



Florida Health Choices, Inc.

Implementation

Communication Management Plan

Version: 1.0

Last Modified: October 19, 2012

*Communication Management Plan Template Version 1.1 – October 29, 2012
For use by the FHC*

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REVISION HISTORY

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1. INTRODUCTION

This Communication Management Plan (the Plan) documents the protocol for conducting effective communications for Florida's Insurance Marketplace as administered by Florida Health Choices, Inc. (FHC) to help manage program team and stakeholder expectations and prevent un-channeled communication. The Plan documents the methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the program team and stakeholders.

In addition, The Communication Management Plan provides FHC with a method to identify planned and typical methods of exchanging information both within the program and with stakeholders and interested parties external to the program.

This Plan is intended to be used in conjunction with the Communications Plan Matrix and messaging templates.

The goal of the FHC Communication Management Plan is to ensure continual and effective communication with all program stakeholders, thereby assuring efficient execution of the program objectives. To accomplish this, the Plan focuses on the following objectives:

- Create awareness and understanding of FHC's mission, objectives and benefits.
- Provide accurate, appropriate and consistent information regarding the status of the implementation program.
- Provide relevant information to appropriate groups at the appropriate time.
- Ensure all program stakeholders receive intended and consistent information.

Fulfillment of these objectives guides FHC to the following desired results:

- Inform oversight stakeholder groups at the appropriate level they require.
- Inform internal FHC team members at the level required to coordinate the program.
- Facilitate stakeholder support of FHC and provide timely and accurate information that allows them to prepare for their roles in the implementation and support of the project.

This Plan is not intended to limit but to enhance communication practices. Open, ongoing communication among stakeholders is critical to the success of FHC. Within the context of this Plan, formal communications are addressed only in the context of organizations representing the interests of known stakeholders and their designated representatives. For example, while their clients may vary, agents are generally treated as a single stakeholder organization.

This document is intended for use by the program team, the vendors and other partners as a reference document containing the agreed, essential processes that govern the project. Changes in scope, schedule, funding, or any other approaches as described in this plan will be reflected in a revision. A revision history will be maintained with this plan. Copies of this document will be provided to all relevant partners during the life cycle of the project. There are

no security or privacy considerations for this document. The FHC is subject to state rules regarding transparency.

2. REFERENCED DOCUMENTS

The documents identified in Table 1: Referenced Documents are available on the FHC shared document drive and are subject to document control guidelines.

Table 1: Referenced Documents

Document Name	Document Number	Issuance Date
None		

3. OVERVIEW

The purpose of the Project is to establish the services and systems to enable Florida's new health insurance marketplace (Marketplace). The Project will enable the Florida Health Choices, Inc. to fulfill its mission of increasing access, affordability and choice for individuals and small employers purchasing health insurance in Florida. FHC has performed a fair procurement process and has selected a Third Party Administrator team that is expected to have the optimal combination of services and systems to implement the Marketplace so that:

- 1) Individuals and small business owners and their employees can make informed decisions while obtaining health care coverage and
- 2) Competition among plans is maximized for the benefit of individual households, small employers and their employees.

FHC Vision

Florida's vision for a health insurance marketplace predates federal health care reform. In 2008, the Florida House of Representatives recommended establishing an insurance marketplace to assist small employers and individuals to understand and choose among insurance options. The intent of the Project is to design, implement and operate a Florida-specific solution to address access, affordability, and choice for individuals and small employers purchasing health insurance in Florida.

FHC Mission

Health Choices: Florida's Insurance Marketplace

It is the intent of FHC to increase access, affordability and choice for individuals and small employers purchasing health insurance in Florida.

FHC is intended to reflect the unique needs of the state, seek Florida-specific solutions, and meet the goals of access, affordability and choice by facilitating the access to small group health plans, assist small employers, facilitate enrollment of their employees, and serve eligible individuals with health plans available in the individual market.

The FHC will serve two markets: individual and small group. It will operate as a business in a competitive marketplace, meeting the demands of customers and creating a value proposition for each product and service it provides.

