BerryDunn

Enterprise Objective Monitoring and Control Services

Puerto Rico Medicaid Program Stakeholder Engagement Management Plan Aid

V0.x

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

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berrydunn.com

Table of Contents

Revision History

The Puerto Rico Medicaid Program's (PRMP's) Program Management Office (PgMO) will store the approved Stakeholder Engagement Management Plan Aid and any approved revisions on the PRMP PgMO SharePoint site or in an alternative location specified by PRMP. 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 Program Director	BerryDunn PgMO Team

1.0 Introduction

PRMP is committed to successful projects for the residents of Puerto Rico and has established a 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 plan aids provide guidance for more predictable and consistent plans, processes, and practices, which will result in meeting PRMP's and vendor partners' goals and objectives, and stakeholder expectations.

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.

The Stakeholder Engagement Management Plan Aid is a living document intended to provide PRMP vendors with guidance on PRMP's expectations regarding identifying, managing, and setting expectations for stakeholders. PRMP expects vendors to develop and submit a Stakeholder Engagement Management Plan for the project(s) for which they are providing services. Vendors should reference this document when creating their Stakeholder Engagement Management Plans to help ensure PRMP's expectations are met and that there is a common understanding between PRMP and the vendor regarding stakeholder engagement management. 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 stakeholder engagement management.

To help ensure an understanding of key terms, Table 2 provides definitions.

Table 2: Key Definitions

Term	Definition
Stakeholder	Individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion.

The Introduction section of this document provides information on the Stakeholder Engagement Management Plan Aid's purpose and objectives, scope, standards, assumptions, dependencies, and constraints.

1.1 Purpose and Objectives

Per the *Project Management Body of Knowledge (PMBOK) Guide*®, Sixth Edition, the purpose of the Stakeholder Engagement Management Plan is to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder

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[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.

expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

Specific to PRMP, the objectives of the Stakeholder Engagement Management Plan are to:

- Identify stakeholders

- Analyze stakeholders

- Plan stakeholder engagement

- Execute stakeholder engagement

- Manage stakeholder engagement

- Monitor stakeholder engagement

1.2 Scope

The scope section defines both the work included and the work not included in the scope of a project. This section outlines the scope of the Stakeholder Engagement Management Plan from the perspective of the vendor's responsibility. The PRMP PgMO and the PRMP Project Lead should monitor and manage the effectiveness of the approach and methodology used by vendors, which is documented in this section.

1.2.1 In Scope

Vendors shall identify all the items subject to stakeholder engagement management as part of the overall project. The scope of the Stakeholder Engagement Management Plan includes:

- Identification and documentation of stakeholders and the documentation of these stakeholders in a stakeholder register.

- Stakeholder analysis resulting in a list of stakeholders and relevant information such as their positions in the organization, roles on the project, expectations, their levels of support for the project, and their interest in information about the project.

- Stakeholder mapping and representation analyzed through an influence/interest grid to determine the most efficient way to engage stakeholders and reevaluated at regular intervals.

- A plan to effectively engage identified stakeholders and evaluate stakeholder levels of engagement.

1.2.2 Out of Scope

Vendors shall list the items considered out of scope. Any scope exclusions must be in alignment with the request for proposals (RFP), vendor's proposal, and the final signed contract, as necessary.

1.3 Approach

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

1.3.1 Assumptions

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 Stakeholder Engagement Management Plan aid, which apply to all PRMES projects:

- In vendors' Stakeholder Engagement Management Plan, vendors shall provide a detailed list of all assumptions as they pertain to stakeholder engagement requirements and standards compliance in stakeholder management across the projects being executed.

- PRMP will have a complementary stakeholder management process managed by the PRMP project lead and supported by the PRMP PgMO.

- Stakeholders will be available and responsive to communications.

1.3.2 Constraints

A constraint is a limiting factor that affects the execution of a project or process. No constraints are identified for this Stakeholder Engagement Management Plan Aid.

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

- Communication Management Plan

- Stakeholder Register

- Timeliness of Stakeholder Response

1.3.3 Dependencies

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. Known dependencies related to the Stakeholder Engagement Management Plan are as follows:

- A co-dependency exists between the Stakeholder Engagement Management Plan and the Communications Management Plan.

