

Enterprise Objective Monitoring and Control Services

Puerto Rico Medicaid Program
Communications Management Plan Aid
V1.0



GOVERNMENT OF PUERTO RICO

Department of Health
Medicaid Program

Submitted by:

BerryDunn
2211 Congress Street
Portland, ME 04102-1955
207.541.2200

Bill Richardson, Principal

brichardson@berrydunn.com

Zach Rioux, Engagement Manager

zrioux@berrydunn.com

Andrea Thrash, Program Manager

athrash@berrydunn.com

Submitted On:

22 June 2022

Table of Contents

Section	Page
Table of Contents.....	i
Revision History	1
1.0 Introduction	2
1.1 Purpose and Objectives	3
1.2 Scope	4
1.2.1 In Scope	4
1.2.2 Out of Scope	5
1.3 Approach	5
1.3.1 Assumptions.....	5
1.3.2 Constraints	5
1.3.3 Dependencies	5
1.3.4 Standards and References	6
2.0 Roles and Responsibilities.....	7
2.1 PRMP Leadership.....	7
2.2 PRMP Program Manager.....	8
2.3 PRMP Project Lead	8
2.4 PRMP PgMO	8
2.5 Vendors	8
3.0 Plan Communication	9
3.1 Communications Management Planning Overview	9
3.1.1 Plan Communications Management.....	10
3.1.2 Manage Communications.....	11
3.1.3 Monitor Communications.....	12
3.2 Communication Approval	13
3.2.1 Outward Communication	13
3.3 Information Channels.....	13



Appendix A: Acronyms and Abbreviations..... 15

Appendix B: Deliverable Acceptance Criteria **Error! Bookmark not defined.**

Revision History

The Puerto Rico Medicaid Program’s (PRMP’s) Program Management Office (PgMO) will store the approved Communications Management Plan Aid and any approved revisions on the PgMO Sharepoint site. PRMP and the PRMP PgMO will make the plan available to project stakeholders as needed. Currently, BerryDunn provides PRMP PgMO services.

Table 1 presents the revision history for this document. When changes occur, the PRMP PgMO will increment the version number and the date. The PRMP PgMO will record the name of the person or entity making the change and a description of the change in the revision history.

Table 1: Revision History

Date	Document Version	Description	Author(s)
6/22/2022	V1.0	Initial delivery to PRMP	BerryDunn PgMO Team

1.0 Introduction

PRMP is committed to successful projects for the residents of Puerto Rico and has established a Puerto Rico Medicaid Enterprise Solution (PRMES) PgMO to provide guidance, support, and oversight for vendor projects within the Medicaid Enterprise.¹ The PRMP PgMO has created plan aids to assist in effectively and efficiently accomplishing executed projects. Project management involves applying best practice processes, tools, and techniques. The PRMP PgMO aids provide guidance for more predictable and consistent plans, processes, and practices, which will result in meeting the goals and objectives of PRMP and vendor partners, and meeting stakeholder expectations.

The Communications Management Plan Aid is a living document intended to provide PRMP vendors with guidance on PRMP’s expectations for conducting effective communications for PRMES projects to help manage project team and stakeholder expectations and prevent unchanneled communication.

PRMP expects vendors to develop and submit a Communications Management Plan for the project(s) for which they are providing services. Vendors should reference this document when creating their Communications Management Plans to help ensure PRMP’s expectations are met and that there is a common understanding between PRMP and the vendor regarding the expected methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among project teams and stakeholders.

The PRMP PgMO will update this aid when new applicable standards (or versions of a standard) are released or when there are changes to PRMP policies that affect communications management.

If a vendor finds a contractual conflict with guidance provided in this plan aid, vendors should defer to their contract and/or any updated PRMP guidance.

To help ensure an understanding of key terms, Table 2 provides definitions for key terms found in the Communications Management Plan Aid.

Table 2: Key Definitions

Term	Definition
Communications Management Plan	Component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated
Communication Methods	A systematic procedure, technique, or process used to transfer information among project stakeholders

¹ In this aid, “vendor” refers to solution vendors that implement and maintain systems within the PRMES, as well as contractors and other entities that provide non-solution-related PRMES services to PRMP.