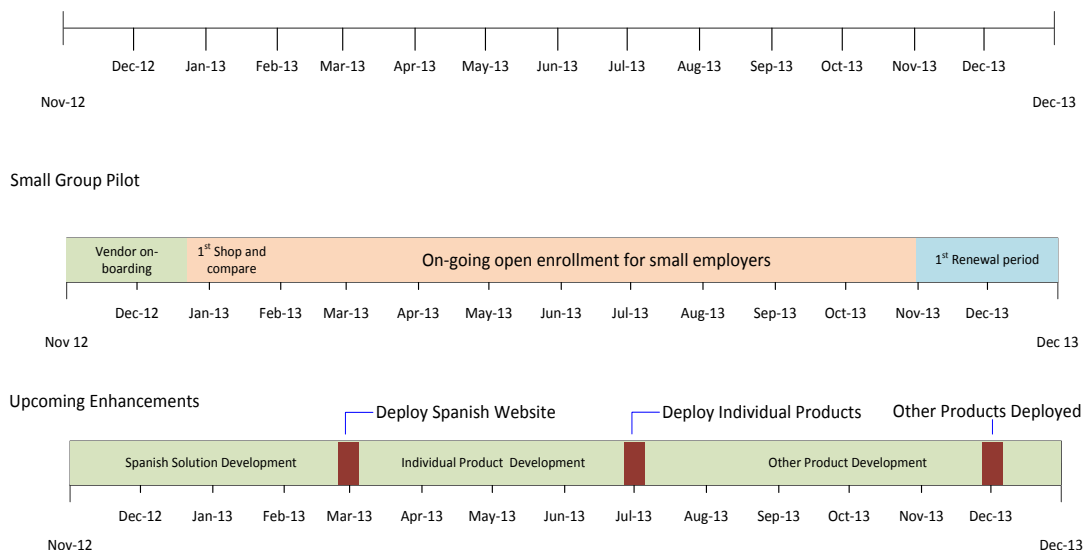
In the small group market, the online distribution of health insurance is not new. Today, group insurance is sold primarily through health insurance agents. FHC will operate alongside existing sales and distribution channels. The Marketplace will complement existing market capabilities and bring a similar high-level experience tailored to serve small businesses.

In the individual market, the Marketplace will attract eligible consumers to shop for insurance coverage, compare plans and enroll.

FHC Timeline

As indicated above, the timeline for implementing the Marketplace is extremely aggressive. FHC will phase in the Program and expects to launch a small group pilot project late in 2012 or early in 2013. The small group pilot will include standardized Marketplace applications, a customer contact center and other related services. Figure 1 shows the high-level timeline for Project execution and identifies key dates for the small group pilot and deployment.

Figure 1: FHC Marketplace High-Level Implementation Timeline



4. ASSUMPTIONS/CONSTRAINTS/RISKS

4.1 Assumptions

This plan was built using the following key assumptions:

- State appropriations are available to support implementation of the Marketplace. Should sufficient funding not be available, certain initiatives may be planned but not undertaken.
- The Governor, Florida Legislature, and executive branch agencies support the development of the Marketplace as provided for in 408.9210, Florida Statutes.
- Project 'kickoff' occurs no later than January 2013.
- We will use the Marketing and Outreach Committee to support external communication activities.

4.2 Constraints

There are several constraints of note related to the Project:

- The project is constrained by time – we must meet progressive milestones to be live by January 1, 2013
- There are a very small number of FHC staff resources available to support Project activities. Where possible, we will leverage state resources, advisory groups, and bring in contract resources to perform Marketplace tasks.
- The Project and the Marketplace must comply with applicable State laws and regulations, including those that relate to public access to documents, written communication, requirements, and timeframes.

4.3 Risks

Two key risks could potentially impact this Communications Plan:

- Limited number of FHC staff available to support communications activities. We are mitigating this risk through the use of board committees, steering committees, and other stakeholders.
- Outside influences that distort our messages or deliver their own messages that conflict with FHC's.