- The stakeholder engagement management process is related to all other project management processes as they relate to stakeholder roles and responsibilities.

1.3.4 Standards and References

This section provides an initial list of standards and references applicable to the Stakeholder Engagement Management Plan. Puerto Rico Medicaid Enterprise (PRMES) vendors shall develop a Stakeholder Engagement Management Plan based on this PMP Aid and using the following industry standards and best practices:

- *PMBOK Guide*®, Sixth Edition, Project Management Institute® (PMI®), Chapter 5 – Project Scope Management

The PRMP PgMO and vendors are required to use the appropriate standards and references. The PRMP PgMO may incorporate additional standards and references if appropriate for the plan content.

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 stakeholder engagement 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 stakeholder engagement management processes and responsibilities. The vendor should propose its own stakeholder groups and Responsible, Accountable, Consulted, and Informed (RACI) matrix according to its organizational structure and project team. PRMP and/or PgMO responsibilities can be edited from this baseline if deviations are discussed with PRMP and the PgMO to determine what is appropriate for the project.

Table 3: RACI Matrix for Stakeholder Engagement Management

Task Area	PRMP Leadership	PRMP Program Director	PRMP PgMO	PRMP Project Lead	Vendor
Identification	C	C	C	A	R
Stakeholder Register	I	I	I	A	R
Plan Engagement	C	C	C	A	R
Execute Engagement	I	I	I	A	R
Monitor Engagement	C	I	I	A	R

The following subsections provide a description of 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 PRMES Executive Steering Committee.

2.2 PRMP Program Director

The PRMP program director is a member of the PRMP PgMO and collaborates with the Oficina de Informática y Avances Tecnológicos (OIAT).

An important aspect of the PRMP Program Director is to set expectations on how stakeholder engagement is conducted across the PRMP organization.

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 Project Lead collaborates with the vendor's Project Manager to help ensure the project execution and implementation is in accordance with the approved schedule and processes defined by the PRMP PgMO.

PRMP Project Leads, PRMP PgMO, and the vendors shall be the initial implementers of the stakeholder engagement management processes defined in the Stakeholder Engagement Plan.

The Project Leads will oversee the identification of stakeholders for all their respective projects. They will also help ensure that stakeholders are being effectively engaged on a consistent basis.

The Project Lead will be accountable for maintaining and updating the stakeholder register for their projects.

2.4 PRMP PgMO

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

Each vendor shall create an individual Stakeholder Engagement Management Plan to effectively manage stakeholders and shall collaborate with the PRMP PgMO to gain approval of their documented processes.

2.5 Vendors

The vendors supporting PRMP one or more IT projects or supporting other PRMP activities are responsible for developing a project-specific Stakeholder Engagement Management Plan,

obtaining PRMP approval of the plan, and managing in according to that plan. The vendor should further elaborate and divide its team into stakeholder groups in this section.

In accordance with the assumptions described in this document, PRMP anticipates that vendors will work with the PRMP to identify the vendor team stakeholders for their respective projects and to keep those stakeholders engaged and informed. The vendors will also collaborate with the PRMP Project Leads and the PRMP PgMO in identifying stakeholders and updating them on changes made to the Stakeholder Engagement Plan.

3.0   Stakeholder Management

Stakeholder management comprises the process and activities to identify project stakeholders and to effectively engage those stakeholders in the project. Figure 1 illustrates the process and activities.

Figure 1: Stakeholder Engagement Process

Identify Stakeholders

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Analyze Stakeholders

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Plan Stakeholder Engagement

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Execute Stakeholder Engagement

