



Home and Community Based Services American Rescue Plan Act Communications Management Plan

Version 1.0

Home and Community Based Services
American Rescue Plan Act (ARPA)
Communications Management Plan

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Revision History

Date	Version	Author(s)	Notes
10/11/2021	0.01	Mike Montgomery	Initial Draft
11/3/2021	0.02	Mike Montgomery	Added Stakeholders
12/2/2021	0.03	Mike Montgomery	Final Edits
12/7/2021	0.04	Mike Montgomery	Rebalancing Steering Committee edits
12/10/2021	1.0	Dawn Lambert	Reviewed and approved

Home and Community Based Services American Rescue Plan Act (ARPA) Communications Management Plan

Introduction

The Connecticut Home and Community Based Services (HCBS) American Rescue Plan Act (ARPA) Communications Management Plan will follow Department of Social Services (DSS), Enterprise Project Management Office (EPMO) processes for project communication management to ensure the timely and appropriate generation, collection, distribution, storage, retrieval, and disposition of project information as outlined in this plan.

The HCBS ARPA Communications Management Plan outlines the following:

Communications Roles & Responsibilities: A list of project actors, both internal and external to the organization, who have specific roles and responsibilities to the HCBS ARPA Program. The list defines the roles and responsibilities of project participants in the review, approval, and/or dissemination of project information.

Communication Channels: Identifies the types of communications (i.e., the communication deliverables) and their frequency, as well as the methods used to deliver them.

Communication Storage: Provides a description of where project information will be stored and organized to ensure accessibility.

Communication Effectiveness Evaluation: Describes the method for reassessing the effectiveness of the project's communications and identifying any new communication needs.

The HCBS ARPA Program Project Manager will distribute this plan to the Project Sponsor and team to review and approve before execution.

Plan Change Management

Changes or updates to this plan may be required from time to time. If a change is requested and approved, the Project Manager, in accordance with EPMO change management best practice, will update, distribute, and archive any revisions to the communications plan along with any supporting documentation to the project repository and notify the project team and stakeholders of this change event with a link to the revisions for review and reference.

Constraints

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. Communication activities will occur in accordance with the frequencies detailed in the Communications Matrix to ensure the project adheres to schedule constraints. Any deviation from these timelines may result in loss of funding, excessive costs or schedule delays and must be approved by the project sponsor.

Additionally, this plan is constrained by the need to be operational by December 2021. This driver will require the organization and delivery of HCBS ARPA Program information on a short timeline. It is an imperative of this plan to immediately begin publishing information for both internal and public notice.

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Informal Communications Management

It is not uncommon for informal discussions to manifest into actions or assignments outside of the processes defined in a formal communications plan. While these types of collaborative discussions are critical to the success of the program, when they result in actions or assignments outside of the formal command and control of the program or the project sponsor, they can work at cross purposes to the efforts of the team and the plan.

All informal communication between project staff, stakeholders, and/or end users that result in recommendations, issues, concerns, or updates must be managed by directing them into the appropriate communications channel outlined in this plan. If any member of the project is in doubt as to when to formalize an informal communication, they should seek the input of the Sponsor, Project Manager, or the appropriate Team Lead. This can be done by forwarding or copying notes or adding them to a meeting scheduled where project actions may be discussed. It is a responsibility of each project team member to document all responses to informally communicated requests from any stakeholders and register them in the appropriate communications channel for action or record. In this manner all project communications will occur in accordance with this plan and the project communications matrix.

Communications Roles & Responsibilities

The Project Communications Management Plan is required reading for every member of the project team, the sponsor and all designated stakeholders who are active participants in the project effort. The Project Manager is responsible for the maintenance, distribution, and management of risks associated with the HCBS ARPA Project Communications Management Plan. All communications artifacts and deliverables will be stored in the HCBS ARPA Teams repository. It is the Project Manager's responsibility to ensure that the activities outlined in this plan are performed by the project team and supporting agencies.

There are four primary stakeholder roles within the scope of this effort.

Responsible: People or stakeholders who do the work. They must complete tasks or objectives or make the decisions. Several people can be jointly Responsible.

