New York Health Benefit Exchange

Blueprint Summary for

9.4.3 Communication Management Plan

October 26, 2012

Item Number	Topic
9.4.3	**Communication Management Plan**

Version Number	Modified By	Revision Date	Description of Change
1.1	John Moran	10/19/2012	Updates as requested by CCIIO from CMS Design Review on 10/9/2012 and 10/10/2012

New York State Department of Health

NEW YORK HEALTH BENEFIT EXCHANGE (NY-HX)

CSC

COMMUNICATION MANAGEMENT PLAN

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VERSION HISTORY

Version Number	Implemented By	Revision Date	Approved By	Approval Date	Description of Change
0.1	S. Rubenstein	08/14/2012	N/A	N/A	N/A
0.2	J. Moran	10/19/2012	N/A	N/A	Updates to incorporate CCIIO recommendations from CMS Design Review

1   Introduction

Effective communication is an essential component to building and maintaining productive working relationships among all internal and external stakeholders of the New York Health Benefit Exchange (NY-HX) project.

Better working relationships engender improved project task coordination. These activities are critical to developing project-based relationships that align all relevant efforts toward common, shared objectives.

No single approach is best to meet all of the communication objectives, nor is a single individual responsible to execute the entire project communications strategy. The CSC Project Management Office (PMO) is ultimately responsible for the execution of the communication plan for this project; CSC has developed a culture in which all CSC team members share responsibility for effective communications. CSC develops and implements an array of communication methods that integrate a range of verbal, written, organizational, and electronic means to ensure that the project's information-sharing requirements are met.

All team members understand their shared responsibility to foster an environment within the project that places high value on effective communication of relevant, valuable data and information. Accordingly, this document presents a multifaceted communications approach that facilitates the creation, dissemination, and availability of pertinent, value-adding project information for all team members and stakeholders. Table 1 summarizes the major features and benefits of CSC's communication plan approach.

Major Features	Major Benefits to DOH
Multiple and integrated communication methods, tailored to the communication needs and requirements of distinct project participants	Enhanced quality through open, shared communication
A comprehensive Web-based information SharePoint portal that enables the full range of required project communications	Project management documents and team information are storable and retrievable (and downloadable at the user's convenience) to provide transparency/ traceability to project information
Project management communication routines, including recording and distribution of meeting minutes, which document and distribute essential project information to select project participants	Consistent documentation of project issues and progress, which are available for review
Outreach efforts to facilitate face-to-face communication and relationship building	Direct, in-person communication with stakeholders to build better relationships

Table 1: Major Features and Benefits

1.1   Purpose

The overall objective of the NY-HX Communications Management Plan (CMP) is to promote the success of the project by focusing on the standard and routine project communications and information needs of both internal and external stakeholders. There are several other plans that address the more succinct communication needs on the program. As an example the Risk and Issues Management Plan focuses on communications for those specific project management functions. The NY-HX CMP defines the project's structure and methods for information collection, screening, formatting, and distribution. Additionally, it establishes understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.

1.2   Scope

This NY-HX Communications Management Plan defines the project's methods of information collection, screening, formatting, and distribution.

Communications planning activities identify the appropriate level of communication for each Project stakeholder, what information should be distributed, and the frequency of communications. This plan also describes the method of communications (email, face to face meetings, etc).

1.3   Audience

The intended audience of the CMP is the DOH Leadership team, CSC Leadership Team, CSC and DOH project teams, and all other key stakeholders whose support is needed to carry out the project. Key stakeholders are described in the Internal and External Stakeholders sections of the CMP.

1.4   Approach

CSC has developed our communication strategy by identifying communication methods that are appropriate for the project. Our approach to communications management focuses on a comprehensive and controlled approach that reduces the occurrences of random, or disconnected communication elements. Examples include print, electronic, and face-to-face methods. The selected methods ensure that an appropriate mix of "push" and "pull" communications methods are employed on this project. Push methods send or "push" information to key audiences and stakeholders in an effort to move information from the project directly out to the stakeholder audiences (i.e., e-mails, face-to-face meetings). Pull methods enable and facilitate the ability to obtain or "pull" project information on an as needed basis.

To facilitate delivery of this information, CSC will make information available to all CSC and DOH stakeholders by providing access to the project's SharePoint site. This will be a controlled access for each of the stakeholder communities. The SharePoint site will be the primary means for facilitating formal and informal communications, and will be the main repository of artifacts for project information and collaboration among the individual stakeholders.

1.5   SharePoint Communications Portal

The SharePoint site provides CSC and the DOH with an effective means of communicating among the Agile Teams, PMO, and stakeholders. CSC will work with the DOH to ensure its stakeholders have access to shared content as follows:

- The SharePoint site includes the capability to view and download standard reports and parameter-driven standard formatted reports in a readable format.

- The SharePoint Process Asset Library is an organized, indexed, searchable repository of process assets that are easily accessible by anyone who needs process guidance information, examples, plans, templates, or other process support materials.