Term	Definition
Project Communications	The products of the planning process addressed by the Communications Management Plan
Process	A systematic series of activities directed toward causing a result such that one or more inputs will be acted upon to create one or more outputs
Stakeholder	An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio

The Introduction section of this document provides information on the aid’s purpose and objectives, scope, approach, assumptions, constraints, dependencies, and standards and references.

1.1 Purpose and Objectives

Per *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* Edition, the purpose of the Communications Management Plan is to describe how project communications will be planned, structured, implemented, and monitored for effectiveness.

PMBOK® Guide guidance indicates that the Communications Management Plan should address how the vendor will determine and manage:

- Stakeholder communication requirements
- Information to be communicated, including language, format, content, and level of detail
- Escalation processes
- Reason for the distribution of that information
- Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable
- Person responsible for communicating the information
- Person responsible for authorizing release of confidential information
- Person or groups who will receive the information, including information about their needs, requirements, and expectations
- Methods or technologies used to convey the information, such as memos, email, press releases, or social media
- Resources allocated for communication activities, including time and budget
- Method for updating and refining the Communications Management Plan as the project progresses and develops, such as when the stakeholder community changes as the project moves through different phases

- Glossary of common terminology
- Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, meeting plans, etc.
- Constraints derived from legislation or regulation, technology, organizational policies, etc.

1.2 Scope

The Communications Management Plan Aid details expectations for the communication strategy for PRMES projects. It documents the preferred approach, processes, and tools for vendors to document how they will effectively communicate to the internal and external stakeholder groups impacted by PRMES implementations and process changes. Communication informs, but more importantly, it helps impacted users adopt PRMES implementations, system enhancements, and process changes. PRMP vendors should align their communication management processes and strategies with the information outlined in this Communications Management Plan Aid.

PRMP expects vendors to build a framework of project-specific communications management processes based on the standards outlined in this aid, as well as vendor experience and research. Refer to the Assumptions section of this document for guidance on PRMP expectations.

1.2.1 In Scope

Vendors should identify all the items related to communications management as part of the overall project. The communication strategy for PRMP incorporates multiple tools to reach the appropriate audiences, such as print, email, online collaboration, and face-to-face methods. Per the *PMBOK® Guide*, Seventh Edition, vendor communication plans should address the following for project communications activities and artifacts:

- Collection (e.g., responsibility, method)
- Creation (e.g., responsibility, process)
- Dissemination (e.g., technology, method, audience)
- Storage (e.g., location, access)
- Retrieval (e.g., standardized guidelines)
- Management (e.g., verifying information is appropriately generated and formatted, verifying information has been received by the intended audience)
- Tracking (e.g., status and changes)
- Disposition of project information

1.2.2 Out of Scope

Vendors shall list the items considered out of scope. Any scope exclusions shall align with the PRMP Request for Proposals (RFP), vendor proposal, and the final signed contract.

1.3 Approach

This section describes assumptions, constraints, dependencies, standards, and references. The Communications Management Plan Aid takes into consideration the assumptions, constraints, and dependencies for projects as described in this section.

1.3.1 Assumptions

Per the *PMBOK® Guide*, an assumption is a factor expected that is considered to be true, real, or certain, without proof or demonstration. The PRMP PgMO considered these assumptions related to the Communications Management Plan Aid, which apply to all PRMES projects:

- Vendors shall use their own communication processes to promote effective communication with PRMP staff, sponsors, vendors, contractors, and internal and external stakeholders. Vendors shall coordinate the process with the PRMP project managers and will provide transparency to PRMP. The vendor's own communications management practices shall adhere to any guidelines provided in this document.
- PRMP will have a complementary communications management process managed by the PRMP project lead and supported by the PRMP PgMO.
- In vendors' Communications Management Plan, vendors shall provide a detailed list of all assumptions as they pertain to communication requirements and standards compliance in communications management across the projects being executed.
- The Vendor will incorporate into their communication plans as necessary the need for native Puerto Rican Spanish speaking and writing abilities.

