

OFFICE OF OVERSIGHT, RISK AND ETHICS (100RE)

2021 COMMUNICATIONS PLAN



VA



U.S. Department
of Veterans Affairs

Table of Contents

Introduction	3
Background	3
Communications Goals	3
Target Audiences	4
Internal	4
External	4
Communications Objectives by Audience	5
Communications Guidelines and Targeted Messaging	5
Communications Guidelines	5
Targeted Messaging	6
Communications Tactics	6
Communication Methods and Materials	7
Information Collection and Distribution	9
Outcome Evaluation	10
Research Questions	10
Research Design	10
Data Collection	10
Timeline	11

Introduction

The purpose of this communications plan is to outline and formalize actions to increase awareness of the Office of Oversight, Risk and Ethics (ORE) programs, resources and best practices among ORE Employees, VHA Employees, contract support, Veterans and the broader health care community. This communications plan will provide strategies and tactics to amplify ORE's mission to strengthen trust and confidence in the Veterans Health Care System by promoting ethics, accountability and Just Culture, boost executive communications from the Associate Deputy Under Secretary for Health for Risk Management (ADUSHRM) and support VHA's mission to provide the most innovative, reliable health care for our Nation's Veterans. The communications plan outlined here incorporates activities for both internal and external audiences.

Background

The U.S. Department of Veterans Affairs (VA) Veterans Health Administration (VHA) is America's largest integrated health care system, serving more than nine million Veterans. Caring for "him who shall have borne the battle and for his widow and his orphan" at more than 1,200 health care facilities across the nation, VHA has the challenge of providing quality, efficient, effective and ethical care while also modernizing its vast network of resources. One goal includes providing patient-driven, proactive, personalized, team-based care focused on wellness and disease prevention. VHA is improving Veteran satisfaction and health care outcomes, and it has been at the forefront of developing innovative health care technologies and services. VHA is a leader in creating and implementing new ideas, such as Patient Aligned Care Teams (PACT), telemedicine and telehealth, all while assisting in the training of more than half of all American-trained physicians. Providing the best possible care and seamless services requires efficient, ethical delivery and consistent oversight of all clinical and research services.

VHA was recently reorganized to maximize services to VA medical facilities and Veterans. One of the major efforts of the reorganization was to transfer the Office of Operational Excellence (OE) to the Office of Quality and Patient Safety (QPS) and to create the Office of Oversight, Risk and Ethics (ORE). ORE's goal is to improve VHA's organizational performance, efficiency and accountability through the dissemination of best practices related to organizational legal and regulatory risk, ethics and oversight and accountability activities. Through coordinated work in its program offices—Compliance and Business Integrity, Internal Audit, the Medical Inspector, National Center for Ethics in Health Care, Enterprise Risk Management and Research Oversight—ORE can be at the forefront of VA's transformation activities, managing its risk and ensuring the integrity of the health system.

As a newly formed organization, ORE has identified the need for a strong communications program to ensure the effective dissemination of its work, and to connect its employees with its mission, goals, objectives and leadership. Effective communications integrated with change management best practices can greatly influence employee acceptance and perceptions related to the new office and its work. This will influence not only the visibility of the office within VHA, but the success of its programs and initiatives. All of this is necessary to reach and maintain VA's overarching goal: to improve the Veteran experience and transform VA into one of the best customer service organizations in the country.

Communications Goals

- » Create a shared vision for ORE where employees throughout each program office feel a sense of belonging.
- » Increase awareness of ORE programs, resources and best practices among ORE employees, VHA employees, contracted support and the health care community in order to inspire all VHA Employees to uphold HRO principles and deliver the highest standard of care to Veterans. This communications plan will work towards amplifying the message, to internal and external audiences, that VHA provides the most innovative, reliable health care for our nation's Veterans.

- » Align ORE employees with VHA’s strategic objectives associated with the VA strategic plan:
 - Goal 1: Make VHA the provider and care coordinator of choice for Veterans.
 - Goal 2: Deliver comprehensive and integrated whole health care.
 - Goal 3: Innovate as a learning and teaching organization.
 - Goal 4: Increase the efficient and effective use of resources across the enterprise.

Target Audiences

ORE incorporates many different offices and work streams, so there is a broad potential target audience. This plan specifically focuses on how to communicate ORE—its mission, vision and purpose—to all audiences listed below.

