QPP HUMAN-CENTERED DESIGN /

Struggles and Successes Operationalizing HCD Research

A Case Study from the Quality Payment Program



July 30, 2021

QPP HUMAN-CENTERED DESIGN /

Meet the Team







Eva Floyd Lead HCD Researcher Kiel McLaughlin HCD Researcher Christina Brandon HCD Researcher

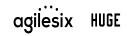


Agenda

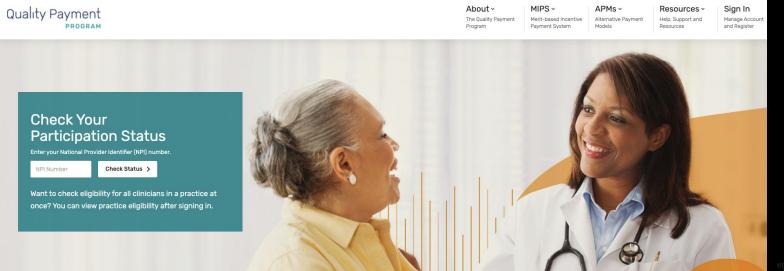
- 1. Overview
- 2. User research panel
- 3. Research repo
- 4. CX Report
- 5. Looking ahead

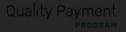
QPP HUMAN-CENTERED DESIGN /

Overview



The Quality Payment Program transforms the Medicare physician payment system from one focused on volume to one focused on value.





The QPP website serves almost 900,000 reporting clinicians annually.

QPP HUMAN-CENTERED DESIGN / OVERVIEW

Small practices to large health systems



to

Small Practices



Health Systems

QPP annual cycle

THE 2019 QPP EXPERIENCE

Last edit : May 2020 SUBMISSION POST SUBMISSION PRE- SUBMISSION PRELIMINARY FEEDBACK FINAL FEEDBACK TARGETED REVIEW POLICY CHANGES CHECKING ELIGIBILITY APPLYING FOR EXCEPTIONS GATHERING DATA UPLOADING DATA FINALIZING DATA **MIPS Track** Fix Errors Choose a reporting method: 0 Upload a File Enter View base QPP Q Data score Manual Reporting API Make reporting decisions Clinician/ Practice View Preliminary View high level score Might submit item View Final Rule and Review Policy Consider / discuss Final check Might request Tweak data Log in to view Final scores and payment for Targeted Review Measure Changes changes at the participation status exception to improve score feedback adjustments Specifications practices, groups OPP announced in CMS etc newsletter Identify/fix Mine data issues from EHR Direct reporting WEB INTERFACE WI related registrations open April - July for next submission Fix errors window Receive data Choose a reporting method: Enter Data confirmation (+)ACO, group or virtual Manual data entry Web interface registration group QCDR Upload spreadsheet Register for CAHPS for Download sample Pull data from EHR View Archived Tweak data Web API View individual MIPS survey data Reports to improve measure scores Reporting via vendo score Advanced APM track No action to take in QPP during submission window OPP **QPP** OPP +APM APM ~ Enter NPI to see Join an APM Might choose to View Payment info Participating as an participation and QP establish a role in Advanced APM status OPP

Defining Research Operations

 The practice of Research Operations (ResearchOps) focuses on processes and measures that support researchers in planning, conducting, and applying quality research at scale.

The complexity of QPP and the variety of different users have led to operational challenges for conducting research.

Creating a user research panel



What is a research panel?

 Group of participants who've opted into participating in QPP HCD research studies



Benefits of a research panel

- Easier to find the right participants for user research
- Time-saver for recruiting

A panel is more than a spreadsheet

- Allows us to track information overtime, including participation in studies
- Multiple people can manage the panel



Challenges with finding a tool

- FedRAMP-approved
- Cost
- Level of automation available

Tools we reviewed

- Airtable
- Smartsheet
- UserInterviews.com
- Cint.com

Our tool



Why Salesforce?

• FedRAMP approved!



Questions? Feel free to reach out to our HCD Researchers popuserresearch/koms hhs pop Hole share the future of OPP. For Eclastic in a user feedback session. Get us new -Contact CHS Day Connects ¥ 0 Monday - Friday Barn - Barn Fl Support for Small Pr 1-866-258-8292(785-710) OPPENING IN ANY

tools and guidance are eligible to receive the IA Credit for Expanded Practice Access. MININ DIA_EPA_5. Your Input Makes an Impact

You May Receive an Improvement

Activities Credit

From 2017-2020, we've conducted over 500 user research sessions. That work resulted in improvements to the GPP digital experience like

Clinicians who participate in usability testing that enhances the system and progra accessibility, readability and responsiveness as well as providing feedback for developing

Participate Anywhere

From home to offers from committee to shows and dealed how and where to participate.

