template which will be used to monitor the individual status of each communication item including delivery logistics (to / from / when/ how), and review status. The project manager will be able to take a holistic view at the stakeholders that will be communicated to and at what

5. Roles & Responsibilities

Communication Role	Responsibilities
TAS OCM Team	<ul style="list-style-type: none"> • (A.47) Define Communication Approach: Define the communications approach, standards, and guidelines that all project managers and teams will follow while executing their respective communication management plans • (A.47) Communication Toolkit (Templates): Create guidelines and communication toolkit including templates for the following communication management components • (A.85) The OCM team is responsible for overseeing and reviewing communications in fulfillment of the established communication management approach delivered in contract # A.47 and to ensure the project teams are using the toolkit provided in contract #A.47 and following the guidelines and established processes appropriately <ul style="list-style-type: none"> ○ The OCM team will do this by holding recurring communication touch points with each project team and updating a Communication Plan Monthly Status Report ○ Monitor Change Requests forms and meet with Business and IT Sponsors as necessary to approve key communication events
State Project Managers	<ul style="list-style-type: none"> • (A.47) Develop the details associated with managing communications on the various projects in accordance with the communication management plan framework • (A.85) Perform the services and activities outlined in the communication plan • (A.85) Participate in ongoing status meetings with the OCM team to provide timely and relevant updates to the project specific communication plans • Escalate issues which may require HCFA OGG or State management advice or guidance to resolve disputes or address questions in a timely manner • Complete Communication Request Forms for events which meet the prescribed criteria
SPMO	<ul style="list-style-type: none"> • Facilitate the review and approval process for discreet communication activities (including obtaining access to leadership)
MMP Leadership	<ul style="list-style-type: none"> • Align on and support messaging related to the MMP vision • Champion change and communication efforts
Program Director	<ul style="list-style-type: none"> • Provide input into key messages during development process • Review communications per the defined processes
Project Steering Committee	<ul style="list-style-type: none"> • Review and approve communications per the defined processes
Business / IT Project Sponsor	<ul style="list-style-type: none"> • Provide messaging for key project communications • Review and approve communications per the defined processes
State External Communications Team	<ul style="list-style-type: none"> • Assists in the development, review, and approval of external communications as per the defined processes
Requestor	<ul style="list-style-type: none"> • Initiate communication requests by completing the communications request form. • Meet with the OCMT team as needed to complete a consult
IV&V	<ul style="list-style-type: none"> • At a high-level, monitor the adherence to established communication processes based on the A.47 approved deliverable framework
Assumptions	<ul style="list-style-type: none"> • A.47 Communication Management Plan is a shared TAS OCM & PMO and State responsibility • All responsibilities and hour allocation need to be finalized and approved by both TAS, the State, and the SPMO