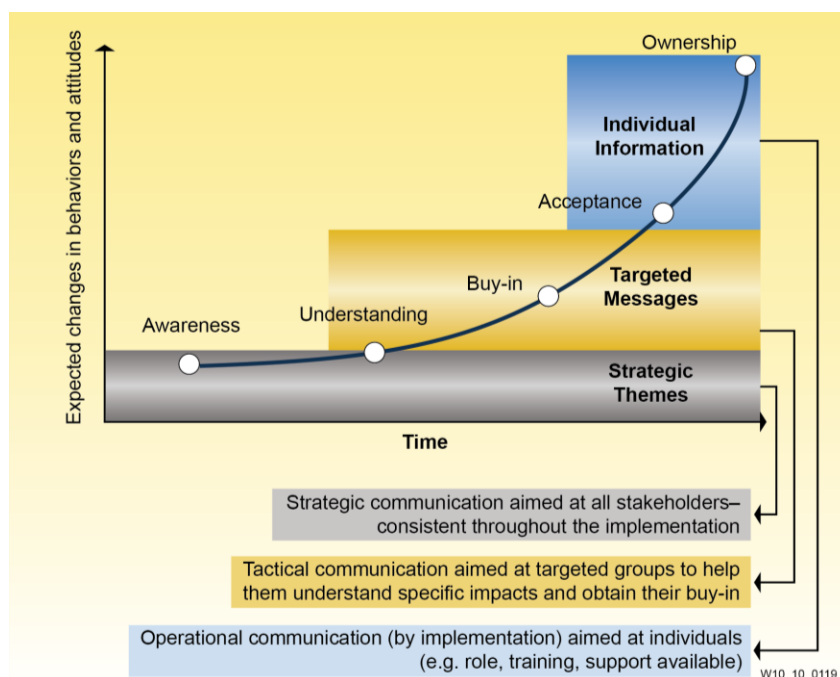
5. COMMUNICATION APPROACH

This Communication Management Plan serves as an overarching framework for communications across all FHC implementation activities. The Plan will be reviewed regularly and messaging, stakeholders, distribution channels, etc. will be updated as needed to reflect current needs.

This Plan provides a comprehensive listing of the tools and mechanisms that will be used to communicate effectively with impacted stakeholders. It provides information regarding how stakeholders are educated on high level project information, such as vision, objectives and achievements as well as detailed information on specific business processes and technology impacts and project status. The Plan also provides a detailed communication matrix providing the specific type of information various stakeholders need to receive, the frequency of information, responsible parties and finally the tool to use to convey the message/information.

