

Arkansas Medicaid Enterprise – Business Operations Support

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1 Introduction

The Arkansas Department of Human Services (DHS) established a Business Operations Support (BOS) team to oversee the Arkansas Medicaid Enterprise (AME). The BOS is responsible for managing three implementations: the AME Core System and Services, the AME Pharmacy Systems and Services, and the AME Data Warehouse. DHS contracted with NTT DATA Government Consulting Advisory, LLC (NTT DATA), to provide a team of Medicaid business and technical professionals to work with Arkansas Department of Medical Services (DMS) subject matter experts (SMEs) as the AME BOS.

The AME affects multiple divisions within the DHS, as well as diverse and varied groups external to the Department. These external organizations include other State agencies, special interest and advocacy groups, public advisory boards, commissions, and councils. This Communication Plan provides a framework that serves as a guide linking project staff, sponsors, and internal and external stakeholders together via communication methods. The Communication Plan ensures that the correct individuals get the required information they need in a timely manner and ensures the successful outcomes of new projects, system enhancements, and operations and support.

The Business Operations Communications Plan is a living document and is expected to change throughout the course of the project, according to communication needs and the effectiveness of communication vehicles. The Business Operations Communication Plan will be updated if changes are needed to provide additional communications schedules.

Successful change leadership requires communication and the engagement of employees through effective, interactive communication processes. The Business Operations Communications Plan provides an overview of all associated communication and engagement activities. The plan defines the approach and methodology used to create a detailed communication plan and appropriate measurements and feedback mechanisms. The activities in this plan will be mapped against common events, BOS milestones and/or deliverables.

The plan lays the foundation for communications during Operations & Maintenance phases of the AME and serves as a model or template for ongoing communication efforts.

1.1 Goals and Outcomes

The Communication Plan objectives include:

- Define the communication strategy and methodology
- Identify business sponsors and stakeholders
- Schedule communication activities
- Define roles and responsibilities
- Define outcomes that can be measured and evaluated

There are four major outcomes of the Communication Plan:

1. Project stakeholders receive comprehensive project status information in a timely and objective manner.
2. Project stakeholders receive comprehensive operations status information in a timely and objective manner.

3. State and DHS stakeholders receive project information to allow them to successfully participate on new project and system enhancement activities such as requirements validation, design review and acceptance testing.
4. State and DHS stakeholders receive sufficient information and training to support the changes in Medicaid operations.

2 Communication Principles and Objectives

2.1 Communication Principles

A sound communication plan requires a set of guiding principles. Guiding principles are fundamental assumptions that are used when developing and evaluating all communications. They serve as “directional signs” that help those who develop and deliver communications stay on path and guide the objectives of the Communication Plan.

The BOS uses the following communication guiding principles for all communication strategies and plans:

- The communication lead and business sponsor and/or DHS Communications have final approval of the communication strategy and plan.
- Speak with “one voice” – facilitate easy delivery of a consistent message through appropriate mediums and delivery sources.
- Keep messages simple – provide relevant, accurate, timely, appropriate, and consistent communications.
- Put emphasis on face-to-face communications and high involvement of stakeholders at all levels to cascade information through the organization.
- Clearly define and communicate benefits and expectations, but do not “over sell.”
- Ensure project milestones and target audience drive communications.
- Use simple feedback mechanisms to assess user understanding of messages and provide an opportunity for two-way communication.
- Define metrics or mechanisms to measure communication effectiveness.

2.2 Communication Objectives

The DHS business sponsor will work with the BOS communication lead to coordinate all relevant communication related to new projects, system enhancements and operations. The goal is to ensure that there is one point of contact for communication and one approach. The following communication objectives help ensure the attainment of the State of Arkansas’ overall communication goals:

- Inform and engage the various business sponsors about the projects and system enhancements, consequences of the proposed system and process changes, and their roles in making change happen.
- Involve stakeholders in an interactive, respectful, and honest communication process.
- Ensure that communication is delivered in a consistent manner.
- Enroll stakeholders, directly or indirectly, by informing, educating, persuading, soliciting input and motivating them to gain involvement.

- Reduce resistance through sharing information and help create ownership for the success of the program/change.
- Continue to build credibility of DHS initiatives.
- Set and align realistic stakeholder expectations.
- Address stakeholder concerns and generate ideas for mitigating risk and resistance.
- Celebrate milestones, success, and achievements.

The DHS business sponsor approves all communication. It is expected that the BOS communication lead will collaborate with the appropriate individuals —State, BOS team members and applicable vendors—to develop content and language. The DHS Communications team and, if applicable, the DHS legal department give final approval of all external communication.

The approval process ensures that:

- The appropriate resource can validate and provide assistance and guidance at the beginning of the procedure and project.
- Principles, objectives and key messages are consistent with DHS' vision and project initiatives.
- Review of the communication documents is done in a timely manner.
- Review points are consistent.
- Review and edits are performed by the proper person.