- The SharePoint site has the capability for secure access. CSC establishes governance by establishing access groups and assigning individuals to the appropriate group(s).

- The DOH and CSC managers and stakeholders will have access to the PMO dashboards for program measurements.

2 Communications Types

At the highest level, there are two distinct categories of communications on this project. The first is internal communications, and the second is external communications. Internal communications are defined as those communications associated with providing information about internal project activities, such as status, meeting minutes, and risk and issue management. These communications are designed to facilitate efficient and effective project implementation. External communications are defined as those communications associated with providing the outside community with information about the project.

2.1 Internal Communications

The key internal stakeholders are the executive and management staff overseeing the NY-HX project. The key internal stakeholders are working members of the project and are located in widely dispersed geographic locations. The key internal stakeholders rely primarily on email communications when not present for standing or ad hoc meetings. The key internal stakeholders are listed in the table below:

Name	Title	Stakeholder Group	Communications	Primary Vehicle
Jason Helgerson	Deputy Commissioner, NYS Medicaid Director	DOH	All	Email
Chris Hall-Finney	CIO, OHIP	DOH/OHIP	All	Email
Judith Arnold	Director, OHIP Division of Eligibility and Enrollment	DOH/OHIP	All	Email
Brian Knowles	Project Director	DOH/OHIP	All	Email
Beth Osthimer	Special Assistant to Judy Arnold	DOH/OHIP	All	Email
Donna Frescatore	Deputy Director for Health Care Redesign	NYS Governor's Office	All	Email
Steve Rubenstein	Account Executive	CSC	All	Email
John Moran	Project Director	CSC	All	Email
Tom Silvious	Solution Architect	CSC	All	Email
Dawn Boland	PMO Director	CSC	All	Email
Ned Simpson	Requirements Manager	CSC	All	Email
Russ Ralbovsky	Development Manager	CSC	All	Email
Parampreet Sidana	Test Manager	CSC	All	Email
Sharon Garner	QA Manager	CSC	All	Email

Table 2: Key Internal Stakeholders

The contact information for all project stakeholders from both CSC and the DOH is available to the project team via NY-HX Contacts located on the NY-HX SharePoint portal.

2.2 External Communications

Project communications are the NY-HX team's primary tool for promoting cooperation, participation, coordination and an understanding of acceptance with external stakeholders. The project has four main groups of external stakeholders, each having specific communications goals. The four groups are: CMS and related Federal stakeholders, other States, NYS public-sector stakeholders, and business partners and other key stakeholders.

2.2.1 Stakeholder Group One: CMS and Related Federal Stakeholders

The following are the goals of external communications with CMS and related Federal stakeholders:

- Enable the State to establish and maintain a continuous, effective communications conduit between the Project and CMS

- Support the State to ensure that CMS has sufficient information to maintain appropriate oversight for the Project

- Support the State to ensure that CMS is empowered to participate in ongoing project activities

- Enable the State to provide a shared forum, such as a collaboration site, for working with HHS, CMS, CCIIO, ANSI, NIEM, and other Federal stakeholders to identify, share, enhance, and publicize reusable Project deliverables. These deliverables might include business process models, data models, Agile SDLC artifacts, reusable SOA objects, or web functionality, among others

2.2.2 Stakeholder Group Two: Other States

The following are the goals of external communications with other States:

- Support the State to ensure that New York takes full advantage of the knowledge and system service deliverables developed by other states, and is able to share its own work products with other states

- Utilize a shared forum, such as a collaboration site, where other states interact with the Project to discuss health insurance exchange requirements and potential solutions, share useful SDLC artifacts, schedule and arbitrate shared workloads, and work out ways to leverage each others' accomplishments

2.2.3 Stakeholder Group Three: New York State Public-Sector Stakeholders

The following are the goals of external communications with NYS public-sector stakeholders:

- Support the State to ensure that NYS public-sector stakeholders (including State and local legislative and governing entities) are kept aware of Project goals, progress, and performance

- Work with DOH to ensure that other State agencies such as OTDA, Department of Corrections and Community Supervision, Labor, Tax and Finance, and Department of

State. are given appropriate input and access to specifications for the definition, design, implementation, and functionality of Project deliverables

- Utilize a shared forum and appropriate processes, such as in release planning meetings, Sprint 0 planning, periodic status meetings, document workflows, and other stakeholder-accessible resources. The end result of this effort is to enable NYS public-sector stakeholders to interact with Project staff to document health insurance exchange requirements, identify and resolve policy issues, review progress, and obtain appropriate Project deliverables to share with the general public

2.2.4 Stakeholder Group Four: Business Partners and Other Key Stakeholders

The following are the goals of external communications with business partners and other key stakeholders:

- Work with the State to enable business partners and other key stakeholders, including NAIC, Maximus, CCIIO, and others to rapidly and effectively communicate specifications, schedules, issues and resolutions, and other planning and work documents with State and Federal stakeholders

- Support the State to engage with these stakeholders as appropriate, generally through contracts and memorandums of understanding, scheduled meetings and calls, JAD sessions, deliverable reviews, and other NY-HX functionality specific venues.

