



Medicaid Management Information System Replacement (MMISR) Project

MMISR Project Communication Management Plan (PM03)

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1.0 Introduction

This document is the Enterprise Project Management Office's (EPMO) Communication Management Plan (CMP) for the New Mexico (NM) Human Services Department (HSD) Medicaid Management Information System Replacement (MMISR) project, a part of the Health and Human Service (HHS) 2020. This document will serve as a tool to ensure the proper communication processes and methods are clearly defined for the MMISR project.

NOTE: At the time of annual update of this document, several key leaders for MMISR had transitioned from their positions and multiple leaders were in "acting" named roles but fulfilling the duties of that position. This document names people by roles only and we anticipate all roles will be filled permanently over time.

2.0 Communication Management Plan Purpose

Communication is key to the MMISR project success. Communication management is a living process that evolves as the project progresses and project stakeholders engage and release from the project. The CMP identifies formal methods of exchanging information throughout the project teams, project leadership, project stakeholders, and external partners during the life of the project.

To that end, the EPMO is recommending that the CMP be phased in its development, maturity, and focus.

As part of the Annual review process, this version of the plan will continue to focus on the current MMISR project team, internal stakeholders, and the external stakeholders who can and will influence the design and development of the MMISR solution. As the project progresses and planning begins for implementation of functionality to the ultimate benefactors of the solutions, this plan will be revised, looking outward for communication to impacted parties and individuals. Significant time and effort are needed to build the right plan as solid communication will be the key to rolling out the solution. Additional resources will be added to the writing of Version 2.0 to assure there are no holes or gaps in the flow of communication and transparency of impact.

The purpose of this CMP is to define the communication requirements for the project during first phases of Design, Development, and Implementation (DDI) and how information will be distributed. The CMP defines the following:

- What information is communicated (e.g., to include the level of detail and format)
- How the information is communicated (e.g., in meetings, email, telephone, web portal)
- When information is distributed (e.g., the frequency of project communications both formal and informal)
- Who is responsible for communicating project information
- Communication requirements for project stakeholders
- What resources the project allocates for communications
- The flow of project communications
- Any standard templates, formats, or documents the project must use for communicating statuses
- An escalation process for resolving any communication-based conflicts or issues
- How changes in communication or the communication process are managed

The CMP is not intended to limit, but rather enhance communication practices and manage project information among project stakeholders. The CMP consists of two (2) components: this Plan which provides the processes related to project communication, and the separate Communications Matrix (please see the MMISR PMO4 Project Communication Matrix Excel file). (Note: All Referenced Documents contained in this Plan are listed in [Appendix E](#) with their associated links)

A guide for conducting meetings, detailing both the communications rules and how the meetings will be conducted to ensure successful meetings, will be referenced but is contained in the MMISR Project Management Plan (PMP).

The intended audience of the CMP is the MMISR project team, business area owners, module contractors, and other stakeholders whose support is needed during DDI.

3.0 Communication Management Goals

The following outlines the key goals for what solid communication on the MMISR project should achieve:

- A well informed, collaborative project team consisting of HSD (including Medical Assistance Division (MAD), module contractors, partner agencies (e.g., Aging and Long-Term Services Department (ALTS), Children Youth and Families Department (CYFD), Department of Health (DoH), Early Childhood Education & Care Department (ECECD), Department of Information Technology (DoIT), Independent Verification & Validation (IV&V), and HSD contractors working as one to achieve the ultimate mission of MMISR and HHS 2020
- An Executive Steering Committee (ESC) motivated to champion the project, having the necessary information to guide and offer direction when needed
- An Operational Steering Committee (OSC) focused on Organizational Change Management and overall business needs
- An Operating Model made up of key players responsible for each module workstream
- Information flowing multidirectional, consistently, and accurately which will prevent risks and issues from arising or needing escalation
- Ability to inform, engage, and speak with one (1) voice about the reason for change, the business and technology changes that will occur, schedules, dependencies, progress, current risks, issues, and decisions
- Communication resulting in clarity, transparency, relevance, and timeliness, with opportunities for input and feedback from stakeholders
- Supporting the strategic purpose and intended benefit of the HHS 2020 vision for impacted and involved stakeholders

Further, all communications developed for messaging purposes should adhere to the following principles:

- Clear: Ideas should be presented as simply as possible without comprising the integrity of the content
- Succinct: Ideas should be conveyed concisely as to provide sufficient details allowing the audience to quickly comprehend
- Digestible: Ideas should be organized and focused so the audience may easily follow and grasp the content
- Targeted: The communication should consider the audience and be appropriately tailored. This may include changing amount of information, format, and/or length of the communication piece

Note: Additional goals will be documented in Version 2.0 of this management plan for the outward view for Providers, Managed Care Organizations (MCO's), Associations, Unions, Tribes, Constituents, prior to the rollout of module specific functionality impacting these parties.

4.0 Scope

This CMP addresses communication with MMISR project stakeholders. Stakeholders in scope for this CMP include the MMISR project teams, project leadership, departmental and agency staff, the ESC, the OSC and the projects' sponsors as well as the Department of Information Technology (DoIT); federal and state oversight agencies; business partners including HSD contractors, Module Contractors, and other state/federal agencies; and partner agencies engaged in the project. A complete list of stakeholder groups is documented in the [6.1 Stakeholder Identification](#) of this document.

The CMP consists of multiple modes whose goal is the timely distribution of accurate project information in a comprehensible manner to stakeholders. The modes in scope for this plan include:

- **Information Distribution** - Projects of this nature are better served with an emphasis on "transparency," (e.g., frequent, and open communication to help keep stakeholders aware of project activities and progress.) This principle drives information distribution, and the approach is tailored to stakeholder needs and preferences. The plan highlights various forms of information distribution below. Details are contained in the Communication Matrix (PMO4)
- **Performance Reporting** - Project status as well as Vendor Performance are reported and available to stakeholders in a variety of media (e.g., Steering Committee presentations, status reports, website updates)
- **Communications Planning** - Planning involves identifying the purpose of the communication, identifying the audience and distribution channel resulting in the right message shared in the right way at the right time. In revising the CMP for Version 2.0, the communications planning will determine the information and communication needs of the projects' external stakeholders and incorporate the module-specific communications underway as a result of work on Unified Portal

5.0 Key Communication Roles

The EPMO is responsible for oversight of the execution of the CMP, but all members of the MMISR project are accountable for the transparent, consistent, and accurate flow of information. The EPMO, along with the MMISR PMO, will coordinate communication activities by working together to ensure all communications information is kept up-to-date, project communication artifacts are maintained and used consistently, and the Communication Matrix (PMO4) is maintained. The PMP outlines meeting protocols, processes, and standards as it relates to this document.

The Communications Matrix and the CMP will be maintained by the EPMO. The Communications Matrix will function as the master list for all project communications information. Changes related to the scope and schedule that impact the project are communicated to the appropriate stakeholder through various vehicles as identified in the Communications Matrix. As new staff, vendors, and/or module contractors are added to the project, their communication needs will be documented, analyzed, and added to the Communication Matrix. Although Organizational Change Management (OCM) communication processes

are usually a component of the Communication Plan, these communication needs are addressed in the Organizational Change Management Plan which has an ancillary communication plan through the Business Transformation Council (BTC), now the Operational Steering Committee.

5.1 HHS 2020/MMISR Governance and Leadership

The HHS 2020 ESC, chaired by the HSD Secretary with representation from the Secretaries of ALTSD, CYFD, DoH, DoIT, Early Childhood Education & Care Department (ECECD) and representation from the Governor's Office sets the Strategic vision for communication. The ESC communicates bi-directionally with the MMISR Leadership Team.

The MMISR Leadership Team chaired by the HSD Deputy Secretary, with representation from MAD, Information Technology Department (ITD), MMISR Project Director, and HHS 2020 Project, and the EPMO set the example and convey the expectations for communication for the MMISR project. The MMISR Leadership Team communicates bi-directionally with the MMISR PMO, the Project Operating Model leadership and the MMISR Project Team.