3 Stakeholders

Each stakeholder group has unique communication needs. Identifying each stakeholder group allows the BOS communication lead to identify their unique context and determine the most appropriate communication approach. A stakeholder matrix is used to map stakeholders according to:

- Influence: Level of influence on the success of the project
- Impact: Level of impact experienced in their day-to-day activities in relation to the project

3.1 Identify and Group Stakeholders

The first step in the stakeholder profile is to identify and group stakeholders. Stakeholders are individual groups that:

- Are impacted by the change
- Are needed to implement change
- Have the ability to provide needed resources and knowledge
- Provide the approval necessary for all key decisions
- Provide sponsorship/ownership to ensure the cooperation of others

3.1.1 Arkansas AME Stakeholders

Internal Stakeholders

- AME Project Sponsor
- Executive Steering Committee
- DHS Executive Leadership
- DMS Supervisors and Managers
- DMS Staff
- State Project Director
- Office of Systems and Technology
- AME Project Team

External Stakeholders

- Office of the Governor
- Office of the Commissioner, DHS
- State Government Entities
- Legislative Leadership and Committees
- Center for Medicare & Medicaid Services (CMS)
- U.S. Department of Health and Human Services
- Arkansas Foundation for Medical Care
- District Social Security Offices
- Medical Providers
- Pharmacies
- Nursing Homes
- Medicaid Recipients
- Third-party Associations and Committees

4 Roles and Responsibilities

To realize the communication strategy and execute the communication plan that supports the strategy, individuals from different parts of the organization need to play key roles in the communication effort. Table 1 provides a high-level guideline of roles and responsibilities. These roles and responsibilities may change, as appropriate, throughout the course of the project.

Table 1: Roles and Responsibilities

| Role | Responsibility |
|--|---|
| Executive Sponsor | <ul style="list-style-type: none">• Approve the overall communication strategy and plan• Provide support to the business sponsor(s) and communication lead• Play a central role in motivating the organization on need for change• Deliver major communications• Remove barriers• Hold direct reports accountable for dissemination of information throughout their organization• Resolve (or escalate) issues escalated by the BOS communication lead• Celebrate achievements of milestones• Reward and recognize individuals who helped complete activities |
| DHS Communications | <ul style="list-style-type: none">• Enforce the application of high-quality norms and rigour in all communication activities• Serve as a clearance point for all external communications proposed• Advise and support the BOS communication lead in the production of communication strategies and plans• Approve and validate with business sponsor and/or BOS communication lead• Ensure alignment with DHS objectives and messaging• Identify opportunities for coordination of communications |
| BOS Organizational Change Manager | <ul style="list-style-type: none">• Point of contact for all project communications• Responsible for coordination and development of communication strategy and plan• Develop and deliver major communications about the project• Maintain link with targeted stakeholders to ensure their support• Conduct and/or participate in project readiness and risk assessments and remove barriers/roadblocks to success• Resolve (or escalate) issues raised by analysts• Celebrate achievements of milestones• Reward and recognize individuals who helped complete activities |

| Role | Responsibility |
|-------------------------------|---|
| Project Managers | <ul style="list-style-type: none">• Promote and support the project• Participate and/or lead key communication events• Resolve (or escalate) issues raised by BOS communication lead• Participate in approving the desired strategy and plan to be implemented• Provide continuous oversight of the communication strategy and plan• Deliver major communications about the project• Celebrate achievements of milestones• Reward and recognize individuals who helped complete the activities |
| Project Members | <ul style="list-style-type: none">• Gather relevant documentation and information on identified topics• Review documentation and provide feedback, as needed• Provide information on system use• Provide feedback and status information to BOS Communication lead |
| Business Area Sponsors | <ul style="list-style-type: none">• Ensure that communications are disseminated appropriately throughout their department• Demonstrate support for the project• Participate in communication activities, as needed |

5 Messaging

5.1.1 Types of Messaging

Typically, a variety of different communication vehicles are used to communicate. At a high level, the various communication vehicles can be grouped as shown in Table 2.

Table 2: Types of Media and Vehicles

| Media | Vehicles |
|--------------|---|
| Face-to-face | Includes face-to-face meetings, audio or video conferencing and other mechanisms that enable a “live” exchange of information |
| Printed | Includes hard-copy communication vehicles, such as newsletters, flyers, and posters |
| Electronic | Includes a wide array of computer-based communications, such as e-mail, electronic newsletters, websites, webcasts, and virtual meetings (i.e., Microsoft Teams or Skype) |

Each communication vehicle category has strengths and weaknesses. While person-to-person communications are typically the **preferred and most effective** way of communicating information, solely relying on person-to-person communications is not always practical or possible.