Accountable: Person or stakeholder who is the "owner" of the work. The Accountable person must sign off or approve when a task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. Success requires that there is only one person Accountable, which means that "the buck stops here."

Consulted: People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.

Informed: People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

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Internal Team Stakeholders			
Agency	Role	Responsibilities	Name/Title
DSS Division of Health Services, Community Options Unit	Accountable	Program Oversight	Dawn Lambert, Co-Leader
Department of Social Services (DSS) Executive Leaders	Consulted	Program Plan Review and Approval, Press Releases,	Commissioner Chief of Staff Deputy Commissioners
DSS Enterprise Project Management Office (EPMO)	Responsible	Project Management	Mike Montgomery, Project Manager Izzy Hernandez, Project Manager
Connie, Connecticut’s Health Information Exchange	Responsible	Connecticut HIE Provider registration and management. Supports the HCBS ARPA provider registration effort.	Heidi M Wilson, MA, MSDM Senior Program Manager
DSS Office of Organizational & Skill Development (OSD)	Responsible	Delivery of HCBS Provider Racial Equity Training	Darleen Klase, Director Ana Allendorf, Program Manager Melissa Gavin, Program Manager
DSS Communications	Consulted	Reviews and provides guidance on outgoing public communications	David Dearborn, Director
DSS Division of Financial Services	Consulted	Program Budget and Funding	Nick Venditto, DSS CFO Diana Speranza
DSS Affirmative Action Division	Consulted	Program Racial Equity Training Review	Astread Ferron-Poole Chief of Staff
DSS Office of Legal Counsel, Regulations and Administrative Hearings (OLCRAH)	Consulted	in-house counsel. includes the agency HIPAA Privacy Officer and agency Ethics Liaison Officer.	Matthew S. Antonetti, Legal Director
DSS Office of Quality Assurance	Consulted	Ensures the fiscal and programmatic integrity of DSS programs	John McCormick, Director
DSS Division of Program Oversight & Grant Administration	Consulted	Program oversight and grant administration	Peter Hadler, Director
DSS Business Systems	Consulted	DSS business systems oversight	Sharon Condel, Director
DSS Field Offices	Informed	DSS applicant intake and eligibility business processing	Elizabeth Thomas, Interim Director
DSS HUSKY Health for Connecticut Children & Adults (CHN, Beacon)	Consulted	Administers coverage to eligible children, parents, relative caregivers, elders, individuals with disabilities, adults without dependent children, and pregnant women.	Bradley Richards, Medical Director
DSS, Division of Health Services	Consulted	Administers all Medicaid and CHIP programs	Bill Halsey, Interim Director

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Internal Team Stakeholders			
Agency	Role	Responsibilities	Name/Title
DSS Reimbursement and Certificate of Need	Consulted	Responsible for the Certificate of Need (CON) process for nursing homes, residential care homes and intermediate care facilities for individuals with intellectual disabilities	Nicole Godburn, Manager
DSS, Medical Operations	Consulted	Responsible for MMIS	Sandi, Ouellette, Manager
DSS, Community Options, Operations	Consulted	Responsible for Community Options, Operations	Jennifer Cavallaro, Director
DSS, Social Work Division	Consulted	Responsible for PSA and SWISH Program	Dorian Long, Director

Internal Stakeholders			
Agency	Role	Responsibilities	Name/Title
Connecticut Office of Policy Management	Consulted	Governor Policy and Management Oversight	Secretary Melissa McCaw
Connecticut Department of Public Health	Consulted	Protects and improves the health and safety of the people of Connecticut. It advocates for physical and mental health, prevents disease, injury, and disability, and promotes a healthy and sustainable environment for the people.	Adelita Orefice, MPM, JD, CHC Chief of Staff
Connecticut Department of Aging and Disability Services	Consulted	State aging and disability agency delivers integrated services responsive to the needs of Connecticut citizens	Amy Porter, Commissioner
Connecticut Department of Developmental Services	Consulted	Coordinates specialized services and supports for eligible adults with intellectual disabilities and children with developmental disabilities.	Jordan A. Scheff, Commissioner
Connecticut Department of Housing	Consulted	Provides everyone has access to quality housing opportunities and options.	Mike Santoro, Director
Connecticut Department of Mental Health and Addiction Services	Consulted	Promotes and administers comprehensive, recovery-oriented services in the areas of mental health and addiction.	Yvonne Addo, MBA Chief of Staff