The MMISR Project Team includes the MMISR Project Staff (technical and non-technical), the business team, Staff Aug, and module contractors. The communication frequency and format are documented in the Communication Matrix (PMO4).

5.2 MMISR Communication Manager

HSD needs to staff a Communication Manager, who will be focused on crafting the ultimate MMISR communication branding messages and flow to external stakeholders. This position will be key for User Acceptance Testing (UAT) of the Business Process Outsourcing (BPO) modules and will engage external parties during testing.

Key areas of responsibilities are: Developing and implementing an integrated communications strategy for how the State of NM will roll-out the MMISR solutions in a phased approach as well as working with the EPMO in the development of Version 2.0 of this plan as well as any updates. This resource will work closely with the MAD Communication and Education Bureau Chief who will act as the overall MMISR Communication Lead.

5.3 Operational Steering Committee

Through the course of the efforts by the BTC, an Operational Steering Committee was established in 2021 to oversee the OCM strategy as described in the OCM Plan.

Based on identified needs/actions, the members gather input from subject matter experts (SMEs) in their respective organizations, tailor communication and change management activities to meet those needs and provide feedback to the committee so all members benefit from insight. The committee also discusses how best to mitigate change management barriers such as limited English proficiency, location, culture, security, disability, internet limitations, and other factors that should be considered, particularly when external stakeholders are impacted.

To fulfill the purpose of HHS2020, the HSD OSC is being chartered to initiate, review, and approve Department-wide organizational change management work activities and ensure coordination among all Division within HSD. Specifically, the OSC will represent the interests of Administrative Services Division (ASD), Behavioral Health Services Division (BHSD), Child Support Enforcement Division (CSED), Information

Technology Division (ITD), Income Support Division (ISD), MAD and Office of Inspector General (OIG) – all divisions within HSD.

The objectives of the HSD OSC are:

- Enhanced ability to deliver person-centric services in a dynamic environment with increasingly restricted funding without degrading service levels
- Increased ability to respond promptly and insightfully to changing program or population needs
- Greater flexibility to take advantage of rapidly evolving technology to achieve service improvements and to reduce maintenance and operation costs
- Support HSD’s Department Scorecard and social impacts for planning, delivering, and assessing services while focusing on the end impact and value to New Mexico citizens
- Ensure agency alignment through enterprise-wide sharing of technology, services, data, and processes that deliver high-quality customer service
- Realization of a customer-focused approach to service management and delivery that make it easier for New Mexico citizens to understand and receive needed services and for providers to interact with the State

The MAD Communication and Education Bureau Chief is the MMISR Communication Lead for the Business, and the leader of this committee. The committee includes HSD Division Directors and/or their proxies.

5.4 Details for Roles and Responsibilities for Communication Management

The following table outlines the roles and responsibilities related to project communication. Specific deliverables and timeframes are addressed in the Communications Matrix. Membership and voting rights in Governing Bodies and Councils are addressed in MMISR Governance Document.

Table 1 - Roles and Responsibilities

Role	Responsibilities
EPMO	<ul style="list-style-type: none"> ▪ Develops the Communication Plan and has oversight on the adherence of the plan by the MMISR project team and leadership ▪ Creates communications about the status and needs of the project ▪ Communicates and manages daily and weekly meetings, specific project meetings, and through multiple SharePoint sites dedicated to specific aspects of project work ▪ Oversees the tracking and communication of Issues, Risks, Action Items, and Decisions ▪ Participates in the communication feedback loop by providing information to external and internal stakeholders ▪ Stays informed and updated about the HHS 2020 Enterprise ▪ Maintains the accuracy of the Communications Matrix
HSD Deputy Secretary	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Updates the HHS 2020 ESC as needed ▪ Provides required status reports to stakeholders ▪ Creates communications about the status and needs of the project ▪ Participates in the communications feedback loop by providing information to external and internal stakeholders, in conjunction with the Communication Manager and HSD Public Information Officer (PIO) ▪ Stays informed and updated about the HHS 2020 Enterprise

Role	Responsibilities
HHS 2020 Project Director	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Assures consistent collaboration and sharing of information and knowledge amongst project team members ▪ Maintains and communicates changes to team members regarding the Project documents and schedules ▪ Communicates via daily and weekly meetings, specific project meetings, and with multiple SharePoint sites dedicated to specific aspects of project work, including Agendas, Minutes, Action Items, Decisions, and Risks and Issues ▪ Participates in the communications feedback loop by providing information to external and internal stakeholders
HSD CIO	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Updates the HHS 2020 ESC as needed ▪ Provides required reports to DoIT ▪ Updates partner agencies and advisory boards as needed ▪ Advises the MMISR project to ensure the technical needs are communicated and achieved
MAD Director	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Informs stakeholders about the benefits the HHS 2020 Enterprise will provide to them ▪ Articulates the expectations of the HHS 2020 Enterprise to external stakeholders in conjunction with Communication Manager and PIO ▪ Participates in the communications feedback loop by providing information to external and internal stakeholders as appropriate ▪ Stays informed and updated about the HHS 2020 Enterprise
MAD Deputy Director	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Participates in the MMISR project to ensure the business needs are achieved ▪ Participates in the communications feedback loop by providing information to external and internal stakeholders as appropriate ▪ Stays informed and updated about the HHS 2020 Enterprise
ITD HHS 2020 Chief Technology Officer (CTO)	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Assures consistent collaboration and sharing of information and knowledge amongst project team members ▪ Maintains and communicates changes to team members regarding the Project documents and schedules ▪ Communicates via daily and weekly meetings, specific project meetings, and with multiple SharePoint sites dedicated to specific aspects of project work, including Agendas, Minutes, Action Items, Decisions, and Risks and Issues ▪ Participates in the communications feedback loop by providing information to external and internal stakeholders
Financial Manager	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Manages financial reports and communicates changes to team members ▪ Supply input for dashboards/metrics

Role	Responsibilities
MMISR Communications Manager	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Develops the outward facing communication strategy for the MMISR project ▪ Maintains Stakeholder Analysis and continued Identification tasks ▪ Provides significant input into the development of Version 2.0 of the CMP based on the defined and approved strategy ▪ Attends regular meetings of the Operational Steering Committee ▪ Reviews the program communication content and vehicles to promote consistency and clarity of messages ▪ Gains appropriate approvals from Project and Division leadership for communications ▪ Works closely with the Operational Steering Committee and PIO to formulate and distribute formal external stakeholder communications ▪ Ensures the completion of communication and engagement events
Project Operational Steering Committee	<ul style="list-style-type: none"> ▪ Follows the approach outlined in the OCM Strategy Plan ▪ Supports the approach outlined in this CMP ▪ Meets regularly to determine OCM and Communication needs for stakeholders and create recommendations ▪ Recommends vehicles for each stakeholder group and frequency of communication ▪ Stays informed and updated about the HHS 2020 Enterprise ▪ Determines appropriate OCM project milestones, including which stakeholders to inform of which milestones and when ▪ Develops most of the communication and engagement materials ▪ Supports the distribution of communication materials and messages, including posting materials on SharePoint ▪ Identifies new communication or engagement needs based on feedback from stakeholders
HSD and MAD project team members and Modular Contractor Project Team(s)	<ul style="list-style-type: none"> ▪ Follows the approach outlined in this CMP ▪ Maintains and communicates changes to team members regarding the project documents and schedules ▪ Obtains/creates weekly and monthly status reports from individual Project Managers (PMs) and distributes as needed ▪ Presents Change Requests to stakeholders and Change Control Board ▪ Communicates via daily and weekly meetings, specific project meetings, and with multiple SharePoint sites dedicated to specific aspects of project work, including Agendas, minutes, Action Items, Decisions, and Risks, and Issues ▪ Clearly articulates the expectations of the HHS 2020 Enterprise to new internal and external team members ▪ Participates in the communications feedback loop by providing information to internal stakeholders
HHS 2020 Executive Steering Committee	<ul style="list-style-type: none"> ▪ Defines and champions the project vision and oversees the execution of the project ▪ Meets monthly for the purpose of decision-making and approvals ▪ HSD Deputy Secretary, CIO, EPMO, and IV&V present MMISR project status, key issues and pending decisions to the Steering Committee at the monthly meeting ▪ HHS 2020 Project Director and EPMO communicate outcomes to project team through HHS 2020 All Hands and Status Meeting, Module Status Meeting, and PMO meeting ▪ Communicates with the director’s respective teams about appropriate Steering Committee decisions