The BOS evaluates the communication needs of each stakeholder to determine the appropriate combination of media and delivery vehicles.

5.1.1.1 Face-to-Face Communication Vehicles

Face-to-face communications provide an opportunity for a live exchange of information and promote important two-way communications. The BOS will use face-to-face communication methods on the AME Replacement Project, including those identified in Table 3:

Table 3: Face-to-Face Media Vehicles

| Face-to-Face Media Vehicles | |
|--|---|
| <ul style="list-style-type: none">• Meetings with individuals, both formal and informal• Formal presentations• Teleconferencing or videoconferencing• Field office visits | <ul style="list-style-type: none">• Lunch and learn sessions• Contests• Town hall meetings• Scheduled public or government events• Training |

5.1.1.2 Printed Communication Vehicles

Printed communications are hard-copy vehicles that provide visual project information. These vehicles have an associated cost with production and distribution, so their use is normally be limited to high traffic areas where they have the most impact. These vehicles include those listed in Table 4:

Table 4: Printed Media Vehicles

| Printed Media Vehicles | |
|--|--|
| <ul style="list-style-type: none">• Flyers• Posters• Newsletters• Pamphlets | <ul style="list-style-type: none">• Slogans• Desk drops• Banners• Bulletin boards |

5.1.1.3 Electronic Communication Vehicles

Electronic vehicles include a wide array of computer-based communications that are easily distributed to mass populations. The BOS will use electronic communication on a frequent basis throughout the project to communicate with various stakeholders. The electronic vehicles used on the project include those listed in Table 5:

Table 5: Electronic Media Vehicles

| Electronic Media Vehicles | |
|--|--|
| <ul style="list-style-type: none">• Project website• Electronic newsletter• Webcasts• Email | <ul style="list-style-type: none">• Surveys• Videos• Status updates• FAQs |

The AME Replacement Project will also use a combination of high-touch and low-touch communications to reach the same audience through different communication vehicles.

High-Touch (mostly face-to-face communication vehicles)

- Individual discussions
- Meetings
- Demos and trainings
- Town halls
- Change network

Low-Touch (combination of printed and electronic communication vehicles)

- Internal project website
- Email
- Newsletters
- Memos
- FAQs

5.2 Key Messages

Over the course of the project, different messages and pieces of information need to be shared with various stakeholder groups inside and outside of DHS.

Key messages are the core content for all communication tools and convey what you want the audience to remember after receiving a communication. A key message is a statement that succinctly communicates what stakeholders need to know about the project.

Following is a list of initial key messages. The BOS may modify these messages and will add key messages as more detailed audience information is gathered.

DHS Commitment Messages

- DHS has made a commitment to improve the quality of Medicaid services to the citizens of Arkansas.
- DHS is committed to serve as the stewards of good service and efficiency.
- Faster and more efficient processes will result in taxpayer savings.
- DHS is continually working to be positioned for the future and will have the ability to address Medicaid needs more quickly.

AME Capability Messages

- The AME will improve service to clients and providers through a more modernized Medicaid program in Arkansas.
- The AME will comply with federal and State regulations and have the capacity to meet expected future legislative and regulatory requirements.
- The AME will have the flexibility to support changing business needs, including new federal and State legislation.
- The AME will provide access to data between DHS organization units and DHS partners, which should result in improved customer service for Medicaid providers and clients.
- The AME will expand business processing functionality through updated technology.
- The AME will enhance client and provider web access through one-stop service and self-service for clients.
- The AME will interface with existing DHS, State and federal systems.
- The AME will adhere to federal, State and DHS technology standards.
- Modernized features in the AME will improve ease of use for clients, providers and partners.

6 Communication Schedule

The project Communication Plan is a living document that will continuously be updated as needed. The Communication Plan provides an outlook of messaging, themes, and frequency for each quarter. The BOS will update the plan during each Quarterly Update, as defined in section 6.2

6.1 Components of the Communication Schedule

- **Communication Recipient:** Targeted audience for communication
- **Key Message:** The key message that is being communicated
- **Information Required:** The information needed to develop the message content
- **Schedule of Delivery:** The date and/or frequency of the communication
- **Media Vehicle:** The method that will be used to deliver the communication
- **Sender:** Who will deliver the communication
- **Review/Approve:** Who is responsible for reviewing and approving the communication

6.2 Communication Event Description

The Communication Schedule will be updated on a quarterly basis, along with other appropriate sections of the Communication Plan. Table 6 provides a detailed description of each communication event on the current communication schedule.