Employees act on information from managers and colleagues they feel closest to, so ORE must engage leaders to share information about ORE to their teams. At the same time, the ADUSHRM must provide messaging to employees to increase employee engagement and trust. The goal of these efforts is for employees and managers to feel a sense of belonging and to feel that all information is communicated equally across the organization.

Internal

- » ORE Employees
 - Front Office Employees (ADUSHRM)
 - Office of Research Oversight
 - Compliance and Business Integrity
 - Office of Internal Audit
 - National Center for Ethics in Health Care
 - Office of the Medical Inspector
 - Enterprise Risk Management
- » VHA Program Offices
- » VHA Employees
- » VHA Contract Support
- » VHA Executive Leadership (including Audit, Risk and Compliance Committee members)
- » VHA Media (VHA Communications, Public Affairs Officers, Office of Public and Intergovernmental Affairs)

External

- » Veterans
- » Congress
- » Government Accountability Office (GAO)
- » Media
- » Clinicians (outside of VHA)
- » Professional Associations

Communications Objectives by Audience

We propose the following “SMART” communications objectives that are specific, measurable, achievable, realistic and time-based. The objectives reflect changes in knowledge, behaviors and attitudes and measure directly against ORE’s strategy to:

Primary Audience: Internal Stakeholders (ORE Employees):

- » Increase awareness of programs, resources and best practices among ORE employees by 70% over 12 months.
- » Maintain a consistent cadence of communication (weekly emails, town halls, etc.) each month, beginning in September 2020.
- » Increase employee participation and engagement in ORE events (calls, townhalls, small group sessions, etc.) by 50% over 12 months.
- » Encourage a culture of comradery and collaboration across ORE through centralized communications with clear and consistent messaging, beginning in September 2020.
- » Develop at least one ORE “ambassador” per program office—individuals who can speak to ORE’s vision and the resources and projects it has to offer, over 12 months.

Secondary Audience: Internal Stakeholders (VHA Employees):

- » Improve availability and awareness of ORE-produced resources that support the HRO framework among all VHA employees and contract support.
- » Share updates around ORE programs, resources, accomplishments and best practices that demonstrate HRO principles, and advance VHA toward becoming an HRO with VHA employees on a quarterly basis.

Secondary Audience: External Stakeholders (Health care community, Veterans and Congress):

- » For the health care community: Share best practices and innovations coming out of VHA in a timely and consistent manner that advance it toward becoming an HRO.
- » For other audiences: Help advance the public narrative and communicate good news stories from VHA that show how employees work tirelessly to advance the highest standards of care, innovation, responsible stewardship and ethical practice.

Communications Guidelines and Targeted Messaging

Communications Guidelines

All messages will be tailored to the appropriate target audience.

- » Every key message (i.e., ORE elevator speech) will be communicated formally (through employee orientation or request of program office leader)
- » Messages will be distributed through the appropriate channels (i.e., Intranet post or VA Insider)
- » The project team will communicate what people need to know before they need to know it (anticipating who needs to know what when)
- » Project team will identify what is newsworthy for VA-wide press releases
- » Project-wide meetings will be held at all important milestones
- » Regular, unbiased reporting will be undertaken
- » The communications project team will listen and act on feedback

Targeted Messaging

Audience	Messages/Key Points
ORE Employees	<ul style="list-style-type: none"> » ORE's mission to strengthen trust and confidence in the Veterans Health Care System by promoting ethics, accountability and Just Culture » How risk is every office's responsibility » ORE goals and how they feed into VHA's overarching mission » ORE upcoming events, initiatives, news from program offices, Employees features » How all offices connect to one another within ORE » Ways to participate and get important information to their designated audiences
ADUSHRM	Program office specific events, stories, content, reports
ADUSHRM Executive Team	Program office specific events, stories, content, reports
VHA Employees	ORE specific initiatives, awards, events (how ORE supports all of VHA)
VHA Executive Leadership	ORE specific initiatives and how they connect back to VA's strategic goals and objectives
VHA Media	ORE specific initiatives, projects, awards or events
Veterans	As advised by VHA communications
Congress	As advised by VHA communications
Clinicians	Program office specific innovations, initiatives or events as advised by program office
Professional Associations	Program office specific innovations, initiatives or events as advised by program office

Communications Tactics

More video, more visuals, less text: According to a [Forrester study](#), one minute of video is worth 1.8 million words. Video is a powerful tool for internal and external communications and evidence indicates it boosts information retention. [One study](#) showed that when people read text paired with a visual they retain 65% of the information three days later, as opposed to just 10% with text alone. Viewers retain 95 percent of a message when [presented in a video](#) compared to 10 percent when reading it in text. Given the evidence, it is critical ORE adopt more video and visuals to communicate its message to all target audiences.