Role	Responsibilities
MMISR Change Control Board (CCB)	<ul style="list-style-type: none"> ▪ Provides the formalized scope, schedule, and cost decisions within pre-defined thresholds ▪ Make recommendations to the ESC that would extend the final project end date, significantly increase the project scope, or increase the overall project budget
Architecture Review Board (ARB)	<ul style="list-style-type: none"> ▪ Evaluates HHS 2020 Enterprise Architecture ▪ Ensures individual components conform to standards, requirements, technology decisions lead to highly interoperable systems, components, information, and capabilities ▪ Approves module contractors designs and deliverables
Technical Change Review Board (TCRB)	<ul style="list-style-type: none"> ▪ Evaluates and approves configuration, infrastructure, and software changes
Data Governance Council (DGC)	<ul style="list-style-type: none"> ▪ Defines the information sharing strategy ▪ Manages data quality, integrity, standards, internet accessibility, security, compliance, and enterprise data architecture
Tools Governance Council (TGC)	<ul style="list-style-type: none"> ▪ Defines the shared software tool strategy for the project ▪ Manages tool standards, security, compliance, and enterprise architecture
HSD Public Information Officer	<ul style="list-style-type: none"> ▪ With Version 2.0 of the Communication Management Plan, this resource will support review, approve, and coordinate externally facing communications to stakeholders impacted by MMISR and HHS 2020

6.0 Stakeholder Management

6.1 Stakeholder Identification

Stakeholder identification is the process by which individuals or organizations impacted by the project are identified. Stakeholder identification is an ongoing process as stakeholders can change as the project evolves. Thus, stakeholder identification will be revisited each time a new module contractor is onboarded as well as over the life of the project. Stakeholder information is used to develop the overall cross-functional communication for the project.

For HHS 2020 and MMISR, a stakeholder is defined as an individual or organization actively involved in the HHS 2020 Enterprise whose interests may be positively or negatively affected because of project execution or completion. They may also exert influence over the project and its results.

A detailed list of currently identified project stakeholders can be found in the MMISR Role Chart as well as the current Stakeholder Registry (HHS2020 Contacts) maintained on SharePoint. A link to the 12Stakeholder Registry can be found in [Appendix E](#).

The MMISR Project Role Chart and Responsible, Accountable, Consulted, Informed (RACI) Table are available within the EPMO SharePoint site under the EPMO Working Artifacts folder and will be updated as new module contractors and team members are onboarded or resources are added or removed.

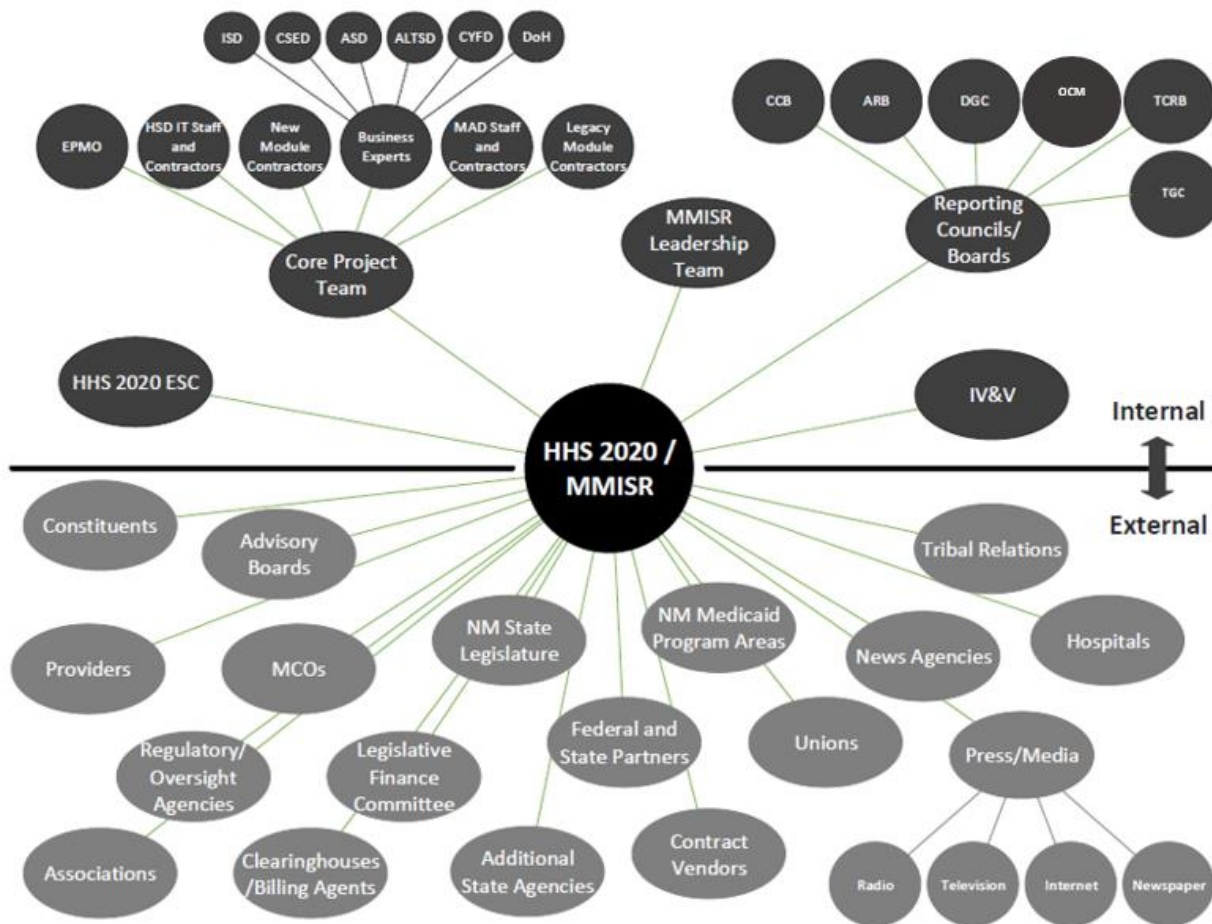
In order to maintain a current list of stakeholders, the Communications Manager will solicit all members of the OSC to provide updates to the pertinent members in their Organizational structure. As an initial task for the Communication Manager, a stakeholder registry will be updated with help by the project team and will include all stakeholders down to the SME level. The full registry will be available on the HHS 2020 SharePoint.

Stakeholders have been broken into two (2) broad categories listed below:

- Internal stakeholders:
 - Core Project Team:
 - HSD IT staff and contractors
 - New module contractors (e.g., Benefit Management Services)
 - Legacy module contractors (e.g., Conduent)
 - Enterprise Project Management Office (EPMO)
 - MAD staff and contractors
 - Business experts from:
 - Child Support Enforcement Division (CSED)
 - Income Support Division (ISD)
 - Administrative Services Division (ASD)
 - Behavioral Health Services Division (BHSD)
 - Department of Health (DoH)
 - Children, Youth and Family Department (CYFD)
 - Aging and Long-Term Services Department (ALTSD)
 - Early Childhood Education and Care Department (ECECD)
 - HHS 2020 Executive Steering Committee
 - Operational Steering Committee
 - Councils and Boards reporting to HHS 2020 Steering Committee:
 - Change Control Board
 - Architecture Review Board
 - Data Governance Council
 - Tools Governance Council
 - Technical Change Review Board
 - MMISR Leadership Team
 - Independent Verification and Validation
- External stakeholders:
 - Constituents
 - MCOs
 - Providers
 - Regulatory/Oversight Agencies (e.g., CMS)
 - Advisory Boards
 - Federal and State Partners
 - Associations
 - Hospitals
 - Unions
 - Tribal Relations
 - Clearinghouses / Billing Agents
 - NM State Legislature
 - Legislative Finance Committee
 - Additional State agencies
 - NM Medicaid program areas
 - Contract vendors with high integration interdependencies
 - Press/Media

- News agencies

Figure 1 – HHS 2020 / MMISR Stakeholders



6.2 Stakeholder Analysis

Stakeholder analysis is the process by which information regarding their interests, involvement, and impact on project success is documented and individuals or organizations impacted by the project are identified, and the method of keeping them informed and engaged is documented.