Receive Invitations Me'll match your interests and information with the right studies for you.

n participating in a future research study? Share Ettle bit about yourself to get started today outside of the OPP HCD Research Program.

for our users Your perspective matters

Human-Centered Design (HCD) is an annoach for designing experiences that meet the real needs of a user. It prioritizes the perspectives of these that use the system and empowers

During a study, we'll gather your feedback on an existing design, new concept, or interactiv prototype. We may also explore your usage of a feature to understand any gain points or gather your perspective on a specific topic.

Our sessions typically require very little preparation and range from approximately 30-60

those users to be a part of the design process How it Works

Join our User Research Program



Human-Centered Design Research

As the QPP HCD research team, we take a Human-Centered Design approach to understanding those in the clinician community for

whom we create programs and services. This understanding. coupled with on-going feedback from the QPP clinician community. is crucial in how we design and prioritize the most effective features

Program

OPP HUMAN-CENTERED DESIGN / RESEARCH PANEL

Recruiting for the panel

- **Quality Conference**
- **QPP** Help Desk
- **QPP HCD Research recruiting page**

CHS Privacy Notice

Quality Payment

 Easier submission · Actionable feedbac Harrier working Support Key stat

~500

Participants in the QPP HCD Research Panel

How we use the panel

- 1. Select participants from Salesforce
- 2. Email invite with CMS inbox*
- 3. Screener, include Calendly for qualified participants
- 4. Conduct research sessions
- 5. Update Salesforce

Next steps

- Continue to automate the recruiting process
- Adding participant details

Next steps

• Growing the panel



QPP HUMAN-CENTERED DESIGN / EnjoyHQ

Research Repo with Enjoy HQ



Plan Study > Recruit Participants > Conduct Interviews > Analyze Data > Create Report > Read-out Findings

Finally upload to Confluence



- Extend the value of your findings
- Build on prior research
- Reduce knowledge loss

E

- Cloud-based
- Tag, annotate, search
- Group collections by topic, audience, etc.

•	Understanding online booking and onboarding behavior	Q Search for feedback, people, highlights and more	
	🖞 32 Documents 🗸 🗐 📊	User Interview Notes : Edit& More	
	Recording of 2 interviews with ac	John Cappel / John Cappel John Cappel Bofficecore.com	ያ
🗇 Plan		Mar 15th 19, 12:27PM	2
🖄 Inbox (1164)			9
		John: I think I downloaded it 7 months ago. My aunt was ill and I wanted to visit her for a couple of hours in the afternoon I needed a way to make sure Susie was going to be ok	
Analysis	S	while I was away. She needs exercise because she suffers from diabetes.	59
I Summary	Mar 16th 20, 08:09PM	Laura: Where were you? What time of day was it?	
		John: I was at home, I think it was during dinner, I work from the office most days and I super	
	User interview notes		9
	Laura: How and when did you hear about us	otherwise the weekend is filled with all sorts of tasks or things get delayed.	
	John: I think I downloaded it 7 months ago.	Laura: What was the weather like?	38
	My aunt was ill and I wanted to visit her for	John: It has been pretty ok most of the week, it was warm and sunny.	
	 Mar 15th 20, 12:27PM 	a	x°
		Laura: Was anyone else with you at the time?	0
	🚏 I love labradors!	Carmen: Just me and Susie. We live alone in the north.	
	I got this from a customer: Hello there - I thought it would be really great if I could search for the breed of dog that the person	Carmen: How did you find out about it?	
	• Mar 1tth 20, 8:53PM 🖉 8		
	Business professional with a 3 ye		
	1-7 of 14	Read by	

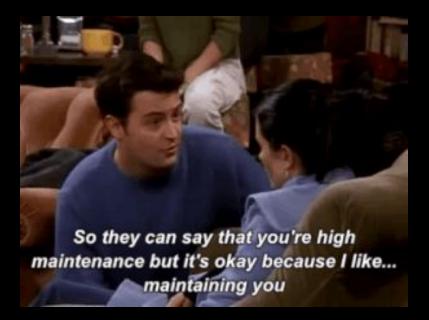
- Professional transcripts by GoTranscript
- De-identified before upload
- Saves time, money, extends value

Make your interviews work over-and-over, again



Always build in time to for data maintenance.

You'll thank yourself later.



QPP HUMAN-CENTERED DESIGN / CX REPORT

Measuring the user experience



Influenced by Forrester's Customer Experience Index (**CX Index**[™])



Using both qualitative and quantitative data

- Google Analytics
- Help desk tickets
- User interviews
- Usability testing
- Missing SUS and intercept survey data, and site search analysis

QPP HUMAN-CENTERED DESIGN / CX REPORT

Measuring a yearly cycle in 3 phases

- Pre-Submission
- Submission
- Post-Submission

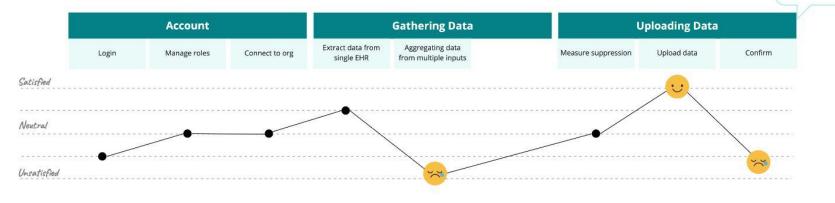
QPP HUMAN-CENTERED DESIGN / CX REPORT

Where we're at now

- Greatly informed by recent research
- Sharing within QPP and refining
- In need of survey data

Quality Payment Program Submission Customer Experience Report

This report focuses on submission activities documented through HCD research over the past 12 months. Please note that the COVID pandemic may have altered user behavior.



