

# AHCA Florida Health Care Connections (FX)

## Organizational Change Management (OCM) Strategy and Plans

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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.

## Quality Review History

| DATE     | REVIEWER       | COMMENTS |
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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 AND SCOPE

The OCM Standards is set of processes with templates that represents how the FX OCM scope is executed. It follows a defined path of six (6) discrete phases to ensure the completion of all relevant change activities in support of a given project implementation. The OCM Standards Phases are

- **Identify the Change** - defines key distinguishing factors of the impending change and summarizes for use in the execution of downstream change activities.
- **Conduct Stakeholder Analysis** – captures the perspective of impacted groups (internal and external) and identifies any barriers to change.
- **Build OCM Strategy & Plans** - uses the identified change details and the completed stakeholder analysis to develop the best change approach and detailed action plans.
- **Execute OCM Activities** - works through the detailed change action plans over the course of the project’s lifecycle to complete change activities and deliverables.
- **Support Post Implementation** - works with the project team during the warranty period to field any people change related issues and to track adoption.
- **Close** - ensures that all OCM activities have been completed, tracks change outcomes, reviews support model for ongoing adoption, and captures improvement opportunities.

The OCM Standards was developed to align with industry best practices, PMBOK and ACMP, as well as with FX standards, FX Project Life Cycle (FXPLC). This alignment facilitates integration of OCM with the larger FX program to best manage people impacts across FX projects.

| PMBOK                         | Initiating                      |                                 | Planning                        |               | Executing                      |                    |                | Closing                        |             |
|-------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------|--------------------------------|--------------------|----------------|--------------------------------|-------------|
| FX Project Life Cycle (FXPLC) | Initiation, Concept, & Planning |                                 |                                 |               | Requirements Analysis & Design | Development & Test | Implementation | Operations & Maintenance       | Disposition |
| AHCA OCM Standards            | 1. Identify the Change          | 2. Conduct Stakeholder Analysis | 3. Build OCM Strategy and Plans |               | 4. Execute OCM Activities      |                    |                | 5. Support Post Implementation | 6. Close    |
| ACMP                          | Evaluate Impact & Readiness     |                                 | Formulate Strategy              | Develop Plans | Execute                        |                    |                |                                | Close       |

### Exhibit 1.2-1: Best Practice and FX Standards Alignment

The OCM Strategy and Plans document is based on the OCM Standards and was created for use by vendors and Agency staff alike. On the FX Program, the OCM Strategy and Plans document applies to all FX projects (from start to finish), regardless of type, size, and level of complexity. Note that the Project Process Agreement (PPA) and the DMS Risk & Complexity (R&C) are used during a project Initiating phase to ascertain type, size, and level of complexity.

The primary purpose of the OCM Strategy and Plans document is to drive consistency in OCM execution by having the collective OCM team (Agency and vendor) share in the determination of the change approach. OCM resources per their roles and responsibilities will complete the supporting artifacts and activities of the OCM Strategy and Plans document needed to deliver on the people side of a project.

## SECTION 2 OCM STRATEGY AND PLANS

### 2.1 OCM STRATEGY

**i** Summarize the OCM Strategy at high level.

*Note: To delete any tip (such as this), select it and start typing. If you're not yet ready to add your own text, select a tip and press spacebar to remove it.*

The OCM Strategy describes, at a high level, how the OCM team will help individuals, groups, and organizations to support and adopt the impending change. For the implementation of the [project name] change event, the OCM Strategy includes:

- Leverage the Agency program level OCM team to facilitate stakeholder relationships and their interactions with the vendor team.
- xxxx

### 2.2 OCM ACTION PLANS

OCM Action Plans detail the activities and deliverables for execution of the OCM Strategy. Action Plans include:

- Communications Plan
- Stakeholder Engagement Plan
- Organizational Development Plan
- Training Plan
- Customized Readiness Criteria
- Change Impacts List
- OCM Project Schedule
- OCM Status Report

Actions plans are created by the Vendor OCM team for review, update, and approval by the Agency OCM team. Each plan has a sample template listed in the Appendices.

### 2.2.1 COMMUNICATIONS PLAN

**i** Describe the approach for communications for the project and what led to the proposed solution.

The Communication Plan will set clear goals, clarify targeted messages, define communications channels, outline communication materials, and support other OCM activities (e.g., engagement and training).

The Communications Plan for [project name] project is summarized below. The detailed OCM Communications Plan can be found in Appendix [letter].