A typical Influence/Power versus Interest chart can be used to provide Stakeholder priorities and communication needs. A sample Influence/Power versus Interest chart is contained in [Appendix G](#). Based on the analysis, the EPMO, in collaboration with HSD and the Module workstream team, will produce updated lists that identify each stakeholder within a given stakeholder group. The lists will be maintained in the Stakeholder registry as well as Communication Matrix. For stakeholder groups as well as individual stakeholders, consideration will be given to which communications are specifically included for each and which are to be specifically excluded.

6.2.1 Internal Stakeholder Communications

The Communications Matrix outlines the communication/message each of the internal stakeholders can expect to receive, the party responsible for preparing the communication, the medium, and frequency.

The projects’ periodic status reports are central to preparing the communication/message. These reports are prepared based on input from the project teams. Various summaries are prepared for the projects’ leaders, including the Project Sponsors and Steering Committees.

In addition to the project status reports, project deliverables are available to internal project stakeholders via SharePoint.

6.2.2 External Stakeholder Communications

As the project progresses, the Communication Manager will create an external communications matrix outlining the communication/message each of the external stakeholders can expect to receive, the owner responsible for preparing the communication, the medium, and frequency. The HSD PIO in conjunction with the project’s Communication Manager are responsible for coordinating external project communications. The project teams will provide the PIO with the content to be shared with external stakeholders.

External communications focus on both high-level project status and implementation information for affected external stakeholders.

7.0 Communication Types

The MMISR project will rely on a Push/Pull approach for disseminating information to all team members. With organized and structured meeting agendas and consistent/timely meeting minutes, team members should be empowered to self-serve by pulling information they believe is needed to assist in their daily work. Pulling methods include but are not limited to: Referencing SharePoint sites which contain Decision, Risk, and Issue logs, meeting minutes, and face-to-face (including video conferencing) conversations. Less reliance on meeting attendance allows team members to be more effective. Casual conversations, use of Instant Message, and Email allow for questions to be addressed quickly and easily. All relevant decisions should be logged in to the Decision Log, following the Decision Management Plan process. Team members should take ownership of their level of interest and requirements for information and reduce the reliance on leadership or teams to push information out. Team members need to look out for other team members to assure communication flows and is available to the correct individuals. Trusting and respecting that other team members have issues and needs to be covered will allow the MMISR project team to work more efficiently towards common goals.

Table 2 – Communication Types Outlined in the Following Sections

Communication Categories
Executive Communication
Technical Communication
Business-specific Communication
Project-level Communication
Communication Formats
Written
Electronic

Oral
Communication Methods
Push
Pull

7.1 Communication Categories

This section will outline the various categories of information being communicated throughout the life of MMISR. Four (4) categories of information have been determined for this project, at this time:

- Executive Communication
- Technical Communication
- Business-specific Communication
- Project-level Communication

Communication with a wider audience of external parties will be identified through the on-going Communication Strategy by the Communication Manager and either the Executive or Operational Steering Committees. All further strategies will be added to the CMP in the subsequent Version 2.0.

Executive Communication

This category of communication is focused on sharing the compelling vision for the initiative, making the case for change, driving buy-in both internally and externally. The ESC generates project communication in the form of decisions and guidance. This communication is shared by the members with their organizations as well as MMISR Leadership and team members as appropriate. The ESC receives project communications monthly in the form of presentations and project summaries by the MMISR Leadership as well as IV&V.

The councils supporting HHS 2020 and MMISR will report monthly on status, needs, and guidance/decisions. Each council will log decisions made within their own councils in the HHS 2020 Decision Log so the project is aware of the decisions being made and can act accordingly. The ARB, DGC, TCRB and TGC will be closely aligned with project-level technical activities and contribute to the body of project-level communication. The OSC will drive business-specific change and their contribution will significantly be to any business-specific communication, described below.

The EPMO will support the Steering Committees and the councils in achieving these goals. The EPMO will work with the State and help define communications and engagement strategies with Stakeholders and the module contractors. The EPMO will coordinate and collaborate with stakeholders and set up a communication framework to ensure that all module contractors and project team members actively engage the necessary stakeholders for their respective projects. The EPMO will help ensure that module contractors and project team members collaborate, participate in meetings, and otherwise coordinate with Stakeholders in matters relevant to systems and process integration.

Besides the ESC, executives and leaders within HSD receive and provide information relevant to the HHS 2020 Initiative as well as MMISR project through regular meetings and correspondence. Communication Activities are addressed in the MMSIR Communication Matrix.

Technical Communication

This category of communication is intended to ensure all components of the HHS 2020 infrastructure, tools, shared services, and modules are in alignment with project expectations and used to disseminate information through the data stewards and stakeholders.

The module contractor's artifacts and deliverables (e.g., System Design Documents, Data Models) serve to set the course of the MMISR project and communicate the intent and delivery of the technical solutions. They allow all parties to be on the same page and make sure expectations are met. This communication category is also responsible for handling presentations to DoIT and TARC in which the HHS 2020 Enterprise Architectural Vision is shown for approval. The presentations are located on HHS 2020 SharePoint.

Business-specific Communication

This category of communication will address the unique needs of the HSD divisions as well as the other health and human services agencies of HHS 2020 -- DOH, CYFD, ECECD, and ALTSD as they participate in changes specific to their lines of business. The OSC has its own communication methodology that informs HSD division leaders of upcoming activities for business innovation teams, change proposals, and actions needed to increase operational readiness. In addition, a cadence of informative communications will be developed to support leaders in communicating plans for change to their employees. For MAD, information from the OSC will be included so leaders can speak to employees' questions and concerns. Leaders are anticipated to have unique needs for support based on changes to their workflows and staff roles. Specific technical needs of MMISR will flow back to the OSC as well through shared resources and collaboration sessions when needed.

Besides the communication flow to/from the OSC, MMISR project teams will work directly with various Business Leaders and SMEs as module contractors are onboarded and scope is implemented. Formal business communications outside of the project team and resources directly involved with the project will follow the approval process through the Communication Bureau and PIO.

Project-level Communication

This level of communication is intended to proactively keep teams and groups aligned and informed across the project in a timely manner so work proceeds efficiently. Project status and information sharing occur across multiple communication means for easy access to accurate and timely information. The project teams conduct regular meetings, identified in the Communications Matrix, to keep team members informed of implementation plans, schedules, upcoming events, decisions, issues, and risks. Meeting minutes can be found in the applicable meeting folders on SharePoint. Action Items, Risks, and Issues can be found as links on the MMISR SharePoint page. Accessibility to a wide variety of project status reports, information and records is achieved using the SharePoint sites for the applicable module contractors.

7.2 Communication Methods

Timely and effective communication throughout the project will promote MMISR success. Understanding and utilizing the best and appropriate means for the transfer of information will allow the project to be more effective.

The sections below illustrate the types of methods approved for use on the MMISR project:

7.2.1 Push Communications

Push communication is communication that is delivered by the sender to the recipients. While the communication can be confirmed that it was sent, it does not necessarily mean it was received and understood.

Push communication should be used when the recipients need the information, but it does not require an immediate response and the communication is typically non-urgent or sensitive in nature.

Specific Push Methods for MMISR are meetings, email, voicemail, instant messages, documents, deliverables, project plans, schedules, and timelines.

7.2.2 Pull Communications

Pull communication is a communication method that provides access to the information however the receiver must proactively retrieve the information.