Table 6: BOS Communication

| Report Name | Delivery Date | Description | Storage Reference |
|--|---|---|-------------------|
| Weekly Operations Status Report | Due each Monday for the prior week. If Monday is not a State business day, the report is due the following State business day for the prior week. | <ul style="list-style-type: none">• Report provided to Project Director and leadership on accomplishments and upcoming activities• Status of deliverables, risks, issues and activities• Status of each system/vendor and overall project | DHS SharePoint |
| Bi-Weekly Executive Operations Status Report | Due bi-weekly by noon on Thursday. | <ul style="list-style-type: none">• Report provided to Executive Leadership on accomplishments and upcoming activities• Status of deliverables, risks, and issues• Status of each system/vendor and overall project | DHS SharePoint |

| Report Name | Delivery Date | Description | Storage Reference |
|---|---|---|-------------------|
| Monthly Operations Status Report | Due on the 10th State business of the month for the prior month. | <ul style="list-style-type: none"> Report provided to the Project Director on accomplishments and upcoming activities Key decisions and critical items for each system/vendor BOS activities | DHS SharePoint |
| CMS Status Report | Due to CMS one day prior to CMS meeting or as determined by CMS. | <ul style="list-style-type: none"> Project status from the Project Director System status from each design, development and implementation (DDI) vendor | DHS SharePoint |
| AME BOS Newsletter | Monthly | <ul style="list-style-type: none"> Project spotlights and updates Message from leadership Fun facts, reminders other information as determined by the Organizational Change Management (OCM) team and input from leadership | DHS SharePoint |
| Business Operations Communications Plan | Due quarterly (January, April, July, October) by the 15th of the month. If the 15 th is not a State business day, the plan is due on the first State business day following the 15 th . | <ul style="list-style-type: none"> Outlines and describes communication strategy and objectives Identifies internal and external stakeholders Describes communication events and expectations Acts as a guiding foundation for communication and messaging throughout business operations support Plan will be updated only if changes are needed. If no changes needed, a letter will be sent to DHS. | DHS SharePoint |
| Quality Assurance (QA) Management Plan | Due quarterly (January, April, July, October) by the 15th of the month. If the 15 th is not a State business day, the plan is due on the first State business day following the 15 th . | <ul style="list-style-type: none"> Documents quality processes that the AME BOS team uses to help ensure the implementation of Medicaid Management Information System (MMIS) business and technical support requirements Plan will be updated only if changes are needed. If no changes needed, a letter will be sent to DHS. | DHS SharePoint |

| Report Name | Delivery Date | Description | Storage Reference |
|---|---|--|-------------------|
| Organizational Change Management (OCM) Plan | Due quarterly (January, April, July, October) by the 15 th of the month. If the 15 th is not a State business day, the plan is due on the first State business day following the 15 th . | <ul style="list-style-type: none"> • Outlines OCM methodology and objectives • Describes phases of OCM process and associated tasks • Explains value of OCM for projects, system enhancements and business operations support • Plan will be updated only if changes are needed. If no changes needed, a letter will be sent to DHS. | DHS SharePoint |
| Vendor Management Plan | Due quarterly (January, April, July, October) by the 15 th of the month. If the 15 th is not a State business day, the plan is due on the first State business day following the 15 th . | <ul style="list-style-type: none"> • Provides an overview of proposed framework the BOS uses to provide governance for the module vendors associated with the AME • Plan will be updated only if changes are needed. If no changes needed, a letter will be sent to DHS. | DHS SharePoint |
| Weekly Leadership MMIS Project Status Meeting | Meeting to be held the day following the due date for the report. If Monday is not a State business day, the meeting is held on Wednesday. | <ul style="list-style-type: none"> • Review report provided to Project Director on accomplishments and upcoming activities; status of deliverables, risks and issues; status of each system/vendor and overall project | DHS SharePoint |

6.3 Communication Artifacts and Storage

NTT DATA will maintain artifacts for all templates, reports, deliverables, and presentations in the shared project repository.

Address: https://arkdhs.sharepoint.com/sites/ExternalDMS_AMB/BOS/SitePages/Home.aspx.

The project repository will contain the following types of artifacts:

- Weekly Status Report
- Meeting Minutes
- Monthly Status Report
- Quarterly Status Report
- Formal Project Communications
- Meeting Agendas
- Meeting Minutes

Any recipient or communication creator may propose changes to the communication process. The normal communication review process handles changes to communication format or content. The State Project Director must approve changes to the Communication Plan content. The Project Director disseminates

changes with an explanation of the change. Appropriate revision and version markings are included with the updated version.

Appendix A. Acronyms

| Acronym | Description |
|---------|--|
| AME | Arkansas Medicaid Enterprise |
| BOS | Business Operations Support |
| CMS | Centers for Medicare & Medicaid Services |
| DDI | Design, Development and Implementation |
| DHS | Department of Human Services |
| DMS | Division of Medical Services |
| FAQ | Frequently Asked Questions |
| MMIS | Medicaid Management Information Systems |
| OCM | Organizational Change Management |
| SME | Subject Matter Expert |
| QA | Quality Assurance |