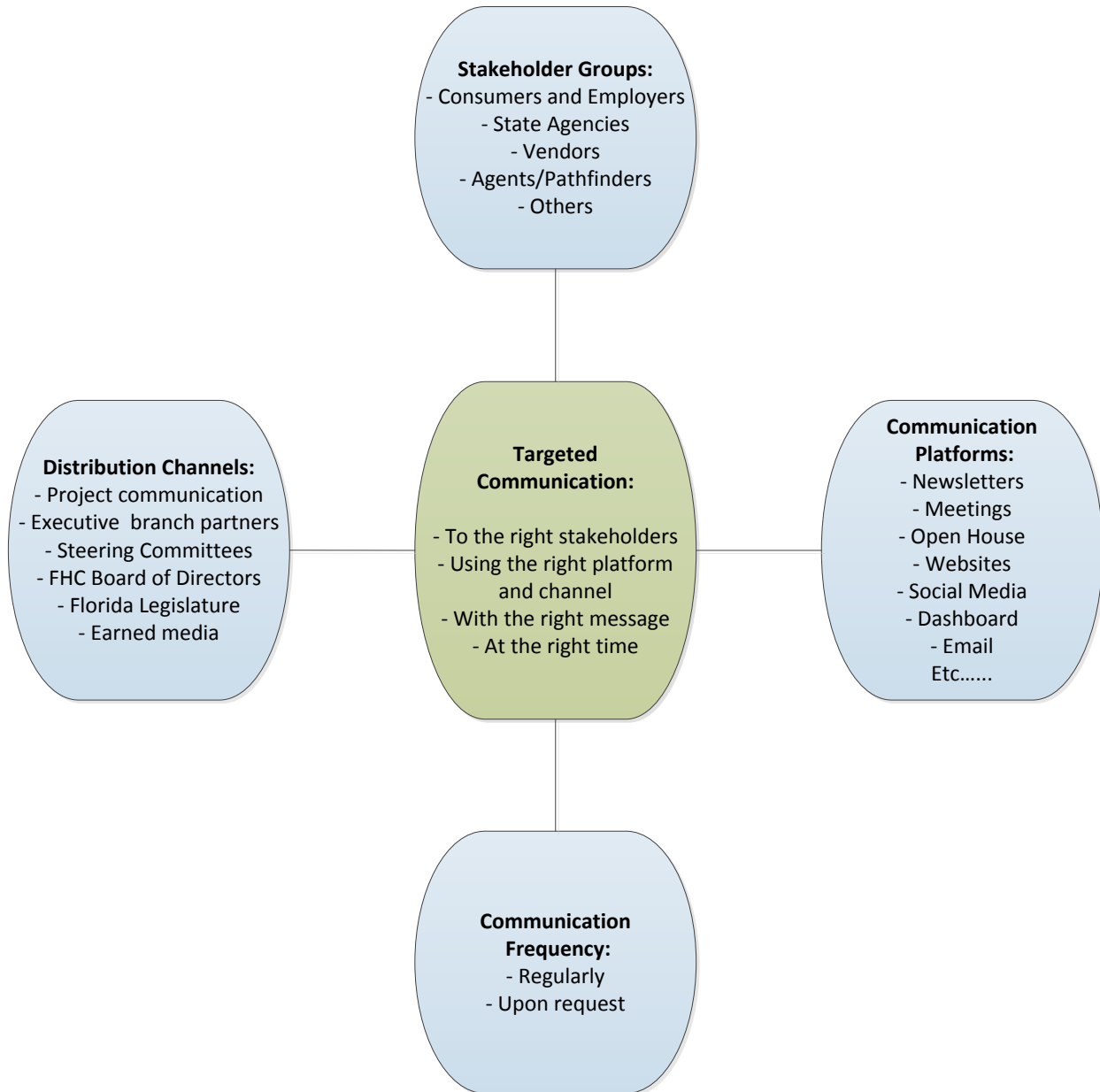
A very important component of the Plan consists of determining the type and frequency of targeted messages that are delivered by FHC/State leaders, sponsors, and Change Agents to stakeholders. This is a mechanism to build enthusiasm, buy-in and support for using the most effective channels for message content. Figure 2 depicts our Communications Model and shows how the development of communications moves from high-level guiding mission, vision, and key messaging to the tactical execution of stakeholder-specific communications, events, and resource assignments over time.

Figure 2: FHC Communications Model



FHC's goal is to develop a communications model that makes use of a variety of communication platforms, frequencies and channels to ensure that communications are targeted to the right stakeholder groups, with the right message, via the right channels and platforms, at the right time.

Figure 3: FHC Communication Goal and Tools



5.1. Stakeholder Identification & Analysis

Project communications are the primary tool for promoting cooperation, participation, coordination, and an understanding of acceptance between all project stakeholders. Table 2: FHC Stakeholder Summary identifies FHC's stakeholder groups, along with specific communications goals and objectives for each. These stakeholder groups fall into several categories:

- External – outside the Marketplace
 - Outreach – primary messages are intended to engage these external stakeholders in the Marketplace and encourage them to support and/or utilize it
 - Partner – these stakeholder groups will work with FHC to deploy and/or support the Marketplace. The primary messages are intended to inform these partners of status, engage them in specific project activities, and encourage collaboration. In some cases, these stakeholders are part of the Marketplace team.
 - User – these stakeholders will ultimately use the Marketplace to perform business functions.
- Internal – part of the Marketplace, examples include our Third Party Administration team and other team members.