Pull communication should be used when the communication is informational only.

For MMISR, emphasis is being placed on more Self-Serve Communications for project team members. If a member needs information, there is a wealth of collateral available on SharePoint. As meetings have gained structure, cadences and documentation, meeting minutes are available to those not included in meetings for which the member would like to know the outcome.

Specific Pull Methods for MMISR include SharePoint document libraries, HSD/HHS 2020/MMISR websites, action item, issue, risk, and decision logs located in SharePoint.

In summary, push/pull communications are necessary components of the communication strategy. By balancing the two (2) effectively, the project will benefit from more informed, productive, and empowered stakeholders and provide the mechanism by which project members are able to stay informed and updated about the project and the HHS 2020 enterprise. The MMISR project must weigh the amount of information with the needs of the project and the recipients to determine the most appropriate method to utilize for each occasion.

7.3 Communication Formats

It is important to determine the most efficient and effective formats of communication throughout the project. The following are the most common communication formats:

- Written
- Electronic
- Oral

7.3.1 Written Communication

Written communication provides documentation that can be referred to multiple times. Examples of written communication formats are contracts, deliverables, documents, spreadsheets, websites, surveys, letters, reports, status reports, meeting minutes, PPTs, and memos.

Two (2) key guidelines for written communications are:

- All stakeholders are expected to use project document templates, when available, to ensure a consistent look and feel for all project documentation. The templates allow stakeholders to easily recognize communications as being project related. Communication templates (available on SharePoint) in use by the project include but are not limited to:
 - Meeting agenda/meeting minutes template
 - EPMO Project status report
 - HHS 2020 PowerPoint template

- Module contractor weekly status report

Documents intended for historical reference or sharing by others on the project need to be stored on SharePoint in the appropriate folders based on the MMISR PMP and described in the Document Management section.

Written Communication Reviews and Approval

Due to the audience and content of some communication, review, and approval may be necessary prior to the distribution of a document. The following reviews and approvals are required for written project communication:

- Formal announcements to stakeholders outside of the project team MUST be approved by MMISR Leadership and ultimately go through the PIO for approval and distribution
- All documents or communication approving deliverables or issuing contractually obligated instruction to module contractors must be approved by appropriate agency contract manager(s)

7.3.2 Electronic Communication

Electronic communication encompasses email, instant messaging, internal and external facing project websites, and telecommunications. The following are the project guidelines for use of these media:

- Email will be a major source of formal and informal communications for the project. Email should not be used as a system of record tool. If significant impacts to project progress, status, delays, issues, or concerns documentation should be recorded in the appropriate register, log, status report, or schedule
- MS Teams Chat and other Instant Messaging tools can be used for quick, informal communication for collaboration purposes. The tool is a voluntary avenue for communication but is recommended by Leadership
- When it is not possible for team members or stakeholders to physically meet, online meetings may be used that include desktop sharing and video conferencing. Online meeting protocols should follow the standards set for in-person meetings described in the Guidelines for Meetings section below

7.3.3 Oral Communication

Oral communication between project team members and stakeholders is important and allows more collaboration and sharing to occur. Examples of Oral Communications are face-to-face conversations, group discussions (e.g., meetings, presentations, demonstrations), phone calls, etc.

As face-to-face conversations are typically more informal, it is still important to follow some simple guidelines:

- Document any critical decisions for further reference
- Document any key discussion points to share to a wider audience if needed
- If additional input is needed for progress on topic, schedule a meeting with the appropriate people

Guidelines for Meetings

Formal meetings are a primary communication and decision-making vehicle for the project. A formal meeting is described as a routine meeting for the project and included in the Communication Matrix. Examples of formal meetings include the Monthly MMISR Education Meeting and Monthly MMISR PMO

Meetings. Each formal meeting will have meeting ground rules established by the team at the first meeting. They should also follow meeting guidelines found in the MMISR PMP.

Informal or ad hoc meetings may be necessary from time to time for clarification and communication between stakeholders. Every attempt will be made to ensure the appropriate participants and stakeholders are present for the ad hoc meeting. Participants in informal or ad hoc meetings, not identified in the Communication Matrix are encouraged to follow formal meeting guidelines including the use of meeting agendas, distribution of meeting minutes, and posting of the minutes to the appropriate location based on the Document Management section of the PMP.

Formal Meeting Approach

Formal meetings identified in the Communication Matrix will be scheduled ahead of time. Agendas will be distributed in advance of the meeting and will minimally identify the meeting owner, attendees, and discussion topics. A standard template for a meeting agenda can be found in the Agenda and Meeting Minutes Template in the HHS 2020 Approved Templates SharePoint link.

The following roles will be identified for each meeting (**Note:** An individual may be assigned to more than one (1) role depending on the size and formality of the meeting. Roles may rotate between team members depending on the needs and desires of the meeting participants):

Table 3 - Meeting Roles

Role	Responsibility
F - Facilitator	The facilitator chairs the meeting and ensures the meeting agenda is followed and the objectives of the meeting are met. The facilitator is responsible for drafting the agenda and ensuring all participants and attendees are aware of the agenda prior to the meeting. The facilitator also moves the group through the agenda and ensures the meeting does not extend past its planned duration
I - IV&V	IV&V's monitoring of the project requires participation in project related meetings
P - Participant	Participants are individuals who take part in a meeting. They should take an active role in presenting, evaluating, analyzing agenda topics, and completing action items. They also have a key role in identifying cross-project impacts and in communicating and implementing team decisions within their organizations
S - Scribe	The scribe takes minutes during the meeting and distributes the minutes afterwards. The scribe must be able to listen and be objective and accurate. The scribe is responsible for ensuring that action items are communicated to meeting participants at the end of the meeting and that they are followed up on to ensure completion

The assigned scribe will use the meeting agenda and minutes template as the basis for meeting minutes. The scribe will accurately document key discussions, key decisions made, and action items identified. Action items are assigned to the owner/responsible party and a due date is identified.

8.0 Project Performance Reporting

This section defines the reporting used to communicate the progress of the MMISR Project and performance of vendors.

8.1 Project Status Reporting

Status reporting will serve as the focal point for project progress communications. It serves as the integration point for the project management disciplines and processes described throughout the projects.

8.1.1 Weekly Status Reporting

Effective team communication is essential for maintaining focus on project tasks, receiving warnings of potential problem areas, and preventing surprises and missteps. The module contractors as well as the EPMO, will prepare weekly status reports. The weekly status reports are delivered to HSD's designee one (1) working day prior to the weekly status meeting.

The weekly status report tracks:

- Introduction
- Overall Status:
 - Overall
 - Scope
 - Quality
 - Resource
 - Schedule
- New or Critical Risks or Issues Needing Consideration
- Project Schedule Status:
 - At Risk Critical Path Items
 - Non-Critical Path Tasks that have Slipped
 - Missed Key Dates
 - Upcoming Resource Needs
 - Upcoming Key Decisions
- Deliverable Summary (Open, Approved)
- Upcoming Out of Office (OOO)

The actual format and content of the weekly status report follows the template set by the EPMO and incorporates any additional module specific nuance. The status reports are shared in advance allowing meeting attendees of the weekly status meetings the opportunity to review the materials and prepare questions or concerns in advance.

8.1.2 Project Status Meetings

Status meetings will review progress of activities, identify potential issues or concerns, brainstorm potential alternatives or solutions, and plan the activities for the next period. Attendees include Project leadership, module owners, module contractors, HSD contract owners, EPMO, HSD project managers, team leads, business leads, IV&V, and BAs / SMEs as needed. The EPMO will chair these meetings and minutes and decisions will be recorded by a scribe from the EPMO Team.

These meetings will be planned, time-limited, and documented for action items, decisions, and future project reference. Each meeting will be preceded by publication of an agenda. Agenda topics may vary over the life of the projects but will be appropriate to the then-current phase. A typical agenda may include the following components:

- Activities and accomplishments/wins, including, summary of milestones attained
- Changes to Project Plans and Timeline
- Issues update
- Risks update
- Change Order update
- Quality Assurance update
- Action Items (from previous status meeting) update
- Miscellaneous items
- Project variance and strategy for resolution

8.1.3 Monthly Status Reporting

The module contractors, EPMO, and IV&V, will prepare monthly status reports covering their accomplishments for the previous month. The monthly status report is delivered to HSD's designee by the fifth working day following the end of each month.

