

Struggles and Successes Operationalizing HCD Research

A Case Study from the Quality Payment Program

Meet the Team



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Agenda

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

Overview

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

Quality Payment
PROGRAM

About ▾

The Quality Payment Program

MIPS ▾

Merit-based Incentive Payment System

APMs ▾

Alternative Payment Models

Resources ▾

Help, Support and Resources

Sign In

Manage Account and Register

Check Your Participation Status

Enter your National Provider Identifier (NPI) number.

Check Status >

Want to check eligibility for all clinicians in a practice at once? You can view practice eligibility after signing in.



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once? You can view practice eligibility after signing in.

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

Latest Updates

PERFORMANCE YEAR 2022

2022 Physician Fee Schedule (PFS) Proposed Rule Is Available for Comment

The [2022 PFS Proposed Rule](#), which includes QPP proposals for 2022 and 2023, is now available for viewing. Comments can be submitted through September 13, 2021.

[Download the Proposed Rule Resources \(ZIP\)](#) >

PERFORMANCE YEAR 2020

Cost Performance Category Reweighted to 0%

CMS is reweighting the cost performance category from 15% to 0% for the 2020 performance period for all MIPS eligible clinicians regardless of participation as an individual, group, virtual group or APM Entity. The 15% cost performance category weight will be redistributed to other performance categories. No action is required.