Table 2: FHC Stakeholder Summary

STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Broad Community and Consumer Groups				
All Floridians	External – outreach	Anyone who lives in Florida.	Accurate, easy-to-understand, timely and useful information about the Marketplace and how Floridians are affected	FHC would like to reach a very high percentage of Floridians with positive messaging regarding the Marketplace and drive them from their current knowledge and interest level to acceptance of the Marketplace and ultimately use of the Marketplace.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
FHC Individual Marketplace Consumers	External – outreach	Population that is served by and can benefit from the Individual Marketplace.	Accurate, easy-to-understand, timely and useful information about the Marketplace, how it works and why it helps them	FHC would like to reach a very high percentage of Floridians with positive messaging regarding the Marketplace and drive them from their current knowledge and interest level to acceptance of the Marketplace and ultimately use of the Marketplace.
Hispanic and Haitian communities	External – outreach	Floridians that speak Spanish or Haitian-Creole	Accurate, easy-to-understand, timely and culturally-appropriate information about the Marketplace in Spanish, Haitian-Creole and English	FHC would like lawfully-present Hispanics and Haitians in Florida to know about and to understand the Marketplace and how to use it, ensuring that they will not be in danger of immigration problems and that they will be assisted in a culturally-appropriate manner.
Non-Hispanic Minority Groups	External – outreach	African-American, Asian, Immigrant groups	Accurate and timely information about the Marketplace and how to access the Marketplace	Our goal is for minority groups to have an accurate understanding of the Marketplace, with information that is presented in a culturally and linguistically appropriate manner.
Young invincibles	External – outreach	Young, healthy Floridians who are not likely to have insurance or have insurance that is too expensive.	Accurate, easy-to-understand, timely and useful information about the Marketplace that effectively conveys the importance of being insured in financial terms and to support their active lifestyles	FHC would like to reach young adults up to age 30 and to make sure that they know about the Marketplace, how it affects them (high deductible, affordable plans) and how to use it.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Disabled communities	External – outreach	Floridians with physical or other disabilities.	Accurate, easy-to-understand, timely and accessible information about the Marketplace and how they are affected	Our goal is to ensure that Floridians with disabilities can access the Marketplace, understand how to use the marketplace and shop without barriers.
Rural communities	External - outreach	Floridians who live outside large urban areas	Accurate, easy-to-understand, timely and useful information about the Marketplace and why it is helpful	Our goal is to reach rural communities across the state so that these residents understand what the Marketplace is, how it affects them, how to use the Marketplace and access navigators and other types of assistance to help them shop for plans on the Marketplace.
Tribal Leaders	External - outreach	Federally recognized tribes in Florida	Timely and accurate information about the Marketplace and their options for using the Marketplace and assisting members	It is critical that Tribal Leaders feel properly respected as a sovereign nation, that they know their options for using the Marketplace and that they have all the information necessary to inform their members about the Marketplace, how to access it and how to get help if necessary.
Consumer Advocacy Groups	External – outreach	Organizations that provide advocacy for consumers	Timely and accurate information about the Marketplace and how to help customers access and use the Marketplace	Our goal is to ensure that these groups are updated about Marketplace activities and developments so that they can help their members and the consumers in general access and use the Marketplace, and can help consumers access assistance.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
News media	External – outreach	Reporters, Editors of various news outlets, including websites and blogs	Accurate and timely information about the Marketplace	Our goal is to ensure that journalists who are reporting on the Marketplace have accurate and updated information about the Marketplace and know who to contact for information.
Interested parties	External – outreach, partner, users	Individuals who have registered with FHC and/or requested to receive updates about the project	Accurate and timely information about the Marketplace, scheduled meetings, news releases, etc.	Our goal is to ensure that these groups are updated about Marketplace activities.
Small Businesses				
Small Businesses	External – outreach	For-profit organizations with fewer than 50 eligible employees	Accurate, easy-to-understand, timely and useful information about the Marketplace and how it affects them	Our goal is to ensure that small businesses understand the Marketplace and how it impacts them and to view the Marketplace as a new, easy-to-use tool to assist them with providing health coverage for employees.
Small business and professional associations	External - outreach	Associations that inform and support small businesses in Florida	Accurate, easy-to-understand, timely and useful information about the Marketplace specifically related to small group functions and why it is helpful for businesses	Our goal is to ensure that small business associations know about the Marketplace, are updated on developments and are communicating to their members that the Marketplace is a new tool that makes it easier to provide health coverage for employees.
Vendors and Agents				

