

Communications Management Plan

Optum Rx will supply a Communications Plan that will be finalized in collaboration with the State. Effective communication is vital for project success and requires commitment and planning. Clear mechanisms will exist to ensure important information and project measures are channeled to decision makers, stakeholders, and other project participants.

Optum Rx's Project Management Team will provide a Communication Plan that defines the approach and processes for coordinating project communication. This plan will serve as a roadmap for project communication and provide high-level information about each method of communication that will be used during the project.

Key Elements

The Communication Plan supports a broad array of communication activities across all phases of the project, including:

- Phase-specific communication objectives
- Stakeholder analysis
- Formal communication, status reporting, and meetings
- Informal communication channels
- Information repository
- Measuring communication effectiveness

1.1 Objectives

Each phase of the project has different key drivers, including project schedule, performance requirements, participants, and risk. Issues come and go with frequency throughout a large and complex project, but their significance and impact may vary by phase. The POS team adjusts the Communications Management Plan according to the communications objectives established for each phase. Table 1 illustrates the evolution of communications objectives through the different phases of the Project.

Table 1: Communications Objectives by Phase

Communications Objectives	Phase			
	Implementation	Operations	Certification	Turnover
Stakeholder Awareness	X		X	
Project Team Coordination	X	X	X	X
Executive Commitment to Project	X		X	X
Risk Management	X	X	X	X
Change Management and Training	X	X	X	X
Performance Monitoring	X	X	X	X
Continuous Process Improvement	X	X	X	X

The Communication Plan supports the Design, Development, Implementation (DDI) and operation of the systems outlined within this RFP.

Each phase of the project has different key drivers, including the project schedule, performance requirements, participants, and risks. Due to the complexity that large projects can produce at any given stage, we anticipate these variations in order to respond accordingly and appropriately. The Project Team will appropriately adjust the Communication Plan according to the communications objectives established for each phase.

Stakeholder Management Plan

Optum Rx includes the Stakeholder Management Plan within the Communication Plan. In the planning of the project, the Project Team devotes considerable effort to developing a communication plan that outlines how information about the project will be distributed to the various project stakeholders.

The Optum Rx Project Team uses a stakeholder analysis to define the various project participants and their information needs. We base this analysis on six primary areas:

- Identification of the individuals
- Anticipated role in the project
- Perceived concerns and areas of interest (claims processing, eligibility, etc.)
- Known positions (against changes to current plan structure, wants daily updates of key data, etc.)
- Perceived risk/benefit to the project (i.e., will this stakeholder be a positive or negative influence?)
- Thoughts/considerations to increase positive involvement of the stakeholder in the vision/scope of the project (how might this person become more engaged in the project and/or adopt a positive attitude?)

This analysis will evolve as more information is understood about each stakeholder and as the project changes over time and roles shift. As the project is in the very early stages of role development and understanding, this area will be built upon in later revisions of the document.

The stakeholder listings will be refined as more information is obtained regarding their actual or potential involvement in the project.

Since the expected set of information to be disseminated will vary as the project progresses, the Communication Plan will describe the types of information that will be distributed to each target group. The focus, tone, and emphasis will be tailored to each target audience and defined in the form of a target group-specific guideline for communications.

State of Georgia Communication Plan

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Contents

Revision Log 2

Contents..... 3

Figures..... 4

Tables 5

1 Introduction 6

 1.1 Objectives 6

 1.2 Key Elements 7

2 Communication Planning..... 7

 2.1 Stakeholder Management..... 7

 2.2 Communication Processes 9

 2.3 Communication Distribution and Document Storage 10

 2.4 Contact Management..... 10

3 Communication Execution 11

 3.1 Project Meetings 11

 3.2 Project Status Reporting..... 14

 3.3 Communication Distribution 14

Figures

Figure 1: Communication Process 10

Tables

Table 1: Communication Objectives by Phase..... 7

Table 2: Internal Stakeholders 8

Table 3: External Stakeholders 8

Table 4: Project Contact List 11

Table 5: Internal Project Meeting Definition 13

Table 6: External Project Meeting Definition..... 13

Table 7: Internal Project Reporting Definition..... 14

Table 8: External Project Reporting Definition 14

Table 9: Types of Communications Provided to Stakeholders 14

1 Introduction

Effective communication is vital for project success and requires commitment and planning. Clear mechanisms should exist to ensure that important information and project measures are channeled to decision makers, stakeholders, and other project participants.