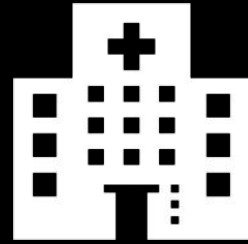
[Learn More](#) >

Small practices to large health systems



Small Practices

to

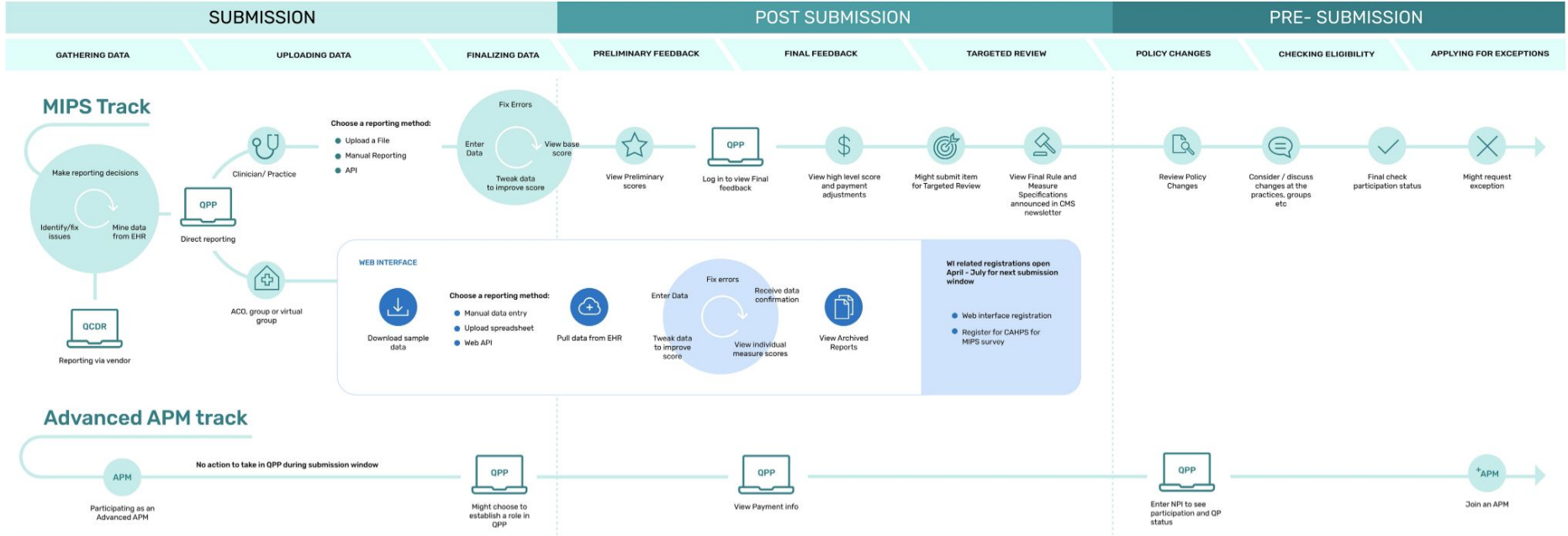


Health Systems

QPP annual cycle

THE 2019 QPP EXPERIENCE

Last edit : May 2020



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!

Recruiting for the panel

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

The screenshot shows the top portion of the QPP Human-Centered Design Research Program website. At the top, there is a navigation bar with links for 'Quality Payment', 'About', 'HPS', 'APAs', and 'Resources'. Below this is a blue header with the text 'Human-Centered Design Research Program'. The main content area includes an introductory paragraph about the research approach, a section titled 'How it Works' explaining the study process, and three numbered steps: 'Join our User Research Program', 'Receive Invitations', and 'Participate Anywhere'. Below these steps, there are sections for 'You May Receive an Improvement Activities Credit' and 'Your Input Makes an Impact'. At the bottom, there is a 'Questions?' section and a footer with contact information and a 'Sign Up for the QPP Newsletter' button.

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



Research Repo with Enjoy HQ

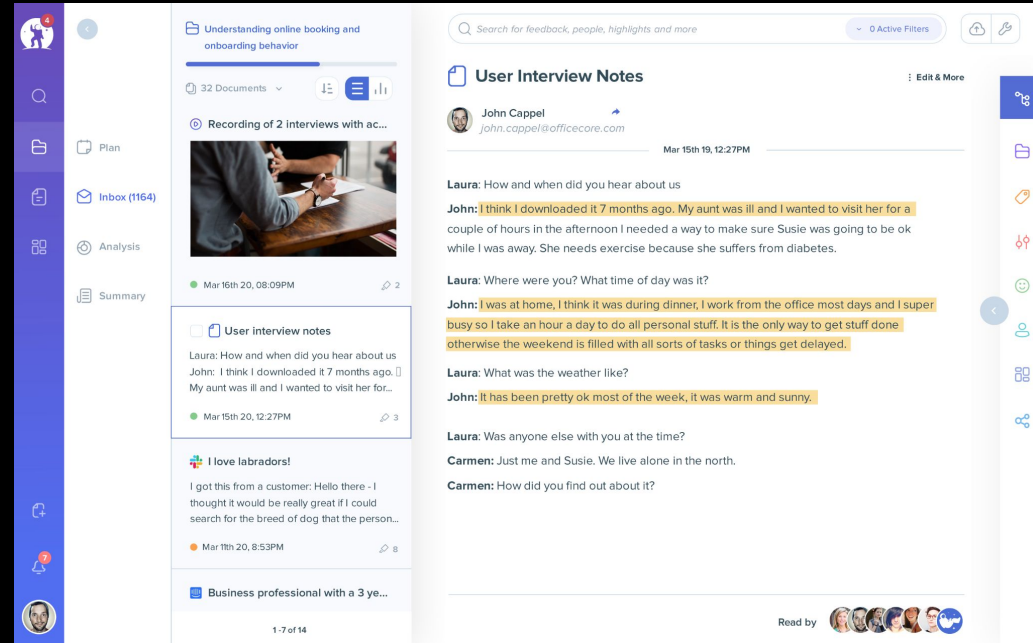
Plan Study > Recruit Participants > Conduct
Interviews > Analyze Data > Create Report >
Read-out Findings

Finally upload
to Confluence



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

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



- 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.