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Internal Stakeholders			
Agency	Role	Responsibilities	Name/Title
Connecticut Office of Health Strategy	Informed	Implements comprehensive, data driven strategies that promote equal access to high quality health care, control costs and ensure better health for the people of Connecticut	Victoria Veltri, Executive Director
Connecticut State Ombudsman	Informed	Promotes and protects quality of life for older adults and individuals with disabilities, while overseeing the Program’s advocacy work.	Mairead Painter, State Ombudsman
University of Connecticut, Center on Aging	Responsible	The multidisciplinary home to investigators in social, behavioral, clinical, biological, and population sciences.	Julie Robison, PhD
Connecticut Department on Aging and Disability Services, Older Americans Act Programs	Informed	Provides information and referral services, distribute information, assist individuals in learning about community resources, and help with applying for benefits.	Margie Gerundo-Murkette
Long-Term Care Planning Committee	Informed	A statutory committee responsible for planning long-term services and supports	David Guttchen, Director, OPM
Long-Term Care Advisory Council		Sec 17b-338	

External Government Stakeholders		
Agency	Role	Responsibilities
US Department of Health and Human Services (HHS)	Consulted	Protects the health of all Americans and provides essential human services.
US Centers for Medicare and Medicaid Services (CMS)	Consulted	Provides health coverage through Medicare, Medicaid, the Children’s Health Insurance Program, and the Health Insurance Marketplace.
Administration for Community Living (HHS)	Informed	Supports the needs of the aging and disability populations and improves access health care and long-term services.
Department of Housing and Urban Development	Informed	Administers programs that provide housing and community development assistance.

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External Stakeholders			
Agency	Role	Responsibilities	Name/Title
Access Agencies	Responsible	Care management entities responsible for assessment, service planning and ongoing case management	Connecticut Community Care – Julie Evan Starr, President; Agency on Aging of South-Central CT – Melissa Lang, Executive Director Southwestern CT Agency on Aging – Marie Allen, Executive Director Western CT Area Agency on Aging – Michael Hebert, Executive Director
Area Agencies on Aging	Informed	Private, nonprofit planning agencies, each guided by its own Board of Directors and Advisory Council. Through funding provided by the State Department of Aging and Disability Services, each AAA receives Federal Older Americans Act (Title III) funds and State funds that are allocated to elderly service providers through a request for proposal process	Senior Resources Agency on Aging (Eastern, Middlesex, Shoreline areas of CT) North Central Area Agency on Aging Agency on Aging of South-Central CT Southwestern CT Agency on Aging Western CT Area Agency on Aging
Brain Injury Alliance of Connecticut	Consulted	Contracted by DSS to provide information and referral to the community on brain injury on behalf of DSS	Julie Peters, CBIS Executive Director
Connecticut Association for Community Action, Inc. (CAFCA)	Informed	Information dissemination on state and national initiatives, Advocacy & Public Policy, Assistance with program administration	Deb Polun, Executive Director
Connecticut Association for Healthcare at Home	Informed	Industry champion for quality, cost-effective home health, hospice & community-based solutions.	Tracy Wodatch, President & CEO
Connecticut Association of Adult Day Services	Informed	Promotes adult day health services as a high-quality community-based option.	Maria Hitchcock Salgado, RN, CAADS President
Connecticut Association of Assisted Living	Informed	Assisted Living Advocacy	Christopher Carter President
Connecticut Association of Health Care Facilities	Informed	Not-for-profit member association representing profit and not-for-profit health care facilities providing long-term, subacute, rehabilitative, and assisted living services.	Matthew V. Barrett, JD, MPA President/Chief Executive Officer