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Monitor Stakeholder Engagement
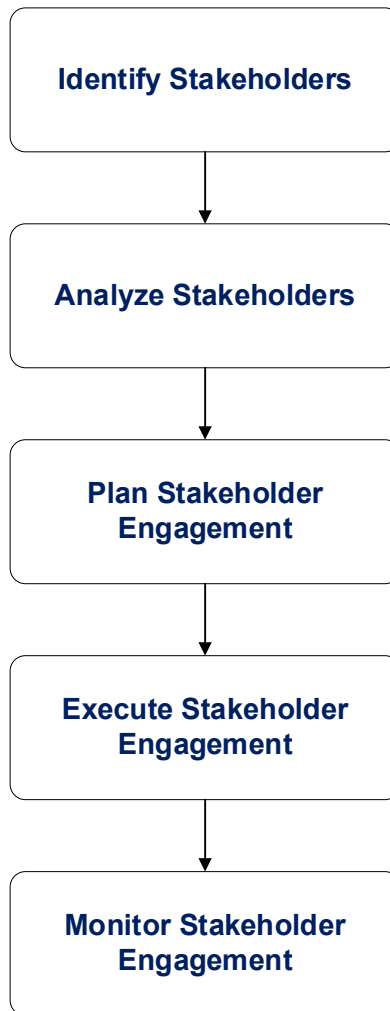
3.1 Identify Stakeholders

The first step in effective stakeholder management is identifying the stakeholders of a project. The process of stakeholder identification should begin as soon as the project charter has been approved by a project sponsor. Stakeholder identification should be continuing throughout the life cycle of the project. The process of identifying stakeholders will utilize and encompass different strategies, resources, and tools. The most common way stakeholders are identified are:

- **Project Charter:** The project charter officially starts the project. The project charter will contain several key stakeholders such as project manager, client, and client sponsor; other key stakeholders can be identified in this charter.

- **Contract Documents:** Contract documents will also contain information on stakeholders. Contracts from the client's side, vendors who may be involved in the contract, and others may be found in these.

- **Interviews:** Interviewing stakeholders that are being identified in documents and charters is another technique to identifying stakeholders. These interviews may help to uncover stakeholders that were previously unidentified.

- **Brainstorming Sessions:** Brainstorming with your team and subject matter experts (SMEs) is another technique that is used often. This exercise can uncover information by getting the collective knowledge of respective teams.

3.1.1 Stakeholder Register

As the project vendor identifies stakeholders, it will enter the stakeholders in a stakeholder register. It will also document the relevant information about those stakeholders in the stakeholder register. The vendor will also update the stakeholder register on a regular basis including keeping the documentation of communication channels updated. Table 4 provides the recommended layout for a stakeholder register.

Table 4: Stakeholder Register Fields

Field Title	Field Description
Stakeholder Last Name	Last name of stakeholder or stakeholder group name
Stakeholder First Name	First name of stakeholder; blank if stakeholder group
Organization	Home organization of stakeholder or stakeholder group
Contact	Name of primary contact (if group or organization)
Title	Stakeholder organizational title (if individual)

Field Title	Field Description
Email Address	Stakeholder email address; email address of contact person if stakeholder group
Telephone Number	Stakeholder telephone number; telephone number of primary contact if stakeholder group
Project	Name of project
Role	Role on project of stakeholder
Grid Reference	Placement of stakeholder on the stakeholder mapping grid
Level of Involvement	Level of stakeholder involvement in the project (narrative)
Expectations	Narrative of stakeholder's expectations from the project
Communication Channel	Preferred method of communication
Comments	Narrative comments regarding stakeholder

The vendor should create, maintain, and deliver the stakeholder register to PRMP in an Excel document. The stakeholder or stakeholder group may be involved in multiple projects under the PRMP PgMO Initiative. The iterative fields occur for each project in which the individual or group is a stakeholder.

3.2 Analyze Stakeholders

As the vendor identifies stakeholders, it will analyze and evaluate stakeholders by:

- Influence over the project

- Interest in the project

Combining the level of influence over the project and level of interest in the project allows mapping stakeholders to a six-by-six grid. Table 5 illustrates the stakeholder mapping grid.

Table 5: Stakeholder Mapping Grid

Mapping Stakeholders Level of Engagement						
	Level of Stakeholder Interest					
Influence of Stakeholder	**Unknown**	**Uninterested**	**Resistant**	**Neutral**	**Supportive**	**Engaged**
Key Player	1	2	3	1	2	3
Significant	4	**C**	6	4	**A**	6
Moderate	7	8	9	7	8	9
Some	1	2	3	1	2	3
Little/None	4	**D**	6	4	**B**	6
Unknown	7	8	9	7	8	9

On one axis of the grid, the vendor will classify stakeholder influence over the project with one of six categories:

- **Key Player:** Stakeholders who are key players in the project, such as the project manager or project sponsor.