1.3.2 Constraints

Per the *PMBOK® Guide*, a constraint is a limiting factor that affects the execution of a project or process. No constraints are identified for this Communications Management Plan Aid.

Vendors shall identify constraints related, but not limited, to:

- Communication management methodology
- Data quality
- Tool access

1.3.3 Dependencies

Per the *PMBOK® Guide*, a dependency is a logical relationship between two activities, or between an activity and a milestone. For example, an activity that cannot begin until another activity has been finished has a dependency.

A co-dependency exists between the Communications Management Plan and the Stakeholder Engagement Plan. Stakeholders must first be identified and analyzed before communications can be planned or executed.

Per the *PMBOK® Guide*, all approved subsidiary management plans within the Project Management Plan (PMP) should be taken into consideration to make the Communications Management Plan consistent. The methodology outlined in other PMP components might influence how a vendor develops its Communications Management Plan.

1.3.4 Standards and References

This section provides an initial list of standards and references applicable to the Communications Management Plan Aid. Per the *PMBOK® Guide*, a standard is a document established by an authority, custom, or general consent as a **model or example**. A reference is a **source of information and context**.

Vendors shall develop a Communications Management Plan based on this PMP Aid and using the following industry standards:

- *PMBOK Guide®*, Sixth Edition, Project Management Institute® (PMI®), Chapter 10 – Project Communications Management

The PRMP project manager, PgMO, and vendors shall use the appropriate standards and references. The PRMP PgMO may incorporate additional standards and references if appropriate for the plan content. Vendors are expected to monitor applicable standards and industry best practices. Vendors shall work with PRMP to determine if updates are required to their Communications Management Plans when a new applicable standard (or version of a standard) is released.

2.0 Roles and Responsibilities

The following section describes the primary roles and responsibilities of the groups that consist of the project staff, sponsors, and stakeholders as they relate to communications management. The table below illustrates which stakeholders are Responsible (R), Accountable (A), Consulted (C), and Informed (I) (RACI), defined as follows:

- **Responsible:** This stakeholder does the work to complete the task area. This stakeholder may also serve as an accountable stakeholder for some task areas.
- **Accountable:** This stakeholder delegates work and is the last one to review the task area before it is deemed complete. According to best practice, one stakeholder (or the lowest number possible) should be deemed accountable.
- **Consulted:** This stakeholder provides input based on how the task area will impact the future work of the project and the stakeholder’s expertise.
- **Informed:** This stakeholder should be aware of the progress associated with the task area.

Table 3 aims to provide insight into how PRMP and the PgMO will interact with project communications management processes and responsibilities. The vendor should propose its own stakeholder groups and RACI approach according to its team’s organizational structure. This matrix can be edited from this baseline if the deviations are discussed with PRMP and the PgMO to determine what is appropriate for the project.

Table 3: RACI Matrix for Communication Management

Task Area	PRMP Leadership	PRMP Program Manager	PRMP PgMO	PRMP Project Lead	Vendor (Vendor to Elaborate)
Plan Communication	C	C	C	A	R
Manage Communication	C	C	C	A	R
Monitor Communication	I	I	I	A	R

The following subsections describe each stakeholder group.

2.1 PRMP Leadership

PRMP is the Medicaid agency responsible for administering the Medicaid Program in Puerto Rico, including the Children’s Health Insurance Program (CHIP), and a waiver-based section 1915(a) program. PRMP is an agency within the Puerto Rico Department of Health (PRDoH). While leadership roles might vary between projects, in general, the PRMP Leadership stakeholder group refers to the PRDoH Secretary, PRMP Executive Director, and the PRMP Executive Steering Committee.

2.2 PRMP Program Director

The PRMP Program Director is a member of the PRMP PgMO.

An important aspect of the PRMP Program Director's role is to assess communication effectiveness among PRMES projects, across PRMP, and among external stakeholder groups. The PRMP Program Director will assess potential communication-related findings in a project that may have broader implications.

