



Connecting the Dots towards an Emerging CMS Customer Experience

Ariele Faber – Chief Experience Officer CMS

NOVEMBER 8, 2023

3 Key Attributes & Factors for Successful Customer Experience @ CMS

1. **Consistency** – CMS prioritizes the safety, and compatible reliability experiences across all products, services, policies and programs for people.
2. **Connected** – CMS delivers a shared understanding of contiguous services and products throughout people's healthcare journeys. *“Operating like a relay race, rather than a marathon.”*
3. **Sustainable**
 - Build iterative and intelligent solutions that can adapt to the needs of both people and government entities.
 - Deliver an actionable feedback process of voice of the customers and the workforce.
 - ✓ Data-driven decision-making
 - ✓ Identify relevant and actionable CMS opportunities
 - ✓ Close feedback loop with participants

3 Successful Factors of Customer Experience @ CMS

- ✓ Prioritize safety
- ✓ Deliver care that is human
- ✓ Deliver with dignity

What is our CMS Experience Portfolio; teams, executives, contracting partners, components, and agencies?

1. What - Build Customer Experience Accountability Framework

- CX Capacity – 1st Year/2022 Reviewed and solidified existing examples of User Research, how we are working, what are the themes, customer segments etc.
- Customer Measurement – 2nd Yr/2023-24 objective – shared measurements and key results of workforce and customers.
- Customer Understanding
- Culture & Organization
- Additional areas (not mentioned in recording): Governance & Strategy, Service Design & Improvement

2. How - 3 CX Delivery Actions – all public facing products, services, programs etc. <https://www.performance.gov/cx/>

- Inter-agency Life Experiences – integrated cross-agency operations, benefits and services. <https://www.performance.gov/cx/projects/>
- 3 Key Life Experiences- CMS plays a highly active role
 - ✓ Approaching Retirement
 - ✓ Facing Financial Shock
 - ✓ Child in Low-Income Household from Birth to Five
- Customer Experience Commitments – CX Executive Order created 2021 across HHS enterprise integrating CX and Policy. <https://www.performance.gov/cx/executive-order/>
- HISPs High Impact Service Providers – CMS leads 3 HISPs; Medicare.gov, Medicaid.gov & Healthcare.gov. <https://www.performance.gov/cx/hisps/>

CMS Collaboration: Movement towards ‘One CMS’ mindset – “intentional, proactive mentality” delivers a ‘One CMS’ attitude

Examples of effective collaboration and silo-busting:

1. **Communities of Practice:** AI, Data, HCD etc. – influenced how CMS works
2. **Centers of Excellence:** CCSQ’s first HCD COE provided guidance to the enterprise level for capacity building, tools, techniques etc.
3. **Office of Strategy Performance & Results** – across all enterprise components for organizational alignment: <https://www.cms.gov/about-cms/leadership/organization/office-strategy-performance-and-results>
 - CMS Public Facing Strategies & Initiatives – 3 Cross-Cutting Initiatives (CCIs) - to drive broad stakeholder and customer engagement. - <https://www.cms.gov/about-cms/what-we-do/cms-strategic-plan>
 - ✓ Elevate Stakeholder Voices
 - ✓ Data-Driven Decision-Making
 - ✓ Collaborative Integration of 3M’s: Medicaid, Medicare & Marketplace
4. **Organizational discourse:** operational needs, knowledge sharing, actionable insights, product performance etc. “*never go into a meeting alone*”

CMS barriers or challenges to collaboration

1. **PRA is challenging** – 6 month deep-dive w/ CMS, OSORA & Digital Service in developing Paperwork Reduction Act and Customer Experience Playbook for all stakeholders including operations, policy, services etc (https://coda.io/d/CX-and-Paperwork-Reduction-Act-Playbook_d1rO7wRDMh7/Welcome-to-the-Playbook_suS_E#_luDaa)
2. **Right place, Right Time feedback** – how to accurately distribute research through Open door discussion, listening sessions, in field for both external customers & internal workforce.
 - Why is feedback valuable?
 - What decisions does it inform?
 - What are constraints of feedback?
3. **Enterprise Backlog of Experience opportunities**



Thank
you