Optum Rx's Communication Plan defines the approach and processes for coordinating project communication. It serves as a roadmap for project communication and provides high-level information about each method of communication that will be used during the project.

The project will necessitate both direct and indirect interaction with organizations and individuals. Consequently, an effective communication strategy and plan that provides timely, concise, easy-to-understand, and action-driven information is an essential part of Project Management.

The Communication Plan supports the Design, Development, Implementation (DDI) and operation of the systems outlined in the State of Georgia, Pharmacy Services Pharmacy Benefits Management System (PBMS) and Pharmacy Fiscal Agent Services Request for Proposal (RFP).

1.1 Objectives

Each phase of the project has different key drivers, including the project schedule, performance requirements, participants, and risks. Due to the complexity that large projects can produce at any given stage, we anticipate these variations in order to respond accordingly and appropriately. The Optum Rx Implementation Team adjusts the Communication Plan according to the communications objectives established for each phase. **Table 1** illustrates the evolution of communications objectives through the different phases of the Project.

Table 1: Communication objectives by phase

Communication objectives	Phase			
	Design	Build	Implementation	Operations
Stakeholder awareness				
Project team coordination				
Executive commitment to project				
Risk management				
Change management and training				
Performance monitoring				
Continuous process improvement				
Interdependency within IME				

1.2 Key elements

The Communication Plan supports a broad array of communication activities across all phases of the project, including:

- Phase-specific communication objectives
- Stakeholder analysis
- Formal communication, status reporting, and meetings
- Informal communication channels
- Information repository
- Measuring communication effectiveness

The Optum Rx Implementation Project Management Office (PMO) is responsible for ensuring that all communication activities occur as defined in the Communication Plan and in the Project Work Plan

2 Communication planning

2.1 Stakeholder management

In the planning of the project, the Optum Rx Implementation Team devotes considerable effort to developing a communication plan that outlines how information about the project will be distributed to the various project stakeholders.

The Optum Rx Implementation Team uses a stakeholder analysis to define the various project participants and their information needs. We base this analysis on six primary areas:

- Identification of the individuals

- Anticipated role in the project
- Perceived concerns and areas of interest (claims processing, eligibility, etc.)
- Known positions (against changes to current plan structure, wants daily updates of key data, etc.)
- Perceived risk/benefit to the project (i.e., will this stakeholder be a positive or negative influence?)
- Thoughts/considerations to increase positive involvement of the stakeholder in the vision/scope of the project (how might this person become more engaged in the project and/or adopt a positive attitude?)

This analysis will evolve as more information is understood about each stakeholder and as the project changes over time and roles shift. As the project is in the very early stages of role development and understanding, this area will be built upon in later revisions of the document.

The Optum Rx Implementation Team has identified key internal and external stakeholders, which are listed in **Table 2** and **Table 3**.

Table 2: Internal stakeholders

Communication objectives	Phase

Table 3: External stakeholders

Communication objectives	Phase

The stakeholder listings will be refined as more information is obtained regarding their actual or potential involvement in the project.

Since the expected set of information to be disseminated will vary as the project progresses, the Communication Plan will describe the types of information that will be distributed to each target group. The focus, tone, and emphasis will be tailored to each target audience and defined in the form of a target group-specific guideline for communications. This information can be found in section **2.3 Communication Distribution and Document Storage**.

Knowledge transfer and provider communications are not addressed in the Communication Plan. The Optum Rx Implementation Team will be developing a separate Knowledge Transfer Plan, which will support business processes and other knowledge transfer needs.

2.2 Communication processes

Communication processes work best when they are predictable and the Communication Plan identifies the frequency of communications with each of the target groups. The establishment of the expected rate of communications to each target group is an important element in the management of stakeholder expectations, particularly regarding the project, project processes, project status, and levels of involvement in project activities. Communications will also be circulated on an “as needed” basis to provide timely notification of project evolutionary changes and as an element in risk mitigation activities.