2.3 PRMP Project Lead

PRMP appoints a Project Lead to oversee each of the PRMES projects under PRMP programs utilizing the defined PRMP PgMO processes. The PRMP Project Lead collaborates with the vendor's Project Manager to help ensure the project execution is in accordance with the approved schedule and processes defined by the PRMP PgMO.

The PRMP Project Lead, PRMP PgMO, and the vendors shall be the initial implementers of the communications management processes defined in this plan.

The PRMP Project Lead shall have joint responsibility with vendors to maintain a communication framework that helps to ensure that the correct individuals receive the required information they need in a timely manner throughout the life cycle of a project.

2.4 PRMP PgMO

PRMP has designated the PgMO to provide program management guidance and collaborative oversight for its IT initiatives. As part of this responsibility, the PRMP PgMO has developed this Communications Management Plan Aid as a guide for project-specific Communications Management Plans.

Each vendor shall create an individual Communications Management Plan and shall collaborate with the PRMP PgMO to gain approval of the vendor's process.

2.5 Vendors

The vendors implementing one or more IT projects or supporting other PRMP activities are responsible for developing a project-specific Communications Management Plan, obtaining PRMP and PRMP PgMO approval of the plan, and managing under that plan. The vendor should further elaborate and divide its team into stakeholder groups in this section.

Under the assumptions described in this document, PRMP anticipates that vendors will coordinate communication efforts with other management plans to help ensure project effectiveness. Vendor communication plans must adhere to requirements defined in the vendor contract with PRMP.

3.0 Plan Communication

The *PMBOK® Guide*, indicates that top project managers spend about 90 percent of their time on a project in communicating.

To maximize opportunities for project success, PRMP Project Leads and vendors must not only communicate collaboratively and transparently with PRMP as well as between vendors but also must make sure that project information is efficiently and effectively collected, documented, communicated, and stored.

Communications management focuses on a variety of communication methods to help ensure the employment of an appropriate mix of push and pull communications on a project. Push methods send (or “push”) the project information directly to key stakeholder audiences (e.g., emails and face-to-face meetings), while pull methods help obtain (or “pull”) project information on an as-needed basis (e.g., accessing a sharepoint).

Per the *PMBOK® Guide*, project communications management consists of two parts:

- Developing a strategy to ensure effective communication for stakeholders
- Executing the necessary activities to implement the communication strategy

Communications management provides a framework guide that links the PRMP staff, leaders, vendors, and other internal and external stakeholders through a variety of communications methods. This framework helps to ensure that the correct individuals receive the required information they need in a timely manner throughout the life cycle of a project.

3.1 Communications Management Planning Overview

Project communication includes the processes necessary to help ensure that the information needs of the project and its stakeholders are met through the development of effective and efficient communications strategies.

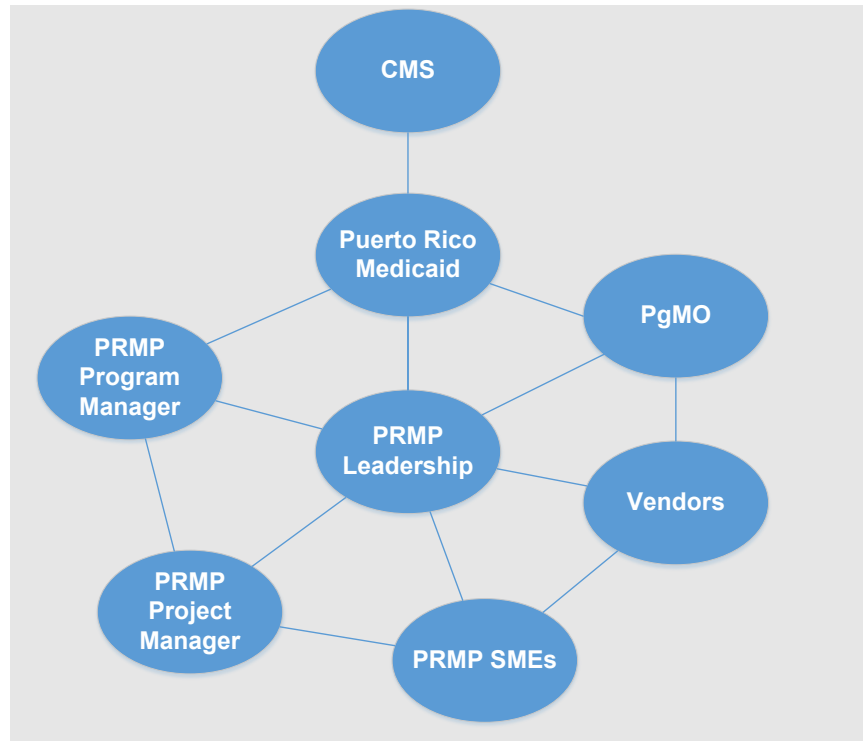
The greater the number of project stakeholders, the greater the number of communication channels the vendor and PRMP project managers need to manage. The potential maximum number of communication channels in a project is dependent on the number of stakeholders involved. One formula for calculating the potential number of communication channels is $N(N-1)/2$, where N is the number of project stakeholders. By this formula, if five stakeholders are associated with a project, the maximum number of communication channels is 10.

