

Department of Alcohol and Drug Programs (ADP)

CalOMS

Sample Communication Plan

Including:

Plan Template

California Outcome Measurement System (CalOMS)

June, 2005

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1 CalOMS Sample Communication Plan for Counties and Direct Providers

1.1 Introduction

Appropriate and timely communications with the individuals who are directly and peripherally affected by the CalOMS project will contribute significantly to project success. A Communication Plan captures the activities you will undertake to keep stakeholders involved and informed about your project. Creating one allows you to think through who the stakeholders are, what their relationship to the project is and how you will address their wants and needs.

This document provides a sample communication plan and is designed for use by the person with communications responsibilities for your CalOMS project. It is focused on the communications issues facing counties, though it could easily be modified for use by direct providers. This represents a starting point; modify it to meet your needs. A blank template is included in Section 6.

1.2 Approach

Stakeholders

The first step in developing and delivering effective project communication is identifying and understanding your various CALOMS stakeholders, their specific information needs, and their ability to influence and affect project outcomes. The second step is to determine the method, timing and responsibility for delivery of information.

The tables in the sample plan identify major groups of stakeholders:

- Staff internal to your organization
- Staff of county-contracted providers
- Other stakeholders

These groupings may work for you, or you may wish to modify them. After establishing who your groups of stakeholders are, identify the project involvement and information needs of each. The sample plan includes two tables for each group. The first table represents a unique group of stakeholders with similar needs and is followed by a table which outlines the timing and responsibility for delivery of information to that group of stakeholders.

Content

The communication needs and requirements of each county and direct provider differ widely. However, any stakeholder will need the following information:

- What is happening
- Why it is happening

- How it impacts them, and
- What the benefits are, to them, their organization and their clients.

It is important to make available to stakeholders information that tells the who, when, what, where, why and how of the project. As the project progresses, this information must be updated.

The following describes one approach to providing information in increments:

- Education – Information about CalOMS, its importance and its benefits
- Impact – How will CalOMS affect individual stakeholders, their jobs, their organization and their clients
- Training – Prepare stakeholders for new tasks and responsibilities
- Outcomes – After implementation, demonstrate the usefulness of the CalOMS effort by sharing reports, implications for treatment and actual impacts
- Lessons Learned – After implementation gather feedback from county contracted providers, counselors and other stakeholders. Make adjustments to procedures as necessary.

It is also important to remember that adults learn best when they need to know something. Therefore, their first exposure to CalOMS information, some months before they must begin collecting information, may not be absorbed as well as information that they receive just before data collection begins. This means that you need to touch on basic information, for example the benefits of CalOMS, more than once.

Methods

The best methods to use are those that already work and are already established in your organization. If you currently have a method for disseminating information about policy and procedure changes, such as weekly meetings with supervisors, rely on that, rather than establishing a new method. Assess whether these methods are providing adequate opportunity for feedback and input. The sample communication plan provides ideas to supplement your normal communications methods.

ADP will provide a number of communications pieces which you can use to enhance your communication activities. These include:

- The CalOMS website available at:
<http://www.adp.ca.gov/caloms/calomsmain.shtml>
- The CalOMS help email available at: CalOMSHelp@adp.state.ca.us
- This sample communication plan
- Overview of CalOMS – PowerPoint presentation that introduces CalOMS
- CalOMS Update – Newsletter posted monthly on the CalOMS website
- Data Collection Guide – a CalOMS user manual for data elements which looks at each data element of CalOMS and the possible responses

- Regional meetings – Meetings held to provide updates, training and presentations relevant to the CalOMS project
- Phone calls/ conference calls/ web broadcasts
- Emails and letters via the US mail

Customize and share these materials, as is appropriate.

In executing your communication plan, remember “Once is not enough.” Important information should be provided to staff through several methods – important dates and expectations may be communicated at a general meeting, but should be reinforced through handouts and supervisors should revisit the information during meetings with their teams.

Follow up and Outcomes

Communication should not end when counselors begin submitting data. It will be important to staff, providers and clients to know how the outcomes data is used. They will want to hear about the benefits received from CalOMS.