The Communication Plan outlines how information about the project will be distributed to stakeholders. The Optum Rx Implementation Team engages in informal communication with the Department as needed to accomplish project tasks. Whenever information is communicated verbally, it will be documented in one or more of the following ways:

1. E-mail to confirm and record the communication
2. Meeting minutes
3. RAID (Risks, Actions, Issues, Decisions) log

Throughout the DDI phase of the project, performance reporting is conducted to ensure the Optum Rx Implementation Team is meeting or exceeding all project objectives. The primary areas and definition of communication evolve during the Initiation and Planning Process stage. During this point in the project, templates are finalized, and delivery methods and communication channels are established. Once the basics are clearly understood by the project team and work begins in earnest, normal performance reporting is established for the majority of the project phases. Performance reporting encompasses all primary reporting across all stakeholder groups.

The communication format varies significantly for deliverables depending on the audience and expectations of the stakeholders. For example, status reports may be very granular for the members closest to the project and become broader for the executive teams providing oversight across multiple projects. Project plans and schedule updates also take place throughout this phase of project. Specific practices will be adopted based on the framework of the project and RFP requirements.

The closing processes can take place either at the end of DDI or at turnover, depending on the preferences of the client. This phase typically involves an assessment of contractually required deliverables and gap analysis, as well as lessons learned discussion and documentation. The following illustrates each of these processes.

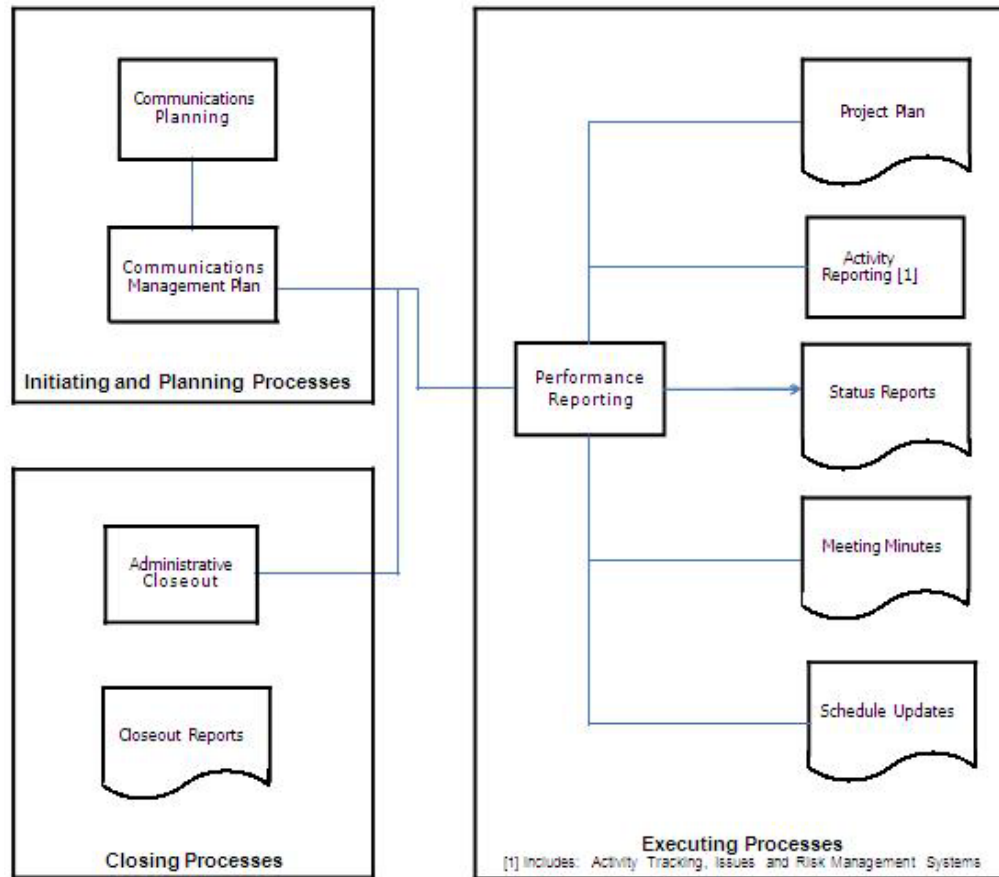


Figure 1: Communication process

2.3 Communication distribution and document storage

The Optum Rx Implementation Team will use <Enter location> for communication distribution and document storage. A stakeholder can check out any file contained in the project library for which they have permission. The <Enter location> is accessible from an individual desktop inside the department's network and via virtual private network (VPN) on state provided laptops.