The content of the monthly status report may change from time to time. The monthly status report tracks:

- Project Status:
 - Overall
 - Scope
 - Quality
 - Resources
 - Time
- Summary
- Completed Activities
- In Progress Activities
- Next Reporting Period Activities
- List of Team Members
- Outstanding Action Items
- Open Issues
- Open Risks
- Change Order Management

The actual format and content of the status report is outlined in the module contractors' contract. If not, the template defined by the EPMO should be followed.

The HSD Module Leads (IT PM and Business Lead) as well as the EPMO review for accuracy, impact on timelines, and identification of possible risks and issues.

8.1.4 EPMO Enterprise Status Report

The EPMO will prepare an evaluation status report, documenting the health of the MMISR project. The report will include numerical scores of statuses in six (6) categories (Overall, Scope, Time, Quality, Resources, Budget), forecasted trends, key decisions, risks and issues, major accomplishments, and upcoming milestones. Information is summarized at the project level, as well as by module contractor and presented in a graphical format whenever possible. Information generally includes the following:

- Executive Summary
- Overall Project Status
- Ratings
- End-to-End Timeline
- Milestones
- Upcoming Schedule Highlights
- Resource Management
- Key Risks
- Key Issues
- Project Activity Monthly Metrics
- Key Decisions
- Budget Status
- EPMO Accomplishments and Upcoming Milestones
- Module contractors Status, Accomplishments, and Upcoming Milestones
- Certification
- Partner Agencies
- Active Procurements

8.1.5 Project Sponsor and Steering Committee Status Dashboard and Meeting

In addition to the monthly EPMO Enterprise Status Report, the EPMO will prepare summarized dashboards for the project sponsors and Steering Committee. Information is summarized at the project level and presented in a graphical format whenever possible. Information generally includes the following:

- Overall project schedule, status, and budget
- Issue summary with references to significant outstanding issues and the potential impacts
- Risk summary with references to significant outstanding risks, potential impacts, likelihood, and mitigation plans
- Change summary with references to significant changes awaiting approval and their potential impacts

8.1.6 IV&V Monthly Assessment Report

IV&V produces a monthly assessment report which highlights their on-going observations and possible risks to the project's success and likelihood of certification. This report along with excerpts are presented by IV&V at the ESC.

8.1.7 Department of Information Technology

HSD will periodically provide project information to DoIT at key phase transitions (e.g., Plan-Define; Define-Design) in-person presentations to the DoIT Project Certification Committee will be made.

8.1.8 Special Reports

As reasonably requested by HSD, the PMO Team and EPMO will assist in preparing additional focused reports and presentations related to the status of the project (e.g., Quarterly CMS Advanced Planning Document (APD) Status Report).

8.2 Module Contractor Performance

8.2.1 Schedule Dashboards

Earned Value Dashboard - Earned Value (EV) is one of metrics that the MMISR Project Leadership uses to evaluate progress and value of the overall project. EV as a metric is used to calculate both Schedule Performance Index and Cost Performance Index.

MMISR Critical Path Dashboard – The critical path is the sequence of dependent tasks that form the longest duration, allowing you to determine the most efficient timeline possible to complete the project. The critical path is tracked in the Enterprise Project Schedule using algorithms.

8.2.1 Enterprise Deliverable Tracker

The Enterprise Deliverable Tracker (EDT) is a tracking mechanism for the MMISR deliverables to show deliverables that need to be reviewed or are anticipated for an upcoming review. Links are provided within the tracker directly to the deliverables. The EDT helps stakeholders in tracking status and timeliness of deliverables.

Note: The IV&V Monthly Assessment and the EPMO Enterprise Status Report both contain sections on Module Contractor performance.

8.2.2 Service Level Agreements Analysis

The module contractors have Service Level Agreements (SLA) contained in their contracts however, until a module transitions from DDI to Maintenance and Operation (M&O), most are not applicable. Some Module Contractor contracts do contain DDI SLA criteria which is managed by the HSD contract manager and Project Manager. 8.2.1 Contract Dashboard.

The Financial Manager along with the EPMO maintain a dashboard representing contract expirations, contract budget versus actual calculations, and other alert conditions. This dashboard will be used to assess and address approaching issues or to highlight areas of concern with contract expirations.

9.0 Communication Process

9.1 Top-Down Communications

Top-down communication is a process of issuing communication, instructions and information using a hierarchical structure. Information from the highest-ranking leaders within the project filters down to team members using the project's organizational structure. Each rung on the managerial ladder learns information from the rung above until the information or command passes to all relevant tiers within the project.

The project defined hierarchy factors significantly in using top-down communication. Top-down communication enables leadership to control the flow of information and ensure that each level of the project has only the information necessary to complete relevant tasks. This keeps each team member focused and reduces the risk that team members will focus on irrelevant information or details. A primary disadvantage arises from the risk of orders getting lost in translation or critical details of the project being left out because a leader forgot to convey the information. This can cause gaps in project development, particularly when there is no checks-and-balances system in place to ensure all factions of the project receive the correct information.

Several best practices for solid top-down communication are:

- **Over-communicate** – Increase the frequency of your communication, particularly during periods of rapid organizational change. Tell your team what you know, even if you preface it with, “Based on what I know today...but it could change tomorrow.”
- **Get feedback regularly** – Through feedback sessions and surveys, ensure the right level and frequency of information is flowing from the top. Adjust communication based on input
- **Hold Regular Meetings** – Keep team members informed about management decisions, goals, and changes in direction. Allow team members time to question issues that impact them
- **Tackle Tough Issues** – Conflict is alive and well in most projects. What differs from project to project is the way conflict is handled. Resolve the conflict professionally and swiftly. Document any decisions which result

Examples of communications which lend themselves to a top-down communication are: Strategic Changes in Project Direction, Modified Priorities and Timings, and Resource Management Decisions.

Figure 2 - MMISR Project Top-Down Example



9.2 Bottom-Up Communications

Bottom-up communication revolves around the inclusion of all team members, their ideas, perceptions, and experiences to make the most informed decisions.

Project Leadership invites and empowers the entire team to participate in the project's management and decision-making process. Bottom-up communication is sometimes referred to as the *seed model*, as small ideas from each team member/group grow into complex, organic goals and ideas that lead to eventual successes. In a sense, there is a merging of team members and each of their roles into a broader focus dealing with the entire project. Bottom-up communications includes peer-to-peer relationships and collaboration.

In practice, this approach is extremely successful and results in many benefits for the projects who utilize it. These pros of practicing bottom-up communication include the following:

- **Increased Project-Wide Communication** – When every team member actively participates in the decision-making process, the overall communication among members of the team will increase significantly
- **Build Morale** – All members of the project will feel included and valued, which fosters a supportive and communicative environment where everyone can thrive and grow together
- **Share Solutions** – A wide hearth of brain power goes into the problems of the project as they arise, which will result in quicker problem solving and more efficient solutions
- **Increased Collaboration** – Team members of all levels are granted the opportunity to discuss problems, bounce ideas off one another, and build trust across workstreams, modules and teams

Without consistent bottom-up communications, the following can have negative impacts to communication results:

- **Working in silos** – One team trying to achieve specific goals without the understanding or support of another team. This can lead to team member frustration, lower productivity, and morale problems
- **Lack of One Clear Voice** – Delivering different or counter-productive messages to team members. This can breed mistrust and frustration on all levels
- **Confusion over priorities** – In matrix organizations, team members receive different direction from multiple bosses, frustration, and sometimes paralysis over how to handle the situation can occur

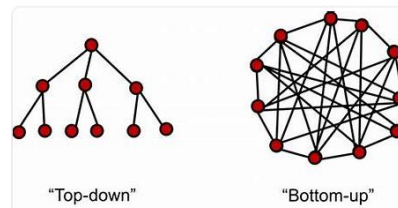
For the MMISR project, the following techniques will aid bottom-up communication:

- **Establish cross-functional work groups** – Create relationships across the workstreams and modules, provide an opportunity to identify potential problems due to increased knowledge of the roles and responsibilities, and goals
- **Surveys and Feedback Sessions** – Methods to research with a cross-representation of team members so you can hear firsthand the unique challenges – and tackle the solutions together
- **Teambuilding opportunities** – Give team members the opportunity to work together, learn more about each other’s personalities, strengths, and work styles

Project Leadership should inject themselves into these systems as they have the capability to see the communication blockages, and the ability to clear the way for better communication, teamwork, and thus higher productivity.