Plain Language: A best practice is to ensure that all communications are easy to read and understand. DIS knows the technical jargon of program offices can be easily misunderstood due to the complexity of the topics, and we will work with subject matter experts to distill the information to reach employees at every level.

Getting the ORE House "in order": DIS will work with the Communications Advisory group to ensure consistent communications, cohesiveness and engagement by creating a central source for news and updates. One of the best ways to do this is by creating a "Huddle Board" where Employees can see ORE office updates, program office updates, important employee changes and updates about COVID-19.

Participate in ORE Program Calls: DIS employees will participate in ORE program calls to stay current on all program updates and to be better informed of potential story leads and other announcements and ideas for the ORE newsletter, ORE Intranet, ORE SharePoint and ORE events, like town halls.

Weekly meetings between DIS and ORE: The DIS and ORE ADUSHRM Executive Team will continue to meet on a weekly basis to review project updates and discuss upcoming tasks and assignments.

ORE Communications Advisory Group: To help maintain consistent communications efforts across ORE, each program office will provide a communications liaison to meet with the rest of the office to share updates, upcoming events and communications strategies. This connection allows each program office to provide updates on new events or programs for blogs, news releases and other communication activities. This group will meet on a monthly basis.

Communication Methods and Materials

Tactic	Description	Audience	Frequency	Engagement	Measure
Graphics	ORE requires consistent graphics and branding for all ORE program offices.	ORE Employees, VHA	Ongoing	Use for communications materials, presentations and collateral	Availability and access of branding materials and graphics
ORE Intranet Sites	As with any restructure of an organization, a cohesive, unified look and voice is critical. With the reorganization, all ORE products will be updated with a consistent look and feel, including a common banner, streamlined mission, vision, resources and leadership pages written in plain language to ensure audiences outside the program understand the purpose of each program office.	ORE Employees, possibly VHA Employees	Once	Use for information sharing	Pageviews
ORE Share-Point Site	Having a dedicated site where ORE Employees can stay abreast of updates, changes and recognitions. A dedicated site is a great way to promote engagement and enhance transparency throughout ORE. ORE program offices can also identify opportunities to collaborate with one another.	ORE Employees	Daily	Use for information sharing and engagement	Number of engagements, pageviews
ORE Communications Collateral	A suite of materials for the overarching ORE office and each program office will include fact sheet, video, case studies, intranet, content blocks.	ORE Employees, VHA communications	Once and updated yearly	Use for information sharing	Availability/access and usage
ADUSHRM Email	Weekly emails will be sent by the ADUSHRM to keep employees engaged and boost morale. It will also give ORE Employees the opportunity to learn more about their colleagues.	ORE Employees	Weekly	Awareness, Response	Number of emails sent each month

Tactic	Description	Audience	Frequency	Engagement	Measure
ADUSHRM Town Hall	ORE will hold town hall meetings to engage ORE Employees on current initiatives, share news and encourage collaboration and dialogue.	ORE Employees	Quarterly	Awareness, Response	Attendance
ADUSHRM Small Group Discussions	Small groups of ORE Employees and field Employees (under program offices) can register, engage with the ADUSHRM, and ask questions which they may feel more comfortable doing in smaller settings.	ORE Employees, field Employees	Quarterly (four times a year)	Awareness, Response	Attendance
ORE Newsletter	ORE will produce a newsletter with short blurbs and links to expanded articles on new education and ORE events, ORE-authored journal articles or guest journal articles/ videos relevant to ORE topic areas and monthly Employees features.	ORE Employees, field Employees	Quarterly (four times a year)	Awareness, comprehension	Open rate (measured through Granicus)
Podcasts	Opportunity to showcase important work being performed by ORE Employees to the rest of VHA. Allows listeners to tune-in when their schedule allows versus a time-specific meeting	ORE Employees, VHA Employees	Monthly	Awareness, Comprehension	Listener rate
Annual Events or Days of Recognition	Many program offices under ORE have specific days of recognition that fall in line with service areas like risk, ethics and compliance. Identifying these areas of communications opportunities allows ORE to spread the benefit of their work and messaging across VHA. It also allows ORE Employees to see themselves as part of the overarching office instead of only the individual offices.	ORE Employees, VHA Employees	As needed	Awareness, comprehension, call to action	Participation in presentations as applicable
Communications Campaigns	Specific communications campaigns related to program office initiatives like fraud, waste and abuse, ethics and risk management	ORE Employees, VHA Employees	Where needed	Awareness, comprehension, call to action	Participation as applicable