The vendor and PRMP project leads should limit the actual number of communication channels to those that are necessary. The vendor and PRMP project leads should also make sure that the substance of communications over those channels is effective to assist in meeting the project objectives. The vendor’s Communications Management Plan should describe how the vendor plans to accomplish these objectives.

Figure 1 provides an example of a PRMP project communication network. Please note that this is not an exhaustive depiction of involved stakeholders for the PRMES, and each vendor's

Communications Management Plan will likely require tailoring for a specific project's stakeholders.

Figure 1: Vendor and PRMP Project Leads' Communication Channels



The *PMBOK® Guide* outlines the processes for communications management in three areas. Figure 2 illustrates the communications management processes, and the associated steps are described in the following subsections.

Figure 2: Communication Management Processes



3.1.1 Plan Communications Management

The first step of planning communication focuses on developing communication requirements and standards relevant to project needs and stakeholder capabilities. The foundation of the communications approach stems from the understanding that effective communication comes from addressing the respective needs of different stakeholders across a project. Key insights from a stakeholder assessment enable a project team to tailor the communications approach for

the internal and external groups respectively. The stakeholder assessment is outlined within the Stakeholder Engagement Plan.

In their Communications Management Plans, vendors shall document their approach for developing communication requirements (with a list of sources) and establishing a tailored communication strategy for both internal and external groups.

Additionally, vendors shall document the communication technology that will be used to transfer information among project stakeholders and the factors that will influence the choice of communication technology.

Vendors shall specifically discuss plans for communicating sensitive and/or confidential information.

3.1.2 Manage Communications

Managing communications is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information throughout the project. This process promotes efficient and effective information flow among project teams and stakeholders. PRMP expects a vendor’s Communications Management Plan to include a structured roadmap for communications required for the audience, senders, timing, delivery channels, and key messages throughout a project.

3.1.2.1 Communication Schedule

In their individual Communications Management Plans, vendors should include a list of recommended communication activities by name, description, target audience, key message, delivery method, communication frequency, project phase, target date, sender, and reviewer/approver.

The communication schedule that each vendor develops shall include a combination of communication tools used as well as PRMP-recommended tools used to drive communications.

Table 4 provides communication schedule component expectations and descriptions. The PgMO has provided an example for a project-level monthly status report. This is not meant to be prescriptive in terms of content, but to illustrate how the fields in a communication schedule can be used. The vendor may create its own format for the communication schedule as long as the required components are included.