- **Significant:** Stakeholders who have significant influence over the project such as the Executive Steering Committee members or other members of governance.

- **Moderate:** Stakeholders who may be direct participants (e.g., SMEs) but only have a moderate level of influence over the project.

- **Some:** Stakeholders who are not direct participants in the project but may be able to exert some influence over the direct participants.

- **Little/None:** Stakeholders who have little or no influence over the project. These stakeholders are not direct participants in the project and do not influence the project objectives.

- **Unknown:** Stakeholders who may have some influence over the project, but the level of influence is unknown. It is unlikely that any stakeholders will fit in this category.

On the other axis of the grid, the vendor will classify stakeholder interest in the project under one of six categories:

- **Unknown:** Stakeholders whose level of engagement is unknown even though the project will impact them.

- **Uninterested:** Stakeholders who are uninterested in the project outcome even if that outcome impacts them in some way.

- **Resistant:** Stakeholders who are resistant to the project and the changes it brings.

- **Neutral:** Stakeholders impacted by the project who are neutral to the changes brought by the project. These individuals may be adaptive to the changes.

- **Supportive:** Stakeholders who are supportive of the changes the project brings.

- **Engaged:** Stakeholders who are actively engaged in the project and are supportive of the project goals and objectives.

By mapping each stakeholder to this grid, the vendor and the project team can assess how to address the needs of each stakeholder:

- **Box A:** Stakeholders have a high degree of influence on the project and a high level of interest in the project. These stakeholders are important for the success of the project, and the project team will need to construct a good working relationship with a high level of interactive communication.

- **Box B:** Stakeholders with a high level of interest in the project but a low level of influence over the project. The project team will need to keep these stakeholders informed. The project team will need to create special communication initiatives for these stakeholders.

- **Box C:** Stakeholders with interests not aligned with the goals of the project but who have a high level of influence, and in turn, can affect the project outcomes. These stakeholders are a source of significant risk, and the project team will need to devise directed communication channels with them.

- **Box D:** Stakeholders with low influence on, or interest in, the project objectives. These stakeholders are low risk, and the project team can keep them informed through emails, newsletters, and other electronic communications.

3.3 Plan Stakeholder Engagement

Stakeholder engagement is an essential requirement for effective communications management. Therefore, most of the planning for stakeholder engagement will encompass planning communication with these stakeholders.

3.3.1 Document Stakeholders

The tool for documenting the stakeholders and the result of this analysis is the stakeholder register, which the vendor will update. The stakeholder register tool is in Section 3.1.1 Stakeholder Register.

3.4 Execute

Stakeholder engagement and management is an ongoing process and will need to be considered daily. Utilizing the Communication Management Plan will help keep communication effective and streamlined. The stakeholder register, RACI, Communication Plan, and stakeholder mapping grid are all tools that should be utilized to help ensure effective stakeholder engagement and management are performed.

3.5 Manage Stakeholder Engagement

The vendor's approach to managing stakeholder engagement should be clearly outlined in the Stakeholder Engagement Management Plan. This will include but is not limited to:

- Frequency

- Method of Communication

- Continuous Identification

- Response Development

- Monitoring

3.6 Monitor Stakeholder Engagement

The vendor's approach to monitoring stakeholder engagement should be clearly outlined in the Stakeholder Engagement Management Plan. This will include but will not be limited to:

- Evaluation of stakeholder engagement

- Making the appropriate additions and modifications to the stakeholder register

Appendix A: Acronyms List

Table 6 lists and defines acronyms used in this document.

Table 6: Common Acronyms and Abbreviations

Term/Abbreviation	Definition/Explanation
CHIP	Children's Health Insurance Program
EOMC	Enterprise Objective Monitoring and Control
KL	BerryDunn KnowledgeLink
OIAT	Oficina de Informática y Avances Tecnológicos
PMBOK®	*Project Management Body of Knowledge (PMBOK) Guide®*
PgMO	Program Management Office
PMI®	Project Management Institute®
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
SME	Subject Matter Expert
RACI	Responsible, Accountable, Consulted, and Informed
RAM	Responsibility Assignment Matrix