Examples of communications which lend themselves to a bottom-up method are Collaboration Sessions for System Design, workgroups for specific efforts (e.g., SharePoint Folder Structures), etc.

Figure 3 - Top-down and Bottom-Up Structures



Examples from within the MMISR project to enhance bottom-up communications:

- Working sessions to address deliverable gaps
- MMISR Operating Model bi-weekly meetings
- MMISR Module Status Bi-Monthly meetings
- Impromptu collaborative sessions to address work in progress and address real time questions and concerns
- The HHS2020 All Hands Meeting allowing the entire project team to ask questions and share ideas
- The EPMO developed and maintains Project Role Chart, Functional Org Chart, and Governance Chart and the project Responsible, Accountable, Consulted or Informed Chart (RACI) to provide visibility on who to provide communication concerns

10.0 Communication Quality Assurance/Changes

Periodically the project will report on the effectiveness of the communications. Surveys or meetings will be conducted to gather input on the effectiveness of the existing communication methods to present the project's message and requirements clearly, timely, and in a method that is easily understood. Feedback from these surveys or meetings will be incorporated as project lessons learned and recommended changes to the CMP will be handled through the Change Management process. The following questions are examples of the questions that will be used in stakeholder surveys to measure the effectiveness of project communication:

- Is the information communicated useful, timely, and relevant?
- Does the information provided have the appropriate level of detail?
- Are the communications understandable?
- Does the information cover topics team members and stakeholders need?
- Should different/additional media be incorporated?
- Should new or different forums be added to aid communication?
- Should the communication strategy target different or additional groups to involve stakeholders more effectively?
- What additional communication would you like to see?

Modifications to the CMP will follow the accepted change management process as documented in the MMISR Project Change Control Management Plan. Any information contained in the Appendices of this document and/or the Communication Matrix may be updated without going through formal change management.

11.0 Assumptions/Constraints/Risks/Security

11.1 Assumptions

This section documents the following assumptions:

- The Communications Plan is a living document and is expected to evolve and change during the life of MMISR Project. Changes to the document will follow MMISR change management process. Appendices can be changed as needed without formal approval
- In recognizing that the Communication Matrix will be a living document, which changes regularly, the Communication Matrix is maintained as a separate document. Changes will be made without formal Change Management process
- The OCM Team (OSC) will have sufficient access to the required HSD resources to execute and complete processes contained within this plan
- The Project Team will have ready access to any documents and information required to execute and complete processes contained within the Communication Management Plan
- OCM will be addressed in the OSC Communication Plan
- The project does not staff a Communication Manager specifically assigned to HHS 2020 and MMISR and therefore, the communication responsibilities are dispersed among all project team members

11.2 Constraints

This section documents the following constraints:

- None at this time

11.3 Risks

This section documents existing risks:

- Currently there are no Risks logged in the SharePoint Risk Log for Communication

Some areas to proactively watch on the project to keep from becoming risks:

- Without communication planning, the project may not accomplish key project objectives, including certification and reaching MITA Maturity Level IV
- Without communication planning, the project may have duplication of effort or communication gaps and/or conflicting communications
- Without solid, consistent communication, the project may have reduced stakeholder confidence
- Ineffective communication could impede the ability for stakeholders to fully engage and have an adequate understanding of the project
- Ineffective stakeholder identification will result on uninformed stakeholders
- Inefficient Communication Leaders may lead to untimely or incorrect information being presented to stakeholders
- Lack of familiarity and compliance with the Communication Plan may result in risks becoming project issues

All MMISR project risks are maintained in the MMISR project SharePoint Risk Log and worked daily, in compliance with the MMISR Risk Management Plan.

11.4 Security

This section documents existing security requirements:

- Vendors under contract with NM HSD must use their HSD provided emails for MMISR project communications
- HSD email is not allowed to be automatically forwarded to an external email address not associated with a directly contracted corporate or governmental organization. Forwarding to any personal email address is strictly prohibited for any reason, even if encrypted
- All vendors on MMISR project must utilize their HSD provided emails when recording MMISR project meetings
- At the start of the recording, capture consent and clearly articulate the purpose of the recording and how it will be used to further the goals of the MMISR project
- MMISR Retention Policy: clear retention policies for recorded meetings to avoid keeping data longer than necessary. Establish resource to regularly review and delete recordings that are no longer needed to reduce the risk of data breaches

12.0 Change Management

Modifications to the CMP will follow the accepted change management process as documented in the MMISR Project Change Control Management Plan. Any information contained in the Appendices of this document and/or the Communication Matrix may be updated without going through formal change management.

13.0 Standards and Guidelines

This deliverable will be submitted as a Microsoft Word document, following CMS Standards. Project Management Book of Knowledge (PMBOK) standards were considered.

14.0 Deliverable Development

14.1 Deliverable Acceptance Criteria

The table below lists the Deliverable Acceptance Criteria:

Table 4 - Deliverable Acceptance Criteria

Item #	Description
1	Deliverable meets the project's approved quality checklist, including style guide check list items
2	Deliverable meets requirements and description of the contract Statement of Work
3	Deliverable meets the details of the DED
4	Deliverable meets CMS guidance

Appendices

Appendix A: Deliverable Record of Changes

The deliverable will include a record of changes in the following form:

Table 5 - Deliverables Record of Changes

Version Number	Date	Author/Owner	Description of Change
V1.0 Draft	11/08/19	Wendy Burger	Draft Plan Submitted to HSD
V1.0	12/10/19	Wendy Burger	Version 1.0 submitted to HSD for review
V1.1	1/7/21	Wendy Burger	Version 1.1 submitted to HSD for review
V1.2	1/27/21	Bram Meehan	Version 1.2 final submission to HSD for approval
V1.3	02/28/22	Wendy Burger	Version 2.0 draft submitted to HSD for review
V2.0	5/3/2023	Carley Nelson	Annual Review and updates based on HSD Feedback

Appendix B: List of Acronyms

A list of project-specific acronyms will be maintained within and can be found on the MMISR SharePoint Site using the Acronym List Link.

Table 6 - List of Acronyms

Acronym	Definition
ALTSD	Aging and Long-Term Services Department
ARB	Architectural Review Board
APD	Advanced Planning Document
ASD	Administrative Services Division
BMS	Benefit Management Systems
BPO	Business Process Outsourcing
BTC	Business Transformation Council
CMP	Communication Management Plan
CMS	Centers for Medicaid and Medicare Services
CSED	Child Support Enforcement Division
CYFD	Children Youth and Families Department
DDI	Design, Development, and Implementation
DED	Deliverable Expectation Document
DGC	Data Governance Council
DoIT	Department of Information Technology
DoH	Department of Health
DS	Data Services
EPMO	Enterprise Project Management Office
ESC	Executive Steering Committee
FS	Financial Services
HSD	Human Services Department
HHS	Health and Human Services
ISD	Income Support Division
ITD	Information Technology Division
IV&V	Independent Verification and Validation
MAD	Medical Assistance Division
MCO	Managed Care Organizations
MMISR	Medicaid Management Information System Replacement
NM HSD	New Mexico Human Services Department
OCM	Organizational Change Management
OSC	Operational Steering Committee
PIO	Public Information Officer
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMP	Project Management Plan
QA	Quality Assurance
RACI	Responsible, Accountable, Consulted, and Informed
SI	Systems Integrator
SLA	Service Level Agreement
SME	Subject Matter Expert
TCRB	Technical Change Review Board
TGC	Tools Governance Council
UAT	User Acceptance Testing

Acronym	Definition
UP	Unified Portal

Appendix C: Communication Vehicles

Communication Vehicles identify the various types of artifacts to be used to communicate project information to the project team members and stakeholders. The MMISR Communication Matrix is much more detailed on the individual Communication item, audience, frequency, etc. and is contained in a separate document. The Communication Matrix encompasses all CMS required portions including Communication Actions, Project Meetings, and Project Reporting.