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Florida Health Insurance Agents	External – outreach and user	Licensed agents appointed to sell insurance to small employers and individuals and families	Accurate, easy-to-understand, timely and useful information about the Marketplace	Our goal is to ensure that agents understand their role in the Marketplace, that they are updated on developments and changes, that they see the Marketplace as a new partner for their business and that they will work to bring customers to the Marketplace and help them use it.
Pathfinders	External – outreach and user	A Pathfinder is a person registered with FHC to assist employers and consumers in obtaining healthcare coverage through the Marketplace.	Timely and accurate information about the Marketplace	As part of our customer service operations, it is critical that this group is completely updated on developments about the Marketplace, that they are properly trained on how to use the system and interact with customers, and that they know exactly how to handle issues and who to contact for help. They will also need to know about messaging changes as soon as they occur.
Vendors	External – outreach and user	OIR regulated entities and other eligible health service providers.	Accurate, timely and detailed information about the Marketplace and how they will work with the Marketplace	Our goal is to maintain a positive working relationship with vendors, to provide timely information about developments and promote a positive image of the Marketplace as a new tool.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Vendor and Insurance Agent Associations	External – outreach	Associations that support and inform health insurance providers and licensed insurance agents	Accurately, timely and detailed information about the Marketplace as a new partner	Our goal is to maintain a positive working relationship with carrier associations, to provide timely information and developments and promote a positive image of the Marketplace so that support will remain strong.
Medical Providers and Associations	External – outreach and user	Organizations and individuals who provide health care services	Accurate, timely and easy-to-understand information about the Marketplace and how it will help make healthcare work better in Florida	FHC would like providers to be a positive reference for FHC and encourage their patients to check out the Marketplace. Our goal is to ensure that providers have updated information and easy access to our organization so that they can help drive consumers to the Marketplace.
State-based Agency/Partners				
Office of Insurance Regulation (OIR)	External – partner	OIR regulates insurance activity in Florida	Timely and accurate information about the Marketplace and how we are partnering	We would like OIR to have a clear understanding of division of duties between them and the Marketplace, to be updated about developments and to have a positive working relationship with FHC.
Florida Health Insurance Advisory Board (FHIAB)	External - partner	FHIAB serves as an advisory body to the Florida Legislature on health insurance matters.	Timely and accurate information about the Marketplace and how we are partnering	We would like FHIAB to be updated about developments at the Marketplace, to have the information necessary to communicate accurately with the Florida Legislature, and to have a positive working relationship with us.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Agency for Health Care Administration (AHCA)	External – partner	AHCA oversees administration of the Medicaid and the KidCare program	Accurate and timely information about the Marketplace, project status and division of duties	Our goal is to ensure that AHCA has all of the latest information about Marketplace operations so that they can effectively partner with us in addressing issues such as churn, how to handle eligibility and sharing information with federal partners and stakeholders. This agency also must be updated on messaging and how to coordinate with navigators, contact center and vendors.
Florida Department of Children and Families (DCF)	External – partner	DCF oversees the state's social/human services programs and administers eligibility for Medicaid and other of public assistance including child welfare programs and the state's public mental health systems	Timely and accurate information about the Marketplace and how we are partnering	We would DCF to be updated about developments at the Marketplace, to have the information necessary to communicate with the programs it administers, and to have a positive working relationship with us.
Florida Healthy Kids Corporation (FHKC)	External – outreach	Administers the CHP program for children 5-19.	Timely and accurate information about the Marketplace and their potential role in supporting the Marketplace	Our goal is to provide accurate, updated information about activities at the Marketplace and explore collaborative opportunities for coordinating outreach efforts.

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
KidCare Coordinating Council (KCC)	External - outreach	An advisory body to the Florida KidCare programs	Timely and accurate information about the Marketplace and their role in supporting and using the Marketplace	Our goal is to provide accurate, updated information about activities at the Marketplace, to promote a positive image of the Marketplace and to disseminate information to health care advocates who may educate consumers.
Florida Department of Health (DOH)	External - outreach	The state agency administering public health programs and the division of children's medical services	Timely and accurate information about the Marketplace and their role in supporting and using the Marketplace	We would like DOH to be updated about developments at the Marketplace, to have the information necessary to communicate to county health departments, and to have a positive working relationship with us.
Executive Office of the Governor (EOG)	External – partner	Governor's office staff	Timely and accurate information about the Marketplace	Our goal is ensure that the Governor's Office has the most updated information about our activities and our partner initiatives.
Florida Legislature	External – partner	State Legislature	Timely and accurate information about the Marketplace and how their constituents are affected	Our goal is to provide accurate, updated information about activities at the Marketplace, to promote a positive image of the Marketplace and to assist lawmakers with disseminating information to their constituents about how to use the Marketplace.
Federal				