- xxxx

### 2.2.2 STAKEHOLDER ENGAGEMENT PLAN

**i** Describe the approach for stakeholder engagement for the project and what led to the proposed solution.

The Stakeholder Engagement Plan will execute activities with impacted stakeholders to help deepen understanding and drive support of the change. Activities will seek out sponsor involvement and address resistance while supplementing messaging and serving as a precursor to practice activities.

The Stakeholder Engagement Plan for [project name] project is summarized below. The detailed Stakeholder Engagement Plan can be found in Appendix [letter].

- xxxx

### 2.2.3 ORGANIZATIONAL DEVELOPMENT PLAN

**i** Describe the approach for any people/structural changes for the project and what led to the proposed solution.

Should the project scope include people/workforce changes, the tactic for establishing a new organizational model is captured for execution. The Organizational Development Plan for [project name] is summarized below. The detailed Organizational Development Plan can be found in Appendix [letter].

- xxxx

## 2.2.4 TRAINING PLAN

**i** Describe the approach for learning and development for the project and what led to the proposed solution.

The [project] training plan will help impacted stakeholders build new skills, learn new behaviors, and apply new or updated business processes aligned with [project name] implementation.

Training will be developed and delivered based on the outcome of a Training Needs Assessment and is expected to be role based with delivery timed to be the most effective for learning retention.

The Training Lead for the FX Program is the UOC Vendor, who will work with Training leads from the other module implementations to consolidate and deliver a cohesive Training Plan.

At a high level the Training Plan for [project name] will consider the following for roll-up. The detailed OCM Training Plan can be found in Appendix [letter].

- xxxx

## 2.2.5 OCM PROJECT SCHEDULE

**i** Describe the high-level milestones and deliverables to manage the people side of the project

The OCM Project Schedule is prefilled with OCM activities and deliverables required per the OCM Standards. The OCM Team will review and update the OCM schedule as part the OCM Weekly Status meeting. The Project OCM Lead will maintain the schedule and ensure the integration of key activities and deliverables into to the overall project management schedule maintained by the implementation PM. Key milestones from the OCM Project Schedule are highlighted below. The detailed OCM Project Schedule can be found in Appendix [letter].

| ACTIVITIES          | DESCRIPTION  | RESPONSIBLE   | TARGET DATE   |
|---------------------|--|---|---|
| OCM Strategy        | <ul style="list-style-type: none"><li>▪ High level approach to change management for the project</li></ul> | <ul style="list-style-type: none"><li>▪ Project OCM Lead</li></ul>    | <ul style="list-style-type: none"><li>▪ 5/15/2023</li></ul> |
| Communications Plan | <ul style="list-style-type: none"><li>▪ Detailed work plan for communications</li></ul>                    | <ul style="list-style-type: none"><li>▪ Communications Lead</li></ul> | <ul style="list-style-type: none"><li>▪ 5/15/2023</li></ul> |
| xxxx                | <ul style="list-style-type: none"><li>▪ Xxxx</li></ul>   | <ul style="list-style-type: none"><li>▪ xxxx</li></ul>                | <ul style="list-style-type: none"><li>▪ xxxx</li></ul>      |

**Exhibit 2.2.5-1: OCM Project Schedule**



## 2.2.6 READINESS CRITERIA

**i** Describe the standard and customized readiness criteria to evaluate the organizations readiness for change

The Standard Readiness Criteria established by the Agency OCM Team was reviewed and updated per the needs of the [project name] project. The Customized Readiness Criteria will be used to assess people change readiness weekly as part of the OCM Weekly Status meeting. Additionally, the customized readiness criteria will be integrated with the overall project readiness criteria to ensure that people readiness is considered as part of the projects Go/No-Go decision. The key Customized Readiness Criteria are highlighted below and the full list of criteria for [project name] project can be found in Appendix [letter].

1. <people change criteria 1>
2. <people change criteria 2>
3. <people change criteria 3>
4. ....etc.

## 2.2.7 CHANGE IMPACTS LIST

**i** Describe the Change Impacts List

The Change Impacts List will detail future state change impacts captured from project requirements and design. Change Impacts may also be captured from the FX Business Process Inventory that is based on MITA process requirements. For each change impact identified, tactics (e.g., engagement, communications and training) will determined to ready stakeholders for the change.

The prepared Change Impacts List can be found in Appendix [letter].