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External Stakeholders			
Agency	Role	Responsibilities	Name/Title
Connecticut Independent Living Program	Informed	Provides comprehensive independent living services, through contracts with Connecticut’s five community-based independent living centers	Access Independence (AI) Charles Conway, Executive Director Center for Disability Rights (CDR) Carmen Correa-Rios, Executive Director Independence Unlimited (IU) Jaclyn Pinney, Executive Director Disabilities Network of Eastern Connecticut (DNEC) Sharron Heddle, Executive Director Independence Northwest (IN) Eileen M. Healy, Executive Director
CT Community Nonprofit Alliance aka Connecticut Association of Nonprofits	Informed	Statewide association of community nonprofits in Connecticut.	Gian-Carl Casa President and CEO
Home Care Association of America-CT Chapter	Informed	Advocate of the home care industry.	Vicki Hoak Executive Director
Leading Age Connecticut	Informed	Advocate for the Non-profit Providers of Aging Services in Connecticut.	Mag Morelli President
New England Healthcare Employees Union SEIU District 1199	Informed	largest health care union with 29,000 members, including nurses, nursing assistants, cooks, case managers, direct care workers	Rob Baril, President
United Way of Connecticut	Informed	2-1-1 toll-free services and website www.211ct.org	Lisa Tepper Bates, President and CEO

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External Stakeholders			
Agency	Role	Responsibilities	Name/Title
Rebalancing Steering Committee.	Consulted	Advises on all matters related to long term supports and services rebalancing plan and all activities	Mairead Painter, SDA, Co-chair Tom Fiorentino, Volunteer, Co-chair Dawn Lambert, DSS Julie Peters, BIAC Jennifer Cavallaro, DSS Krista Ostaszewski, DDS Anna Doroghazi, AARP Mary Ann Langston, Public Volunteer Patricia Calderone, LTCOP Margaret Gerundo-Murkette, ADS Erin Leavitt-Smith, CT Valley Hospital Susan Raimondo, National MS Society Laura Snow Robinson, Leading Age CT Karyl Lee Hall, CT Legal Rights David Guttchen, OPM Michele Jordan, Volunteer Advocate Kevin Brophy, CT Legal Services Elaine Kolb, Public Volunteer Maggie Ewald, Volunteer Advocate
Community Volunteer Advocates	Informed	Community volunteers who are trained by Ombudsman staff in resident’s rights, problem solving, interviewing skills, negotiating, working with nursing home staff, and the health care system.	Connecticut Long Term Care Ombudsman Program Mairead Painter, State Ombudsman

Communications Channels

The project communications channels matrix is used as a quick reference for what information to communicate, who will be performing the communication, when to communicate, and to whom to communicate. The primary Channel for public communication will be the HCBS ARPA Website at: <https://portal.ct.gov/DSS/Common-Elements/Home-and-Community-Based-Services>

The following matrix outlines the planned forms of communication, and the necessary information for the management of each type:

Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
HCBS ARPA Website	Website for public posting of HCBS ARPA information	Updated as information becomes available	HTML	Public Notice	Overview, participation instructions, related resources	Dawn Lambert, Mike Montgomery, Izzy Hernandez,
Press Releases	Informational Website Post	Initial Posting NLT 11/1 (or sooner), then as required.	Website, Email	Public Notice	1-HCBS ARPA Public Announcement 2-Timeline to implement 3- Progress reports	Mike Montgomery, Izzy Hernandez Dave Dearborn, DSS Communications Director