Table 4: Communication Schedule Components

Component	Component Description	Example
Communication Name	The title of the communication	Monthly Status Report
Communication Description	A full description of the communication and objective	Describes risks, issues, accomplishments, upcoming activities, milestones, overall project

Component	Component Description	Example
		health, and impact to target audience
Target Audience	The targeted audience (internal and external stakeholders) for communication	PRMP
Key Message	The key message being communicated	Project updates and their impact on the target audience of this message
Method of Communication	The media method used to deliver the communication	PowerPoint report distributed via email
Frequency	The date and/or frequency of the communication	Monthly
Project Phase	When communication is distributed during the project phase	Monthly throughout all project phases (ongoing)
Target Delivery Date	The deadline for the communication	The 10 th of each month
Reviewer/Approver	The person responsible for reviewing and approving the communication	PRMP Project Manager
Sender	The person who delivers the communication	Vendor Project Manager

3.1.3 Monitor Communications

The goal of communication monitoring is to help ensure project and stakeholder communication needs are met. This process helps to assess the performance of information flow as defined in the Communications Management Plan and Stakeholder Engagement Plan. The practice of monitoring communications helps to determine if the established communication plan is effective in supporting project success and stakeholder performance. Monitoring communication is important to the success of a project.

Vendors should work closely with PRMP to develop and deliver clear communication channels. Vendor communication plans should include a process to monitor communication to help ensure alignment with PRMP requirements and expectations. Some suggestions for monitoring communications are:

- Customer satisfaction survey
- Collection of lessons learned
- Observations of the team
- Data revision of the issue log
- Evaluation of stakeholder engagement (e.g., responsiveness)

Vendors are not limited to these monitoring tactics and may propose other processes based on their specific projects, stakeholders, and available tools.

3.2 Communication Approval

Information on any project requires frequent, informative, and timely communications to stakeholders to help achieve success.

PRMP vendors should include a communication approval process in their communication plans.

3.2.1 Outward Communication

Outward communication refers to communicating with stakeholders outside the project from within the department and includes the community partners of PRMP. Outward communication is different from the other forms of communication types because it goes beyond just informing. This communication method has a more direct impact on the support and acceptance of project goals. External stakeholders must receive the appropriate message at the correct time to keep the PRMP and its external stakeholders informed of the impact a project might have on them.

PRMP expects to approve outward communications prior to distribution unless otherwise indicated. PRMP review and approval of external project reporting before release is imperative to help ensure:

- Appropriate resources validate the information
- Principles, objectives, and key messages are consistent with PRMP's vision
- Communication documents are reviewed in a timely manner
- Review points are consistent
- Reviews and edits are performed by the proper people
- Appropriate safeguards are in place to maintain compliance with Health Insurance Portability and Accountability Act (HIPAA) of 1996 regulations

A thorough review and approval process helps ensure the information communicated is clear and has the intended message and impact. Having a structured process in place helps ensure the timeliness and delivery of the outlined communications.

3.3 Information Channels

Successful communication management means producing a variety of well-documented and organized communications throughout the project and using specific communication channels for engagement. The methods PRMP prefers for communication management include:

- Emails
- In-person meetings with subsequent distribution of meeting notes

- Virtual meetings (e.g., via Zoom, Microsoft Teams) with subsequent distribution of meeting notes and powerpoint slides
- Project status reports at a frequency defined in the vendor's contract with PRMP, and a format defined as an appendix to the vendor's Communications Management Plan if not otherwise requiring PRMP feedback and approval
- Meeting recaps via email that include action items and decisions
- Stand-up meetings (as needed)

Appendix A: Acronyms and Abbreviations

Table 5: Common Acronyms and Abbreviations

Term/Abbreviation	Definition/Explanation
ASES	Administración de Seguros de Salud
CHIP	Children's Health Insurance Program
EOMC	Enterprise Objective Monitoring and Control
HIPAA	Health Insurance Portability and Accountability Act of 1996
IT	Information Technology
PgMO	Program Management Office
<i>PMBOK® Guide</i>	<i>A Guide to the Project Management Body of Knowledge</i>
PMI®	Project Management Institute®
PMP	Project Management Plan
PRDoH	Puerto Rico Department of Health
PRMES	Puerto Rico Medicaid Enterprise Systems
PRMP	Puerto Rico Medicaid Program
RACI	Responsible, Accountable, Consulted, and Informed
RFP	Request for Proposals
SOW	Statement of Work