Tactic	Description	Audience	Frequency	Engagement	Measure
Program Office communications including Program Office Lead Communications Support	Specific office communications that highlight key projects and programs to Employees	Specific ORE Employees	Weekly	Awareness	Click rate, views
Feature Stories/ Videos	Specific office communications that highlight key projects and programs to Employees	ORE Employees, VHA Employees	Monthly	Awareness, Comprehension	Click rate, views
Case Studies/ Infographics	Case studies and infographics are a functional way to highlight key programs and projects within ORE	ORE Employees	Monthly	Awareness, Comprehension, response (engagement with other Employees)	Click rate, views

Information Collection and Distribution

DIS will rely on two-way communications with ORE and its program offices to collect information for the communications methods and materials listed above and create comprehensive content. Ideas for content will be collected during the Communications Advisory Group meetings, weekly ADUSHRM meetings and through pull communications as needed. DIS and ORE communications will work closely with VA communication partners to effectively deliver messages as appropriate. These strong partnerships are pivotal in our ability to communicate ORE messages to internal and external audiences.

VHA Communications Advisory Group:

DIS will rely heavily on the members of the communications advisory group to pull communications needs, content and topics.

VHA Communicators (VACO, District and Field):

No communications plan is successful if it does not have buy-in. It is important to share relevant internal and external communications with the VHA Communicators, so ORE is reaching as many Veterans and employees as possible through established channels. These organizations also have additional tools available to amplify ORE messages. VHA Communications is also our conduit to VA Office of Public and Intergovernmental Affairs.

VHA Digital Media:

Leveraging the skills and knowledge of the VHA Digital Media team can help ORE identify ways to reach its primary audiences. The digital team is at the forefront of new channels and tactics so working with them regularly is imperative to getting information to the right people.

VISN/VAMC Leadership:

Depending on the program or product featured, VISN and VAMC directors are in a unique position to share information about ORE products to influence leadership and frontline employees. The Office of Compliance and Business Integrity regularly exercises this approach through its communications campaigns.

Communities of Practice:

ORE offices work with several communities of practice in the VISNS and at field locations including the Office of Research Oversight, the Office of Compliance and Business Integrity, Enterprise Risk Management and Ethics officers. These offices have already established ambassadors the field and can assist in disseminating information and messages.

Outcome Evaluation

Throughout the lifecycle of FY2021, DIS will circulate surveys and feedback opportunities to ensure that employees are engaged in the communications methods with related tactics. This will be in support of AES surveys.

Research Questions

1. Do ORE Employees feel connected and engaged with Employees from other program offices under the ORE umbrella?
2. Do ORE Employees know how to communicate about ORE to VHA Employees or other audiences outside ORE?
3. Are VHA Employees and contract support aware of projects implemented across VHA?
4. Are VHA Employees and contract support aware of resources and trainings produced by ORE? Do they use them?

Research Design

DIS will use a descriptive research design to measure knowledge, behavior and attitude changes throughout the course of the ORE communications plan. Data will be collected on the primary target audience (ORE and VHA Employees) and secondary target audiences (Veterans and Congressional Employees) and measured directly against the Communications Objectives to gauge communications impact and success.

Data Collection

For tracking changes in knowledge and attitude among ORE and VHA Employees, contract support, Veterans and Congress, DIS will implement a pre-post survey using a self-administered questionnaire (web-based/electronic). The questions will either be asked in their own survey or, preferably, added to existing surveys, such as the AES Survey.

This data should be collected at several points in time, such as after town halls.

Survey to ORE Employees:

1. I feel connected with Employees from other program offices under the ORE umbrella (Strongly disagree to Strongly agree).
2. I understand the work of other programs under the ORE umbrella outside of my program office (Strongly disagree to Strongly agree).
3. I can confidently explain what ORE does (Strongly disagree to Strongly agree).
4. I can confidently explain how ORE improves the Veterans' experiences (Strongly disagree to Strongly agree).