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Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
Stakeholder Register	List of all stakeholders & responsibilities	Updated as required.	Email/ SharePoint Stakeholders	Project Team	Updated Register in Communications Plan	Mike Montgomery, Izzy Hernandez,
Survey's	Questionnaire to collect data	As required	Website/ Email or Letter (Web preferred)	External Stakeholders	To be planned	Mike Montgomery, Izzy Hernandez Darleen Klase, Office of Organizational and Skills Development (OSD)
Notification of Services and Implementation Announcements	Email/Formal, Letter, Website	As required	PDF, Web page	External Stakeholders	Notification of services to be operationalized	Mike Montgomery, Izzy Hernandez Dave Dearborn, DSS Communications Director
Steering Committee Public Meetings	WebEx, Teleconference	As required	WebEx	External Stakeholders	Announcements	Dawn Lambert, Mike Montgomery, Izzy Hernandez
Project Team Meetings	Meeting to review previous week results and future week Plans, Risks, and Issues	Twice weekly	WebEx	Project Team	Meeting Agenda and Meeting Notes	Mike Montgomery, Izzy Hernandez
Weekly/Monthly Status Reports	Email summary of project status	Weekly/ Monthly	MS Word/ MS Power Point - Status Report	Project Sponsor, Project Team, EPMO for distribution to the DSS Executive Team	Status Report Progress Report Issues & Comments Log	Mike Montgomery, Izzy Hernandez

Meeting Documentation

Meeting notes will be prepared for all meetings and will include decisions made and actions identified by what will be done by whom, and when and how these activities will be measured. If the participants generate a list of ideas, they will be recorded for future reference.

Meeting notes will be circulated within three business days of the meeting to the applicable internal stakeholders, unless participants are notified otherwise. Meeting participants engaged will identify any needed changes via email or during the next meeting.

Meetings with external stakeholders will be recorded.

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Project Reports

Report	Owner/Distributor	Purpose	Frequency ²	Recipients
Weekly Project Status Report	Project Manager	A report that provides a weekly update on project health, accomplishments, upcoming tasks, risks, and any significant issues.	Weekly	Sponsor, Key Stakeholders and DSS Deputy Commissioners
Monthly Project Governance Report	Project Manager	A summary of the last four/five Weekly Project Status Reports.	Monthly (mid-month)	Sponsor, Key Stakeholders and DSS Deputy Commissioners

² Bi-Monthly or Bi-Weekly means every two months or two weeks respectively.

Project status reports will use the DSS PM Status Report Templates and will be reviewed and agreed to by the project Sponsor before submission.

Project Logs

Issues and Action Item Logs

The Program Issue and Action Item Log will use DSS Teams templates and will be reviewed and agreed by the project sponsor in project planning work sessions.

Risk Register (Log)

The Program Risk Register will use DSS Teams templates and will be reviewed and agreed by the project sponsor in project planning work sessions.

Change Request Log

Program Change Requests will use DSS PM templates and will be reviewed and agreed by the project sponsor in project planning work sessions.

Decisions Log

Program decisions will use the DSS PM template for logging key decisions and will be reviewed and agreed by the project sponsor, posted, and updated in the HCBS ARPA Teams Repository.

Communication Storage

The HCBS ARPA Communications Management Plan and all supporting logs and artifacts will be stored in the HCBS ARPA Teams Repository and updated by the project manager as the program project plan evolves.

HCBS ARPA Teams Repository

This is a dedicated Connecticut Microsoft Teams site used to store information about projects. Content will include project status reports, schedules, rosters, plans and other program artifacts.

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Communication Effectiveness Evaluation

Entity	Objective/Goal	Timing
Project Team & Key Internal Stakeholders	<p>Phase Transition Reviews:</p> <p>As the project progresses between phases, the project manager will schedule retrospective lessons learned discussions to identify:</p> <ul style="list-style-type: none"> • What went well. • What can be improved. • Ideas to try in the next phase. • Recommendations for executive consideration. 	End of each Phase or Release, prior to beginning the next Phase or Release.
Key External Stakeholders	Stakeholder Leaders (including Change Agents where utilized) are asked for feedback on policy and approach (i.e. face to face meetings, informal surveys, user comments received). Adjustments are made as needed.	Completion of an implementation or event.

Approvals

Role	Name & Title	Date
Program Sponsor	Dawn Lambert, Co-Leader, Division of Health Services, Community Options Unit	12/10/2021
Project EPMO Advisor	Shan Jeffreys, EPMO Director	12/10/2021
Project Managers	Mike Montgomery, EPMO Project Management Professional Izzy Hernandez, EPMO Project Management Professional	12/8/2021