A few months after implementation hold sessions to gather lessons learned information. This is particularly important if you will be implementing other systems in the near future. Take the time to find out and capture what went right and what could have been done better. Also provide opportunity to discuss changes that need to be made to improve client service and outcomes. Gather information from your providers and internal staff. Share it with ADP.

You may also wish to provide additional training on gathering the CalOMS data after you have been collecting data for a few months. Staff may have questions, and they may have valuable insights as to how to improve operating procedures.

1.3 Stakeholders and Communication Activities

The following tables make up a sample communication plan. They are descriptive, not prescriptive.

For each group of stakeholder there are two tables. The first table lists possible stakeholders, their CalOMS role and their information needs for CalOMS. The second lists communication activities and the groups of stakeholders for whom they are appropriate.

Review the tables and then create a communication plan which is appropriate for your environment and organization.

“C/DP Name” stands for *County or Direct Provider Name*. It is a placeholder for the name of your county or organization.

2 Sample CalOMS Communication Plan

C/DP Name is committed to comprehensive and timely communication with project staff and stakeholders of the California Outcomes Measurement System (CALOMS) Project. The **C/DP Name** CALOMS Project Communication Plan provides a framework for project informational exchange within and outside **C/DP Name**.

The plan is not intended to limit, but rather to enhance communication practices. It was developed in recognition that open, ongoing communication between stakeholders is important to the success of the CALOMS Project.

C/DP Name is responsible for carrying out the plan and for any necessary updating/revising of the Plan.

2.1 Objectives of the **C/DP Name** Communication Plan:

- To inform and educate internal and external stakeholders about the CALOMS Project.
- To enlist the support, endorsement and participation of stakeholders in successfully implementing CALOMS.
- To facilitate a two-way exchange of CALOMS-related information between CALOMS stakeholders.

3 Internal Staff

C/DP Name Staff Stakeholders		
Stakeholder	Involvement	Information Need
All Staff	Any staff that interface with clients and need to be able to respond to general questions relating to CALOMS or new intake/discharge procedures.	All C/DP Name AOD staff need to have a general understanding of CALOMS and how it affects the delivery of services to clients.
Staff Supervisors	Staff Supervisors are required to understand and respond to specific questions from staff relating to the how, why and when of the CALOMS procedures. They also are responsible for the acceptance and implementation of any changes to how C/DP Name executes its business and	All Staff Supervisors need to have specific knowledge regarding the Federal, State and County regulations and policies governing CALOMS. They need to understand operational changes to procedures in support of collecting CALOMS data. They will need to understand and be able to answer questions about the CalOMS data elements.

C/DP Name Staff Stakeholders		
Stakeholder	Involvement	Information Need
	should participate in deciding those changes.	
Counselors or Line Staff	Counseling staff are responsible for working with clients on a daily basis. It is imperative that they understand how the CalOMS data collection procedures fit with other aspects of evaluation and treatment. They must understand the CalOMS questions and codes.	All counseling staff need to fully understand the CalOMS questions, as well as the Federal, State and County regulations and policies governing CALOMS. Staff need to be trained in the modifications to daily functions required to support CALOMS. These modifications may include a data collection system and screens, questionnaires for data collection, the data elements and how to respond to client or provider inquiries understanding the benefits of CalOMS is critical. They will need to be able to ask the CalOMS questions, while performing data entry in the new CalOMS system or module.
Analysts	Analysts are responsible for reviewing the reports and data provided by CalOMS. They may also be responsible for maintaining and updating the approved changes to operational procedures.	Analysts need to be familiar with the CalOMS questions and reports as well as how this information is used by C/DP Name. They may also need to be trained in the changes to operational procedures required to support CALOMS.
Support Staff	Support Staff greet Clients as they enter the treatment facility or answer the telephone.	Support staff need to understand the impact that CALOMS procedures and regulations may have on procedures and on clients so that they can give clients accurate directions and assistance.
Data Entry Staff	Data Entry staff enter data into the C/DP Name system for submission to ADP.	Data Entry staff need to understand the impact that the collection of CalOMS data may have on their current procedures. These modifications may include a data collection system and screens, questionnaires for data collection, and how to respond to client or provider inquiries.
IT Staff	IT Staff are responsible for submitting data to ADP.	IT Staff responsible for CalOMS need to understand the new procedures for the submission of data to ADP.