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STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Federal Agency	External - inform	HHS (CCIIO, CMS),	Timely and accurate information about the Marketplace	Our goal is to ensure that federal partners know about the status of the Marketplace as they proceed with implementing the ACA and a State or Federal Exchange.
Internal				
FHC Board of Directors	Internal - inform	The FHC Board of Directors	Accurate and timely information about Marketplace operations and policies and Board roles and responsibilities	We would like the Board to have all the information necessary to have a complete understanding of the status of Marketplace planning and operations and to have a positive view of Board-staff-stakeholder relationships.
Marketing and Outreach Committee	Internal - inform	An appointed committee of the FHC board supporting communications and outreach	Timely and accurate information about the Marketplace and activities related to outreach and communications	Our goal is to leverage this group to support the outreach and communications work at the Marketplace.
Vendor Steering Committee	Internal – user	Vendors, advocates and providers	Accurate and timely information about the Marketplace and their role as Steering Committee members	Our goal is for this group to have the information necessary to perform their work expeditiously and effectively and to be updated about Marketplace activities so that they can serve as ambassadors in the public.

STAKEHOLDER GROUP	TYPE	DESCRIPTION	COMMUNICATION NEEDS	FHC'S COMMUNICATION GOALS
Agent Steering Committee	Internal – user	Health Insurance Agents and vendors	Accurate and timely information about the Marketplace and their role as Steering Committee members	Our goal is for this group to have the information necessary to perform their work expeditiously and effectively and to be updated about Marketplace activities so that they can serve as ambassadors in the public.
FHC Staff and contractors	Internal – inform	FHC corporate staff, the Institute for Child Health Policy at University of Florida (ICHP), project management staff at Northhighlands (NH), the public relations firm Salter-Mitchell	Timely and accurate information about project status, division of duties and overall plan	Our goal is to make sure the staff and contractors are updated about activities and developments, about division of duties, project status, milestones reached and missed, and future plans. It is important for us to know what pertains to our scope of duties and not to duplicate work or diverge on approach and policy.
Third Party Administration Team	Internal - inform	Choice Administrators and its affiliates, Xerox	Timely and accurate information about project status	Our business partners need to have all the information necessary to perform their functions and to deliver a system on time, on budget that meets our goals.

5.2. Communication Items

FHC has identified specific items that will be communicated throughout the project and has developed a systematic approach to identifying items that need to be documented.

The specific items that will be communicated will include the following:

- Regular updates regarding progress of the program against critical milestones to be provided to the Board of Directors and therefore subject to open records rules and available for all stakeholders to review.

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- Regular summary updates via emails, Facebook and other platforms for broad distribution to stakeholders.
- Regular detailed updates on the status of the implementation project will be shared with leaders of projects upon which FHC is dependent or which are dependent on FHC.

A communications calendar will be developed to identify and track these and other specific items. This will include a feedback mechanism that surveys our stakeholders about the effectiveness of our communications and ways to improve.

Additionally, we will communicate broadly regarding policy and process items (through our board meetings and steering committees), general information about the Marketplace, training timelines, and key decisions.

5.3. Communication Matrix

The Communication Matrix provides the basis for measuring and reporting communication performance for FHC. See Appendix A for a Draft version of the Communications Matrix.

6. GLOSSARY

Marketplace

Florida's vision for a health insurance Marketplace predates federal health care reform. The 2008 Florida Legislature examined options for expanding affordable health coverage for all Florida residents in both the public and private sector markets. Special attention was given to the uninsured, underinsured, and those at risk of financial hardship due to medical expenses.

One of the recommendations was to create a marketplace to assist small employers and individuals to understand and choose among insurance options. The intent of the Project is to design, implement and operate a Florida-specific solution to address access, affordability, and choice for individuals and small employers purchasing health insurance in Florida.