For tracking objectives related to behavior changes, such as engagement with ORE resources and exposure to ORE messages, metrics gauging ORE and VHA employee exposure and engagement with communication materials will be collected using the following measures:

ORE Employees Metrics:

1. ADUSHRM emails opened and engagement with calls to action (i.e., requests for input from Employees)
2. Usage on the ORE Huddle Board/SharePoint site
3. Attendance and participation in the ORE Townhall

4. Attendance and participation in ORE Small Group Discussions
5. Number of views of ORE-produced videos, including vlogs

Timeline

Below is a detailed timeline for each action item in the current Communication Plan. Action items and deadlines may vary depending on ORE approval.

Timing	Action	Sponsor	Lead	Audience	Product
October 22, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
October 29, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
November 5, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
November 12, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
November 19, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
November 24, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
December 3, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
December 9, 2020	ORE Town Hall	ORE Executive Team	DIS / ADUSHRM	ORE Employees	Event
December 10, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
December 17, 2020	Communications Committee Kickoff	DIS / ORE Executive Team	DIS	Program Office communicators	Event
December 24, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
December 31, 2020	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
January 7, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
January 14, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
January 20, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
January 21, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
January 27, 2021	ORE Feedback Session	ADUSHRM	DIS	Internal Audit Employees	Event
January 28, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
February 4, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
February 8, 2021	Small Group Discussion	ADUSHRM	DIS	Front Office Employees	Event
February 10, 2021	Small Group Discussion	ADUSHRM	DIS	ORE Leadership	Event
February 10, 2021	Small Group Discussion	ADUSHRM	DIS	ORE Employees	Event
February 11, 2021	Small Group Discussion	ADUSHRM	DIS	ORE Employees	Event
February 11, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
February 11, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
February 16, 2021	ADUSHRM Video Recording	ADUSHRM	DIS	ORE Employees	Video

Timing	Action	Sponsor	Lead	Audience	Product
February 17, 2021	Small Group Discussion	ADUSHRM	DIS	ORE Employees	Event
February 18, 2021	Small Group Discussion	ADUSHRM	DIS	ORE Employees	Event
February 18, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
February 25, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
February 26, 2021	Launch of ORE Huddle Board	DIS / ORE Communications	DIS	ORE Employees	"Huddle Board" Share-Point site
March 4, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
March 11, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
March 11, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
March 18, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
March 22, 2021	ORE Newsletter	DIS / ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
March 25, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
March 26, 2021	Finalized ORE communications collateral	DIS / ORE Communications / Program Office Communicators	DIS	ORE Employees, VHA Employees	Communications collateral
April 1, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
April 1, 2021 – April 9, 2021	Change management pilots	DIS / ORE Communications	DIS	ORE Employees	Event
April 8, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
April 8, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
April 13, 2021	Small Group Discussion	ADUSHRM	DIS	Field Employees (dotted line employees)	Event
April 15, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
April 22, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
April 29, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
May 3, 2021	ORE Newsletter	DIS / ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
May 6, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
May 13, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
May 13, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event

Timing	Action	Sponsor	Lead	Audience	Product
May 20, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
May 27, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
June 3, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
June 7, 2021	ORE Newsletter	DIS/ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
June 10, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
June 10, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
June 16, 2021	ORE Town Hall	ORE Executive Team	DIS / ADUSHRM	ORE Employees	Event
June 17, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
June 24, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 1, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 8, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 8, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
July 15, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 19, 2021	ORE Newsletter	DIS/ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
July 22, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 29, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
July 31, 2021	Launch of Intranet Pages	DIS/ORE Communications	DIS	ORE Employees, VHA Employees	Intranet pages
July 31, 2021	Launch of Internet Pages	DIS/ORE Communications	DIS	ORE Employees, VHA Employees	Internet pages
August 2, 2021	ORE Newsletter	DIS/ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
August 5, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
August 12, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
August 12, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
August 19, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
August 26, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
September 2, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert

Timing	Action	Sponsor	Lead	Audience	Product
September 7, 2021	End of Year Small Group Discussions	ADUSHRM	DIS	Field Employees (dotted line employees)	Event
September 9, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
September 9, 2021	Communications Committee Monthly Meeting	DIS / ORE Executive Team	DIS	Program Office Communicators	Event
September 13, 2021	ORE End of Year Newsletter	DIS/ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter
September 13, 2021	Updated PMP	DIS	DIS	ORE ADUSHRM Executive Team	Document
September 16, 2021	ADUSHRM weekly email	ADUSHRM	DIS	ORE Employees	Email Alert
November 1, 2021	ORE Newsletter (Veteran's Day Edition)	DIS/ORE Communications	DIS	ORE Employees, Field Employees (dotted line employees)	Newsletter