Table 7 - Communication Vehicles

Communication Vehicles					
Communication Vehicle	Description	Audience	Frequency	Distribution	Document Owner
Meeting Agenda	Meeting topics, facilitators, action items, issues, risks (See standard agenda template)	Meeting Attendees	Submitted to attendees a minimum of one (1) working day prior to meeting	SharePoint/ Email and as calendar event	Facilitator/ Project Manager
Meeting Minutes	Conversational or Summarized Documented Verbal Agreements and Action Items	Meeting Attendees	Submitted to designees and the Document Library a maximum of three (3) working days after meeting	SharePoint/ Email	Project Administrator/ Coordinator
Action Item Log	Log detailing individual or group action items from formal meetings	Meeting Attendees	Weekly or in subsequent meetings as needed	SharePoint/ Email	Project Administrator/ Coordinator
Weekly Status Report	Report details accomplishments for the reporting period, planned activities for the next reporting period, any progress and/or anomalies versus the approved Project Work Plan, new issues and/or risks identified, and an updated status on existing issues	Primary – Project Sponsor Secondary – project team members and another project stakeholder specified by the Project Sponsor	Produced and submitted weekly Noon on Thursdays. Weekly	SharePoint/ Email	Module Contractor Project Manager (MMISR)

Communication Vehicles					
Communication Vehicle	Description	Audience	Frequency	Distribution	Document Owner
	and risks. Word or Excel, PDF				
Monthly Status Report	Report details activities completed within the monthly reporting period, planned activities for next month and progress or anomalies versus the approved Project Work Plan, new issues and/or risks identified, and an updated status on existing issues and risks. Review updated expenditures to Plan defining variances. Word or Excel, PDF	Primary – Project Sponsor Secondary – project team members and another project stakeholder specified by the Project Sponsor	Monthly	SharePoint/ Email and as meeting handout if needed	Module Contractor Project Manager (MMISR)
Schedule Status Report	Project Work Plan of Tasks, Duration, Milestones MS Project or Excel, PDF	Primary – Project Sponsor Secondary – project team members and another project stakeholder specified by the Project Sponsor	Monthly	SharePoint/ Email	Module Contractor Project Manager (MMISR)
Decision Management	List of decisions, key to the project	Primary – HSD Project Sponsor Secondary – project team members	Daily	SharePoint	Project Manager
Risk Management Reports	Summary list of potential project risks, and associated status	Primary – HSD Risk Management Team	Weekly	Meeting	EPMO

Communication Vehicles					
Communication Vehicle	Description	Audience	Frequency	Distribution	Document Owner
	Excel, PDF	Secondary – project team members and another project stakeholder specified by the Project Sponsor			
Issue Management Report	Summary list of project concerns or needs, and associated status SharePoint List	Primary – HSD Issue Management Team Secondary – project team members, another project stakeholder specified by the Client Project Sponsor	Weekly	Meeting	EPMO
Deliverable Approval Letters	Communicates formal approval of final deliverables Word	Primary – HSD Contract Manager Secondary – Other Project stakeholders specified by the Project Sponsor	As needed	SharePoint/ Email	Module Contractor Project Manager (MMISR)
Change Request	Formal approval to changes to project scope, schedule, and cost. SharePoint List	CCB, TCRB, ARB, DGC, TGC, OSC	As needed	SharePoint	Any Team Member
Financial Reports	See Financial Management System description	HSD Finance & Acct DFA	TBD	SharePoint/ Email SHARE Input	HHS 2020 Finance Manager
Project SharePoint Sites	Allows for storage of project artifacts, content, lists and logs	HHS 2020 and MMISR Team Members and Stakeholders	As needed	SharePoint	Any Team Member based on permissions

Appendix D: Communications Matrix Description

The Communication Matrix is a separate, living document that will be updated as the needs of the project dictate, typically quarterly. The Communication Matrix contains information about routine and recurring project communications that may include but are not limited to:

- Meeting invitations
- Meeting minutes
- Status reports
- Documents (e.g., project management plans)
- Lessons learned
- Distribution lists
- Routine email content (e.g., onboarding messages)
- Project schedules
- Stakeholder surveys

The Communication Matrix can be found on the EPMO SharePoint Site under the EPMO Deliverables folder.

Appendix E: Referenced Documents

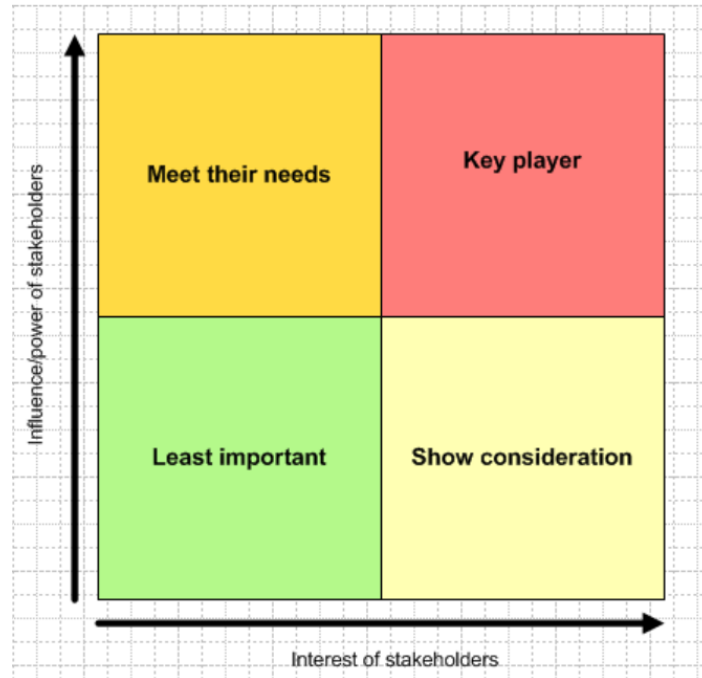
The following is a list of documents referred to in this Communication Management Plan. Access to the links is based on SharePoint permissions.

Table 84 - Referenced Documents

Document	Link
MMISR Acronym List	MMISR Acronym List
MMISR Communication Matrix	MMISR Communication Matrix
MMISR Project Management Plan	MMISR Project Management Plan
BTC Organizational Change Management Plan/Strategy	MMISR OCM
MMISR Project Change Control Management Plan	MMISR Project Change Control Management Plan
MMISR Change Management Log	MMISR Change Management Log
MMISR Decision Log	MMISR Decision Log
MMISR Risk Log	MMISR Risk Log
MMISR Issue Log	MMISR Issue Log
MMISR Role Chart	MMISR Role Chart
MMISR Role Governance Chart	MMISR Role Governance Chart
MMISR Stakeholder Registry	MMISR Stakeholder Registry
MMISR RACI	MMISR RACI
MMISR Meeting Minutes /Agendas / PPT	MMISR Approved Templates
MMISR Module Contractor Weekly Status Report	MMISR Project Team Weekly Status Report Template

Appendix F: Sample Influence/Power versus Interest Stakeholder Analysis Chart

Figure 4 - Sample Influence/Power versus Interest Stakeholder Analysis Chart



- Those with low influence/power and low interest must be monitored to ensure that they are not able to stop or change the project
- Those with high influence/power, low interest must be kept satisfied to ensure that a minor stakeholder does not derail the project
- Those with low influence/power, high interest must be kept informed to ensure they are on side
- Those with high influence/power, high interest must be actively managed as they have a major influence on the project