## 2.2.8 OCM STATUS REPORT

**i** Describe the OCM Status Report to track the team's status and people readiness

For OCM, the team will participate on weekly status meetings with the Program OCM Lead. Status will be provided using the OCM Status Report with a focus on people impacts and implications.

The prepared OCM Project Schedule can be found in Appendix [letter].

## SECTION 3 APPENDICES

### 3.1 TEMPLATES

The templates that must be completed for OCM Strategy and Plans can be found in FX Project Repository. OCM Team members prepare templates for each change event according to their roles and responsibilities. Each empty template includes tool tips to help guide completion. Once completed, reviewed, and approved per FX standards, all plans should be placed in the appropriate folder in the FX Projects Repository and named in this Strategy and Plans template in the follow-on appendices.

| TEMPLATES                     | DESCRIPTION  |
|-------------------------------|--|
| Change Readiness Assessment   | The Change Readiness Assessment is a survey used to measure the extent to which impacted stakeholders are prepared for change and any change barriers. The template includes sample questions per the people change target areas: Aware, Supportive, Capable and Adapted.              |
| Stakeholder Heatmap           | The Stakeholder Heatmap is an analysis of the extent to which stakeholders are impacted by an impending change. The level of impact is indicated as High, Medium, or Low for each stakeholder group.   |
| Communications Plan           | The Communications Plan focuses on actioning the right messages, at the right time, via the appropriate, available channels, to impacted stakeholders, while leveraging the best person for message delivery.  |
| Change Identification Summary | The Change Identification Summary captures key aspects of the impending change for a given change event. It is a key input to the Strategy and Plans. Data points include timing, scope, type, target future state measures.   |
| OCM Strategy and Plans        | The OCM Strategy and Plans captures the high-level approach and action plans necessary to prepare the organization for the impending change. The collective OCM Team (Agency and Vendor) contributes to the completion of this template to form a comprehensive and cohesive approach. |
| Stakeholder Analysis          | The Stakeholder Analysis incorporates outputs from impact analysis, leadership interviews and staff surveys to summarize key stakeholders, their perspective and to what extent change impacts them.   |
| Stakeholder Engagement Plan   | The Stakeholder Engagement Plan specifies the activities undertaken to involve stakeholders to mitigate any resistance, aid leaders in demonstrating the right behaviors.  |
| OCM Project Schedule          | The OCM Project Schedule captures timings of OCM activities. This schedule is to be integrated into the overall implementation schedule to ensure alignment and to facilitate partnership with the implementation team.  |

|               |   |
|---------------|---|
| Training Plan | The Training Plan identifies the approach taken to uptick capabilities of the impacted organization for a given change event. It will identify audience-based training needs (Needs Analysis), training objectives, scope, and success criteria. The target content (Training Curriculum) and the appropriate delivery methods (e.g., online tutorial, instructor led in-class, printed training guide, etc.) will also be addressed. |
|---------------|---|

**Exhibit 3.1-1: OCM Template Descriptions**

## **SECTION 4 COMPLETED ACTION PLANS**

### **4.1 COMMUNICATIONS PLAN**

The Communications Plan and the Communications Plan Matrix has been provided as separate attachments:

- File Name: FX-[project name]-Communications-Plan.doc
- File Name: FX-[project name]-Communications-Plan-Matrix.xls

### **4.2 STAKEHOLDER ENGAGEMENT PLAN**

The Stakeholder Engagement Plan has been provided as a separate attachment:

- File Name: FX-[project name]-Stakeholder-Engagement-Plan.xls

### **4.3 ORGANIZATIONAL DEVELOPMENT PLAN**

The Organizational Development Plan has been provided as a separate attachment:

- File Name: FX-[project name]-Organizational-Development-Plan.doc

### **4.4 TRAINING PLAN**

The Training Plan has been provided as a separate attachment:

- File Name: FX-[project name]-Training-Plan.doc

### **4.5 READINESS CRITERIA**

The Readiness Criteria has been provided as a separate attachment:

- File Name: FX-[project name]-Readiness-Criteria.xls

#### **4.6 CHANGE IMPACTS LIST**

The Change Impacts List has been provided as a separate attachment:

- File Name: FX-[project name]-Change-Impacts-List.xls

#### **4.7 OCM PROJECT SCHEDULE**

The OCM Project Schedule has been provided as a separate attachment:

- File Name: FX-[project name]-OCM-Project-Schedule.mpp

#### **4.8 OCM STATUS REPORT**

The OCM Status Report has been provided as a separate attachment:

- File Name: FX-[project name]-OCM-Status-Report.doc