2.2.5 Stakeholder Group Five: Other Consultation

The following additional Exchange Stakeholders remain critical to a successful deployment and ongoing operations of the Exchange. As such, input, consultation, and frequent communication with each of these stakeholders remain vital.

Figure 1: Stakeholder Consultation

Examples of some of the Stakeholder outreach and consultation includes:

- Informational Web site updated regularly to inform stakeholders of Exchange establishment activities
- Regular Stakeholder meetings to discuss:
  - Simulation Modeling
  - Business Operations Plan
  - Role of Third Party Assistors
  - Essential Health Benefits
  - Health Disparities
- Regional Advisory Committees
  - 210 people, on committees in each of the five regions in New York
  - Regular meetings that are open to the public, in person, and webcast to ensure maximum participation
  - Generate policy decisions such are merger of individual and small group markets, risk adjustment and reinsurance, role of insurance producers, criteria for the navigator program, basic health plan, process to certify QHPs, and essential
- Tribal Consultation
  - 8 federally recognized tribes and American Indian community house in New York City.
  - Three meetings to date with tribal health directors
  - Participation in regional advisory committees
  - Education about ACA and benefits for American Indians / Alaskan Natives

2.2.6 Documentation Tools and Requirements

The Communication Management Plan is designed to provide resources working on the project easy access to contact information, reports, report distribution, and planned project meetings. Team CSC will primarily use SharePoint to govern communication processes for every team effort within the overall project.

2.2.7 NY-HX Transmittal Process

Transmittals are the formal communications process between CSC and the Department that governs contract issues and the review and approval of project deliverables. Transmittals are a communication vehicle that CSC will employ to convey deliverables and other contract documentation, as required. It is also expected that DOH will also use transmittals to communicate formal approval of the project deliverables and to respond other contract correspondence. The transmittals related to deliverable reviews are governed by acceptance criteria metrics related to the timing of each stage of deliverable reviews.

2.2.8 Team Rosters

CSC will maintain a copy of the Project Staff List. In addition, each Scrum team will maintain a Team Contact List to facilitate communications among team members, between CSC management and the project team, and DOH. Table 3 shows the format for the Team Contact List.

Team	Role	Name	Phone	Mobile #	Email

Table 3: Team Contact List Format

2.2.9 Report Distribution

Each team lead is responsible for identifying the documentation that will be created and distributed from their meetings, including meeting agendas and minutes. In addition to maintaining meeting schedules in SharePoint, the following information will be defined and incorporated in each posting:

- Document name – Name the document that is being created as a result of the meeting (e.g., Meeting Minutes, Logical Design Document).
- Recipients – List the names of the people who will be receiving the document.
- Purpose/description – Write a brief description of the document. Whenever appropriate, describe the purpose of the document (i.e., how the document will be used).
- Process – Describe how the document will be distributed and when (e.g., by e-mail within two days of the meeting date).
- Person responsible – Identify the person who is responsible for distributing the document.
- Frequency – Define the frequency of the meetings (e.g., daily, weekly, monthly, quarterly).

Table 4 shows the format for document identification resulting from team meetings.

#	Document Name	Recipient(s)	Purpose/Description	Process	Person Responsible	Meeting Frequency
1.						
2.						

Table 4: Document Identification Format

2.3 Project Standing Meeting Schedule

The majority of internal communications will be the results of either formal or informal meetings. CSC has established a series of standing meetings required for project success. The Project Calendars on the SharePoint site will be updated to show all of these meetings. As new meeting schedules are formalized, they will be added to the calendar.

The list of standing meetings is displayed in Table 5.

Meetings	Description Purpose	Frequency	Owner	Internal/ External	Comments/ Participants
Daily Checkpoint	Detailed review of progress, and new risks and issues	Daily	CSC Project Director	Internal	CSC Managers
Daily Scrums	Review prior days accomplishments and today's goals	Daily	CSC Scrum Masters	Internal	CSC/DOH Sprint team members
Scrum of Scrums	Review progress and lessons learned	Daily	CSC Scrum Masters	Internal	CSC Scrum Masters
Product Owners	Share information to align the tracks of work	Daily	DOH	Internal	DOH Product Owners
Management Checkpoint	Review management issues and approach to resolving risks	Weekly	CSC Account Executive	Internal	CSC/DOH Project Directors
PMO Weekly Status	Review progress, risks, and issues	Weekly	CSC PMO	Internal	CSC/DOH Core Team
Executive Status	Review progress, risks, and issues	Bi-Weekly	Jason Helgerson	Internal	CSC/DOH/ Maximus

Table 5: List of Standing Meetings

3 Glossary

The Glossary is posted to SharePoint.