Note: You may use different titles or have different staff performing certain functions – such as Intake Staff, Clinical or Records staff. Use the Communication Plan Template in Section 7 to create your own plan – the intent of this plan is to give you ideas, not to suggest how you use your staff.

3.1 Internal Staff Communication Activities

Method							
<i>Timing</i>							
<u>Responsibility</u>	All Staff	Supervisors	Counselors	Analysts	Support Staff	Data Entry	IT Staff
CalOMS Overview Session <i>Schedule at least several months before you plan to start training staff, earlier if this is a highly visible project</i> <u>County AOD Administrator or CalOMS Project Manager</u>	X	X	X	X	X	X	X
Electronic Communications <i>Use email as appropriate to draw attention to project updates and impacts to the organization</i> <u>County AOD Administrator or CalOMS Project Manager</u>	X	X	X	X	X	X	X
CalOMS Website / Newsletter <i>Be sure staff know how to find and access the ADP CalOMS website and newsletter</i> <u>CalOMS Project Manager</u>	X	X	X	X	X	X	X
Organizational Newsletter/ Website <i>If your department already has a newsletter or other communication tool, provide at least 2 articles</i> <ol style="list-style-type: none"> 1. Overview of CalOMS 2. How it will affect the division <u>CalOMS Project Manager</u>	X	X	X	X	X	X	X
Supervisor or Team Meetings <i>For regularly scheduled meetings between supervisors and their staff, ask to have CalOMS on the agenda. Provide the supervisors with project updates and critical information for staff.</i> <u>CalOMS Project Manager</u>		X	X	X	X	X	

Method <i>Timing</i> <u>Responsibility</u>	All Staff	Supervisors	Counselors	Analysts	Support Staff	Data Entry	IT Staff
Asking the CalOMS Questions <i>Line staff need to understand the CalOMS questions (preferably before they take training on a new system – if applicable)</i> <u>ADP will provide training during the Nov / Dec 2005 Regional Meetings</u>		X	X				
CalOMS Procedures (New / Revised) <i>Discuss changes to procedures affected by CalOMS</i> <u>County AOD Administrative Staff, Supervisors or CalOMS Project Manager</u>		X	X	X	X	X	X
Share Outcomes Data <i>Discuss outcomes data and reports generated by ADP’s CalOMS database and how C/DP Name and the state are using it</i> <u>County AOD Administrator or Supervisors</u>		X	X	X	X	X	X
Refresher Training/ Evaluate Procedures <i>Review the CalOMS questions several months after staff have begun collecting data. Discuss suggested changes to procedures affected by CalOMS</i> <u>Supervisors or CalOMS Project Manager</u>		X	X	X	X	X	X
Lessons Learned <i>Ask staff for feedback and suggestions on the CalOMS implementation</i> <u>Supervisors or CalOMS Project Manager</u>		X	X	X	X	X	X

4 County-Contracted Providers

C/DP Name Provider Stakeholders		
Stakeholder	Involvement	Information Need
Director / Administrator	The Director or Administrator needs to be able to support staff and clients during the transition to CalOMS and must be able to respond to general questions relating to CALOMS or new intake/discharge procedures.	The C/DP Name Director or Administrator needs specific knowledge regarding the Federal, State and County regulations and policies governing CALOMS. Also an understanding of operational procedures in support of collecting CALOMS data.
Staff Supervisors	Staff Supervisors are required to understand and respond to specific questions from staff relating to the how, why and when of the CALOMS procedures. They also are responsible for the acceptance and implementation of any changes to how C/DP Name executes its business and should participate in deciding those changes.	All Staff Supervisors need to have specific knowledge regarding the Federal, State and County regulations and policies governing CALOMS. They also need to understand operational changes to procedures in support of collecting CALOMS data.
Counselors or Line Staff	Counseling staff are responsible for working clients on a daily basis. It is imperative that they understand how the CalOMS data collection procedures fit with other aspects of evaluation and treatment. They must understand the CalOMS questions and new codes.	Staff need to be trained in the modifications to daily functions required to support CALOMS. These modifications may include a data collection system and screens, questionnaires for data collection, the data elements and how to respond to client or provider inquiries. Understanding the benefits of CalOMS is critical. If counselors will capture client data on a computer instead of on paper, they will need appropriate preparation and training.
Analyst Staff	Analysts are responsible for reviewing the reports and data provided by CalOMS. They may also be responsible for maintaining and updating the approved changes to operational procedures.	Analysts need to be familiar with the CalOMS questions and reports as well as how this information is used by C/DP Name. They may also need to be trained in the changes to operational procedures required to support CALOMS.
Support Staff	Support Staff greet Clients as they enter the treatment facility or answer the telephone.	Support staff need to understand the impact that CALOMS procedures and regulations may have on procedures and on clients so that they can give clients accurate directions and assistance.
Data Entry Staff	Data Entry staff enter data into the C/DP Name system for	Data Entry staff need to understand the impact that the collection of

