

AHCA Florida Health Care Connections (FX)

FX OCM Communications Plan

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Revision History

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Modifications to the approved baseline version (100) of this artifact must be made in accordance with the FX Artifact Management Standards.

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SECTION 1 INTRODUCTION

1.1 BACKGROUND

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

This document describes the OCM communications planning which will be used throughout the FX Program. This approach provides the framework for how the OCM team will prepare the business areas for upcoming changes and ensure that the modular system is adopted. The plan sets the stage for how OCM will assist the program with delivering the program objectives and defines the methodology for achieving these outcomes via communications.

Although a strategy document, the OCM Communications plan will change as needed to align with the communications requirements of the project. Communications, timing etc. will be tracked in the Communications Plan Matrix. This plan focuses on communication to Agency stakeholders as identified in the Stakeholder Analysis who are impacted by the outcome of [project name], addressing their unique needs.



1.3 SCOPE STATEMENT

The scope of this document includes OCM communications that targets impacted Agency (internal and external) stakeholders, using Agency-available media to deliver comprehensive messages about [project name] change event.

This OCM Communications Plan also considers interdependencies and integrations with other FX modules for [project name] where other vendors are contracted to provide OCM services.

1.4 GOALS AND OBJECTIVES

The OCM goal is to prepare those impacted by the change event so that they may operate efficiently once the changes are deployed. OCM communications, specifically, will support the OCM goal by positively influencing stakeholder perceptions and managing expectations during the change effort.

The OCM Communications Plan will help achieve the OCM goal with the following objectives:

- Define the OCM communications approach
- Verify stakeholder groups and audiences
- Identify project specific OCM communications needs
- Execute communications activities

1.5 REFERENCED DOCUMENTS

The following documents were referenced to support this deliverable:

<include any other project plans and or documentation, federal or state authorities, quality standards, state artifacts, and other deliverables relevant to this document.>

- FX Stakeholder Analysis available in the FX Projects Repository
- FX Communications Vehicle Inventory available in the FX Projects Repository



SECTION 2 ROLES AND RESPONSIBILITIES

To realize the OCM Communication Plan, individuals from the OCM team and others throughout the Agency play key roles in the OCM communications effort.

The following exhibit provides the roles and responsibilities for those who create and deliver messaging for [project name].

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ROLE	RESPONSIBILITY
Program Communications Lead	<ul style="list-style-type: none"> ▪ Reviews and rolls-up project level plans for program level communications execution ▪ Identify and coordinate program level messaging in partnership with Vendor Communications Leads ▪ Hosts and/or participates on status meetings with OCM project resources
Project Communications Lead	<ul style="list-style-type: none"> ▪ Drafts and executes the communications plan at the project level; shares project-specific status and knowledge with the Program Communications Lead
Project Sponsor	<ul style="list-style-type: none"> ▪ Defines the success criteria and business outcomes for the change initiative
Change Champions	<ul style="list-style-type: none"> ▪ Subset of stakeholders who execute some change activities on behalf of the change team

Exhibit 2-1: Roles and Responsibilities



SECTION 3 COMMUNICATIONS PLAN

The Communications Plan details key elements of the FX OCM communications approach for [project name] project. It includes the result of identifying key stakeholders impacted by the project, planning key OCM messages the stakeholders need to receive, delivering messages via the appropriate delivery mechanisms and tracking completion of communications activities.

3.1 STAKEHOLDERS

The following Stakeholder Heatmap (Change Impact Analysis) was pulled from the FX Program Stakeholder Analysis and confirmed by the Vendor OCM Team for [project name] project. Groups marked with High (H), Medium (M) or Low (L) will be the focus of this OCM Communications Plan.

All [project name] project stakeholder groups, regardless of impact level (including Not Applicable N/A), will receive general messages about the change. Other specific messages will be targeted toward stakeholders per their group and/or impact levels. The Stakeholder Heatmap can be found on the FX Project Repository.

Division	Business Area	[project name]
Chief of Staff	Communications	Low
	Legislative Affairs	N/A
	IT	High
Operations	Financial Services	N/A
	Human Resources	N/A
	Support Services	Medium
Health Quality Assurance	Health Facility Regulation	High
	Field Operations	High
	Central Services	High
	Plans and Constructions	N/A
	FL Center for Health IT	Low
Medicaid	Medicaid Program Integrity	Low
	Medicaid Program Finance	Low
	Medicaid Data Analytics	Medium
	Third Party Liability	High
	Medicaid Policy	N/A
	Medicaid Quality	Medium
	Medicaid Plan Management Operations	Medium
	Medicaid Fiscal Agent Operations	High
	Recipient and Provider Assistance	High
Inspector General	Inspector General	N/A
General Counsel	General Counsel	Low

Exhibit 3.1-1: Stakeholder Heatmap



3.2 MESSAGING GUIDELINES

The below Messaging Guidelines are to help ensure that OCM communications are crafted and delivered in a consistent manner for the attainment of overall OCM communication goals.