Informed by

17.5

A combination of qualitative and quantitate user research was used to provide the most robust insights.

Research Studies

PI07: Connect to Org. Batch Request



Released July 2021

Effectiveness

Ease of Use

Emotion



Informed by

A combination of qualitative and quantitate user research was used to provide the most robust insights.



17.5

Goals and Opportunities

Where we might focus our efforts to provide more value to QPP when conducting pre-submission activities.

Submission Website Objectives

- Increase the efficiency of the submission process

CX Opportunity Spaces

Submitting data: How might the submissions

Help Desk & Analytic Activity (12 months)

Goals and Opportunities

Where we might focus our efforts to provide more value to QPP when conducting pre-submission activities.

Submission Website Objectives

- Increase the efficiency of the submission process
- · Increase satisfaction with the site

Anticipated report release schedule: Post-submission report October 2021, Pre-submission report January 2022, Submission report May 2022

CX Opportunity Spaces

Submitting data: How might the submissions UI better accommodate those participants who submit for many TINS? Those TINs with multiple submitters? With multiple collection types?

Give them access: Understand the root cause for all the Harp login help desk tickets and reduce the need to contact the help desk

Continued content design and personalization: How might we best help users self service through the QPP website?

Confirmation: How might we best help users verify that CMS has received necessary data?

QPP HUMAN-CENTERED DESIGN / CX REPORT

SUBMISSION				Uploading submission data into QPP, regardless of method, was overall positive		
	Portal Account					
	Login through HARP (password reset)	1 Very Unsatisfied	•	The largest category of help desk tickets are related to login issues. There were 4644 help desk tickets created for this Sept - Dec 2021	Opportunity for additional research?	Help desk tickets
	Manage roles	2 Unsatisfied	*	High volume issue. There were 962 help desk tickets created for this Sept - Dec 2021. Common task due to staffing changes	Help them remove their own access	
	Connect to Org. batch request	2 Unsatisfied	*	Users can connect to organizations via the QPP website. However, if users require access to multiple organizations at once, they'd have to complete a	• Five organizations is the breakpoint for manual entry before opting to upload a CSV	Connect to Org Batch Request
	Gathering Data					
	Extract data from single EHR	3 Neutral	•			
	Aggregating data from multiple inputs	1 Very Unsatisfied	Ŧ	Different EHRs may require different measure inputs, or capture measures differently		2021 Post-Submission Study
	Uploading Data					
	Traditional MIPS	5 Very Satisfied		Easy part of the process. each year the portal is getting better		2021 Post-Submission Study
	WI (APP)	5 Very Satisfied	•	Easy part of the process. each year the portal is getting better		2021 Post-Submission Study
	Multiple submitters	2 Unsatisfied	•	TINs may have more than one person submitting data and/or attesting, coming from a provider, ACO, registry, or another 3rd party, which can	Would like more visibility into what is submitted. Without visibility into the individual	2021 Post-Submission Study, a
	Confirmation	2 Unsatisfied	-	Participants often comment that they would like to see some reassurance that the submission is complete.		Multiple studies
	Measure suppression	2 Unsatisfied		Participants are missing communication in the ListServ intended to notify them of the suppressed measure.	Add suppressed measures to the QPP website. This list needs to be available before	Need readout link.

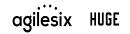
QPP HUMAN-CENTERED DESIGN / CX REPORT

Evolving CX Reporting

- Moving towards PRA clearance = surveys
- Keep it manageable
- Incorporate year over year data

QPP HUMAN-CENTERED DESIGN / NEXT STEPS

Next steps operationalizing QPP HCD research



More data opportunities to come



- Sentiment analysis with EnjoyHQ
- Site **search** analysis
- Website **heatmaps** with Hotjar

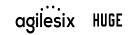


 Increasing efficiency with **PRA** clearance for SUS, and intercept surveys

Incorporating more empathy with new QPP organization personas, and job to be done (JTBD) **QPP HUMAN-CENTERED DESIGN / NEXT STEPS**

Final reminder

- Operationalizing research efforts takes continual effort
- Increase in quality = increase in time and/or cost



QUESTIONS?

QPP HUMAN-CENTERED DESIGN / NEXT STEPS