C/DP Name Provider Stakeholders		
Stakeholder	Involvement	Information Need
	submission to ADP.	CalOMS data may have on their current procedures. These modifications may include a data collection system and screens, questionnaires for data collection, and how to respond to client or provider inquiries.
IT Staff	IT Staff are responsible for submitting data to ADP.	IT Staff responsible for CalOMS need to understand the new procedures for the submission of data to ADP.

4.1 County-Contracted Provider Communication Activities

Method	Director	Supervisors	Counselors	Analysts	Support Staff	Data Entry	IT Staff
<i>Timing</i>							
<u>Responsibility</u>							
Regularly Scheduled Provider Meetings <i>Add CalOMS updates to provider meetings. Begin to share information on the project, its requirements and history as soon as possible.</i> <u>County AOD Administrator or County CalOMS Project Manager</u>	X						
Implementation Work Group <i>Establish a workgroup to solicit provider input and feedback on your CalOMS solution</i> <u>County AOD Administrator or County CalOMS Project Manager</u>		X	X	X			X
Statement of Expectations <i>In either a letter or contract with the provider, make clear the expectations and responsibilities of both the county and the contracted provider</i> <u>County AOD Administrator</u>	X						

Method							
<i>Timing</i>							
<u>Responsibility</u>	Director	Supervisors	Counselors	Analysts	Support Staff	Data Entry	IT Staff
CalOMS Overview Session <i>Schedule at least several months before you plan to start training staff, earlier if this is a highly visible project</i> <u>County AOD Administrator or County CalOMS Project Manager</u>	X	X	X	X	X	X	X
Electronic Communications <i>Use email as appropriate to draw attention to project updates and impacts to the organization</i> <u>CalOMS Project Manager or Provider Project Manager</u>	X	X	X	X	X	X	X
CalOMS Website / Newsletter <i>Be sure contract-provider staff know how to find and access the ADP CalOMS website and newsletter</i> <u>County CalOMS Project Manager or Provider CalOMS Project Manager</u>	X	X	X	X	X	X	X
Asking the CalOMS Questions <i>Line staff need to understand the CalOMS questions (preferably before they take training on a new system – if applicable)</i> <u>ADP will provide training during the Nov / Dec 2005 Regional Meetings</u>	X	X	X				
CalOMS Procedures (New / Revised) <i>Discuss changes to procedures affected by CalOMS</i> <u>Provider Supervisors or CalOMS Project Manager</u>	X	X	X	X	X	X	X
Share Outcomes Data <i>Discuss outcomes data and reports generated by ADP's CalOMS database and how C/DP Name and the state are using it</i> <u>County AOD Administrator, Provider Administrator or Provider Supervisors</u>		X	X	X	X	X	X

Method <i>Timing</i> <u>Responsibility</u>	Director	Supervisors	Counselors	Analysts	Support Staff	Data Entry	IT Staff
Refresher Training/ Evaluate Procedures <i>Review the CalOMS questions several months after staff have begun collecting data. Discuss suggested changes to procedures affected by CalOMS</i> <u>Provider Supervisors or CalOMS Project Manager</u>		X	X	X	X	X	X
Lessons Learned <i>Ask staff for feedback and suggestions on the CalOMS implementation</i> <u>County CalOMS Project Manager or Provider CalOMS Project Manager</u>		X	X	X	X	X	X