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

Measuring a yearly cycle in 3 phases

- Pre-Submission
- Submission
- Post-Submission

Where we're at now

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

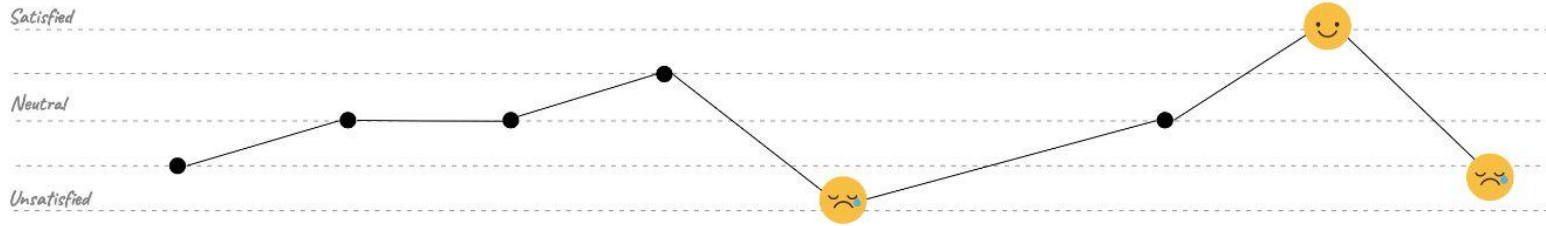
Quality Payment Program Submission Customer Experience Report

Released July 2021

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.

Effectiveness
Ease of Use
Emotion

Account			Gathering Data		Uploading Data		
Login	Manage roles	Connect to org	Extract data from single EHR	Aggregating data from multiple inputs	Measure suppression	Upload data	Confirm



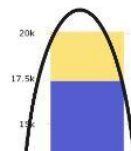
Informed by

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

Research Studies

PI07: Connect to Org. Batch Request

Help Desk & Analytic Activity (12 months)



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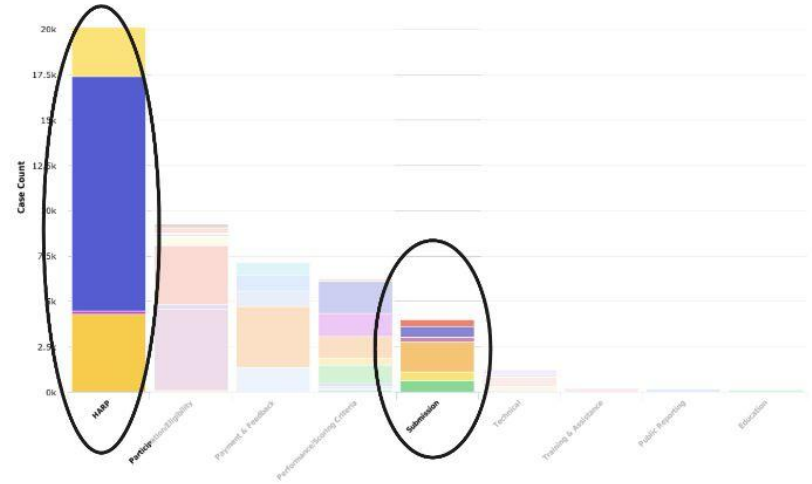
Research Studies

PI07: Connect to Org. Batch Request

PI10: Measure Suppression

PI13: Post-Submission Research

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

CX Opportunity Spaces

Submitting data: How might the submissions

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 2-step process for each organization.	• Five organizations is the breakpoint for manual entry before opting to upload a CSV file.	Connect to Org Batch Request
	Gathering Data				
	Extract data from single EHR	3 Neutral	▼		
	Aggregating data from multiple inputs	1 Very Unsatisfied	▼ 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 create confusion.	Would like more visibility into what is submitted. Without visibility into the individual submitters, the ACO has to	2021 Post-Submission Study, ar
	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 submission starts. Dismissed & Reassign it to the	Need readout link.

Evolving CX Reporting

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

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)

Final reminder

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

QUESTIONS?