The Optum Rx Implementation Team will e-mail stakeholders when material is available for review in the <Enter location> and include a hyperlink to provide easy access to the material. If the posting requires an action from the stakeholder, due date(s) will be cited in the e-mail. If the e-mail contains key information in the body of the message, it will be added to the comment field associated with the document in the <Enter location>.

2.4 Contact management

The Optum Rx Implementation Team will work with the State of Georgia to develop the project contact list during the start-up phase of the project. **Table 4: Project Contact List** provides a listing of the Optum

Rx Implementation key staff contact information. The <Enter location> will contain the most up-to-date contact information for the Optum Rx Implementation Team.

Table 4: Project contact list

Name	Title	Email	Phone

3 Communication execution

3.1 Project meetings

The Communication Plan applies to all Optum Rx's Implementation staff, whether located remotely or on-site at the IME. The plan takes into consideration the establishment of regularly scheduled management meetings, team meetings, project meetings, teleconferences and on-site meetings.

The Optum Rx Implementation Account Manager will participate in the daily Management Stand-up Meetings, as well as all other necessary project meetings. The Optum Rx Implementation Account Manager or the Project Manager for the PMO will attend project meetings if the Account Manager is unavailable. Relevant Team members will attend project meetings as necessary to support the system development lifecycle activities as defined in the Project Work Plan.

Agendas will be made available to the Team and stakeholders prior to each meeting. The Meeting Agenda Template will be used, which includes the following information:

1. Meeting location
2. Conference call information
3. Subject
4. Date/time
5. Special requirements
6. Objectives
7. Participants
8. A listing of the agenda topic, responsible party and time allocated. The agenda will be attached to the Microsoft® Outlook® meeting invitation.

Minutes must be kept for all meetings, including attendees present and absent, decisions, action items, and parking lot items. The Meeting Minute Template will be used and the minutes will be available in the Project Library.

The Optum Rx Implementation Team draws a distinction between our internal communications and the external communications that occurs with stakeholders. The Optum Rx Implementation Team aligns its internal project meetings to ensure that the participants who are engaged in external communications with the department and other stakeholders are fully up-to-date on all aspects of the project. **Table 5: Internal Project Meeting Definition** and **Table 6: External Project Meeting Definition** provide a definition of each meeting and define the key elements of each type of meeting.

Table 5: Internal project meeting definition

Internal meetings	Description/purpose	Facilitator	Audience	Timing

Table 6: External project meeting definition

Internal meetings	Description/purpose	Facilitator	Audience	Timing

3.2 Project status reporting

Project status reporting is a fundamental element in all project management activities. Optum Rx's Implementation Account Manager will be responsible for producing the weekly, monthly, and quarterly project status reports using the template provided by the department. The reports will be available in the project library and will provide a summary of key activities occurring during the reporting period, details of planned activities, project risks, project issues, and change control information. The Optum Rx Implementation Team uses a "bottom up" approach to project reporting to ensure that all Optum Rx's Implementation Team members share responsibility for the information that is communicated across the project in the status report. **Table 7: Internal Project Reporting Definition** and **Table 8: External Project Reporting Definition** provide a detailed definition of all project status reporting including internal reporting that feeds the weekly, monthly and quarterly status reports.

Table 7: Internal project reporting definition

Internal Reports	Description/Purpose	Submitted To	Media	Frequency

Table 8: External project reporting definition

Internal Reports	Description/Purpose	Submitted To	Media	Frequency

3.3 Communication distribution

Stakeholders will be provided with relevant communications. **Table 9: Types of communications provided to stakeholders** describes the types of communications that will be provided to the stakeholders listed in Section **Table 4: Project contact list**.

Table 9: Types of communications provided to stakeholders

What	Stakeholders	Frequency	Media	By