5 Other Stakeholders

C/DP Name Other Stakeholders		
Stakeholder	Involvement	Information Need
Clients	Clients respond to the CalOMS questions at admission and discharge. They are both the focus of the CalOMS data gathering effort and the beneficiaries of improved outcomes.	Clients may be concerned or anxious about the questions being asked. As appropriate, they may need information about the benefits of CalOMS, they may also be interested in reported outcomes.
ADP – CalOMS Team	ADP has a strong interest in a successful implementation of CalOMS and needs to understand your project status. Divisions within ADP that receive CADDs data, or that have a monitoring or contracting relationship anticipate continuing their excellent partnership with C/DP Name.	As CalOMS is being implemented, ADP needs to receive project updates and information on any issues or barriers that you face. Once your CalOMS system is in place, ADP expects to receive clean, timely data. ADP expects that the terms and conditions of your contract with ADP will be met.
C/DP Name Executive Constituencies - Board of Supervisors or - Board of Directors	Executive constituencies need to understand CALOMS and its benefits. They must be aware of its impact on treatment providers and on the county population.	The Executives need to be informed of the Federal and State requirements for CALOMS. It is also imperative that this group be kept informed of the steps that C/DP Name is taking to meet the needs of county and provider staff.
AOD Constituency Groups and AOD CBOs	Constituency groups need to understand the purpose and benefit of CALOMS as well as any impacts to treatment providers and on the county population.	The Constituency groups need to be informed of the Federal and State requirements for CALOMS as well as how client confidentiality issues have been addressed. As outcomes data becomes available, it should be shared with this group.

Additional stakeholders could include: Operations Manager, Owner, Board of Directors, CAO, Board of Supervisors, CARF, and the AOD Advisory Board.

5.1 Other Stakeholders Communication Activities

Method <i>Timing</i> <u>Responsibility</u>	Clients	ADP	Executive Constituency	AOD Constituency
CALOMS OVERVIEW Session <i>Schedule as appropriate to give groups adequate information about CalOMS</i> <u>C/DP AOD Administrative Staff or CalOMS Project Director</u>			X	X
Monthly Reporting - INTERNAL <i>Provide monthly updates on project progress</i> <u>C/DP AOD Administrative Staff or CalOMS Project Director</u>			X	
Monthly Status Report - EXTERNAL <i>Provide monthly status to ADP about project progress</i> <u>C/DP AOD Administrative Staff or CalOMS Project Director</u>		X		
One-on-one Discussions <i>As clients demonstrate an interest or anxiety about CalOMS, discuss the project and benefits to future clients with them</i> <u>Counselors, clinical or intake staff</u>	X			

6.2 Internal Staff Communication Activities

Method							
<i>Timing</i>							
<u>Responsibility</u>							
CalOMS Overview Session <i>Schedule at least several months before you plan to start training staff, earlier if this is a highly visible project</i> <u>County AOD Administrator or CalOMS Project Manager</u>							

6.3 County-Contracted Providers

C/DP Name Provider Stakeholders		
Stakeholder	Involvement	Information Need

Others:

6.4 County-Contracted Provider Communication Activities

Method							
<i>Timing</i>							
<u>Responsibility</u>							
Regularly Scheduled Provider Meetings <i>Add CalOMS updates to provider meetings. Begin to share information on the project, its requirements and history as soon as possible.</i> <u>County AOD Administrator or County CalOMS Project Manager</u>							

6.5 Other Stakeholders

C/DP Name Other Stakeholders		
Stakeholder	Involvement	Information Need
Clients		
ADP – CalOMS Team	ADP has a strong interest in a successful implementation of CalOMS and needs to understand your project status. Departments within ADP that receive CADDs data, or that have a monitoring or contracting relationship anticipate continuing their excellent partnership with C/DP Name.	As CalOMS is being implemented, ADP needs to receive project updates and information on any issues or barriers that you face. Once your CalOMS system is in place, the ADP expects to receive clean, timely data. ADP expects that the terms and conditions of your contract with ADP will be met.
Advisory Boards		
Agency Heads – CBOs		
Local Education Agency		

Others:

6.6 Other Stakeholders Communication Activities

Method			
<i>Timing</i>			
<u>Responsibility</u>	ADP		
Monthly Status Report - EXTERNAL <i>Provide monthly status to ADP about project progress</i> <u>C/DP AOD Administrative Staff or CalOMS Project Director</u>	X		