7. ACRONYMS

ACRONYM	Literal Translation
ACA	Affordable Care Act
AHCA	Agency for Health Care Administration
CCIIO	Center for Consumer Information and Insurance Oversight within HHS
CEO	Chief Executive Officer
CHP	Children's Health Program
CMS	Centers for Medicare & Medicaid Services within HHS
DCF	Department of Children and Families
DOH	Department of Health
EOG	Executive Office of the Governor
FHIAB	Florida Health Insurance Advisory Board
FHC	Florida Health Choices (the Marketplace)
FHKC	Florida Healthy Kids Corporation
KCC	KidCare Coordinating Council
HHS	U.S. Department of Health and Human Services
ICHP	Institute for Child Health Policy
NH	Northhighland
OIR	Office of Insurance Regulation
Q and A	Questions and Answers
TPA	Third Party Administrator

8. APPENDICES

Appendix 1: Communication Matrix

Communication Item	Content Description	Purpose/ Objective	Media/ Location	Responsible Person(s) or Group(s)	Distribution Audience	Distribution Vehicle	Timing	Required Approval
Weekly FHC project status reports	Update from TPA team on status of project	Informational	Emailed to FHC and NH and stored on project web site	TPA	FHC, NH	Email and SharePoint site	Weekly	Not applicable
Project status meeting	FHC and TPA project leaders meeting	Informational and to request action for specific items	Emailed to FHC and NH and stored on project web site	TPA	FHC, NH	Email and SharePoint site	Bi-weekly	Not applicable
Board and Board Committee meetings	Materials specific to agenda items	Informative, drive decisions, provide recommendations	Web site	FHC Staff and Board	All stakeholders	Web site	Board meetings are scheduled in January for the coming 12 month period. Board committee meetings are as needed.	CEO
Steering Committee Meetings	Materials specific to agenda items	Informative, develop recommendations	Web site	FHC Staff, steering committee members	All stakeholders	Web site	Steering committee meetings are as needed.	CEO
Federal status reports	Information about Marketplace activities	Informative, informal	Phone conference	CEO	CCIIO	Phone conference	Monthly	Not applicable

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Communication Item	Content Description	Purpose/ Objective	Media/ Location	Responsible Person(s) or Group(s)	Distribution Audience	Distribution Vehicle	Timing	Required Approval
Newsletters	Information about Marketplace activities specific to the newsletter's targeted audience	Informative, outreach,	Email, E-letter, Web sites	Salter-Mitchell, FHC Staff	Targeted stakeholders	Email, E-letter	Upon request	CEO
Facebook	Information about Marketplace activities	Informative, drive people to web site	Facebook	Salter-Mitchell	All Facebook Followers of the Marketplace	Facebook	At least weekly	CEO
Status updates to/from state partners/agencies	Status information about Marketplace activities and timeline	Ensure state partner agencies are informed	Meeting format and written reports vary based on the partner	FHC	State Agency partners	Meetings, presentations email	At least quarterly or upon request	Not applicable
Formal presentations	Information about Marketplace activities, implementation timeline	Informative, formal	Varied based on the requesting party	FHC	All Stakeholders	Presentations	Upon request	CEO
On boarding status updates	Status information and escalations	Ensure on-boarding is progressing	Graphical report saved on project SharePoint site	TPA team	FHC	Meeting and email	Weekly	TPA Team
Media advisory	Newsworthy Marketplace events or activities	Provide accurate and timely updates, drive visitors to the corporate website	Web Site	FHC, Salter-Mitchell	Media and all stakeholders	Web	At least monthly	CEO

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Communication Item	Content Description	Purpose/Objective	Media/Location	Responsible Person(s) or Group(s)	Distribution Audience	Distribution Vehicle	Timing	Required Approval
Earned media	Newsworthy Marketplace events or activities	Respond to media requests promptly with accurate updates, drive visitors to the corporate website	All types of media outlets	FHC, Salter-Mitchell	Media and all stakeholders	All types of media outlets	Upon request	CEO
Email to interested parties	Notice of new information on website, calendar of events	Drive visitors to the corporate website	Email	FHC Staff	Registered interested parties	Email	At least monthly	CEO
Webinars, Web-X, Open House	Portal demonstrations	Provide orientations to portal capabilities and seek user input	Web	TPA Team	Targeted stakeholders	Web	When appropriate	CEO
Q and A/FAQ	Frequently asked question and associated answers	Informative	Web Site	FHC, Salter-Mitchell	All stakeholders	Web Site	Keep current	CEO