- Align message content with the FX Guiding Principles:
 - Enable high quality and accessible data
 - Improve health outcomes
 - Reduce complexity
 - Use evidence-based decision making
 - Improve integration with Partners
 - Improve Partner and Recipient experiences
 - Enable good stewardship of Medicaid funds
 - Enable holistic decision-making rather than short term focus

- Inform the various stakeholder groups about the [project name], what's changing, the significance of the changes, and their roles in making change happen smoothly
- Involve stakeholders in an interactive, respectful, and honest communications process throughout the change effort
- Seek to inform, educate, persuade, solicit input, and motivate stakeholders to get involved throughout the program and projects
- Reduce resistance by sharing information and helping create ownership for the success of the change
- Build credibility of the change initiatives and minimize rumor mill communications
- Set and align realistic stakeholder expectations of the requirements and process to “get ready” for each implementation
- Address stakeholder concerns and generate ideas for mitigating risk and resistance
- Establish a feedback loop for reverse messaging from stakeholders
- Celebrate milestones, successes, and achievements

3.2.1 FORMATTING

When drafting communications, use the FX Branding Standards and Identity Guidelines. Using the official Logo, official Agency colors and preferred fonts will help ensure a consistent “look and feel” for all messages coming from the FX Program.



3.2.2 APPROVAL AND PUBLICATION

Once this overall Communications Plan is approved by the Agency OCM Team, all messages in the Communications Plan Matrix are subject to final review and approval by the Agency OCM Teams Program Communications Lead prior to publication. As such, to meet target message delivery dates, include a minimum of 5 business days for Agency OCM Team review to the total production time. The exact audience, reviewer, and expected review by dates for each message will be documented in the OCM Communications Plan Matrix.

3.3 COMMUNICATIONS VEHICLE INVENTORY

The FX Program conducted an analysis of all available media across the Agency, resulting in a Communications Vehicle Inventory of different distribution methods. FX OCM Communications will leverage the Communications Vehicle Inventory as part of the Communications Plan Matrix (next section). An excerpt of the Communications Vehicle Inventory is depicted below and can be found in the FX Project Repository.

	Communication Vehicle	Description	Distribution Method	Frequency of Communication Vehicle
	What is the name of the recurring vehicle?	Briefly describe this vehicle	How is this disseminated?	How often is this vehicle sent out?
V.1	Medicaid Meeting	Talking points to be presented in a quarterly in-person meeting held by Deputy Secretary Beth Kidder for all Medicaid bureau members.	Talking Points	Quarterly
V.2	FX Initiated HHS Agency of the State Meeting	Talking points to be included in, as needed, in-person meetings with HHS Agencies of the State.	Talking Points	As Needed
V.3	Agency-Wide Meeting	Talking points to be presented in a quarterly in-person meeting held by Deputy Secretary Justin Senior for all Agency employees (Including Field Offices).	Talking Points	Quarterly
V.4	MES Procurement Website Update	Quarterly update to the external, public facing, Agency Website's MES Procurement Page.	Email; Newsletter	Quarterly

Exhibit 3.3-1: Communications Vehicle Inventory



3.4 COMMUNICATIONS PLAN MATRIX

The Communications Plan Matrix, details and tracks the OCM communications activities of [project name] project. The stakeholders identified and confirmed from the FX Program Stakeholder Analysis are the targeted recipients of messages. The Communications Plan Matrix will show when each of the messages are needed, the audience for each, and the approval status.

The Communications Plan Matrix will also include program level communication activities (executed by the Program Communications Lead) for all Vendor OCM teams to complete and/or contribute to in partnership with the Agency OCM Team. These may include, but are not limited to FX Program Executive Steering Committee (ESC) meetings, FX Insight Updates, and Ad Hoc / Emergency Communications.

The Communications Plan Matrix is depicted below and can be found in the FX Project Repository.

Communication Activity	Goal of Message	Message Highlights	Sender	Target Audience	Vehicle	Frequency	Level	Owner	Status
<i>Type of Communication</i>	<i>Priority Outcome/Target</i>	<i>Key Points</i>	<i>Delivered/From</i>	<i>Delivered To</i>	<i>How Delivered</i>	<i>How Often</i>	<i>Program/Project</i>	<i>Responsible Resource</i>	<i>In Progress/Approved/Completed</i>
Awareness	ensure that all agency personnel know about the project and how it fits within the FX program	vision, purpose, and strategy, and information related to organizational changes	Secretary	All	Video	once	Program	Program Communications Lead	
Awareness	ensure that impacted groups understand and buy into the change	goals, anticipated impacts, benefits, rationale necessary to effect the anticipated changes associated with the new structure	Key Leaders	Impacted groups	email	once	Program	Program Communications Lead	

Exhibit 3.4-1: Communications Plan Matrix