CR PEOPLE AND SYSTEMS

Medicare Payment System Modernization (MPSM)

Shannon Williams — Director of MPSM

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CMS CENTERS FOR MEDICARE & MEDICAID SERVICES

MELISSA ANTHONY
Olin College of Engineering
Engineering

EMI ROHN
Dartmouth College
Geography and Human-Centered Design

THE PROBLEM - OVERVIEW

- CMS's MPSM team is trying to modernize an outdated, complex payment system.
- They are using human centered design (HCD) and agile to ensure that the modernized payment system meets stakeholder needs.
- We were tasked with creating personas for this system.

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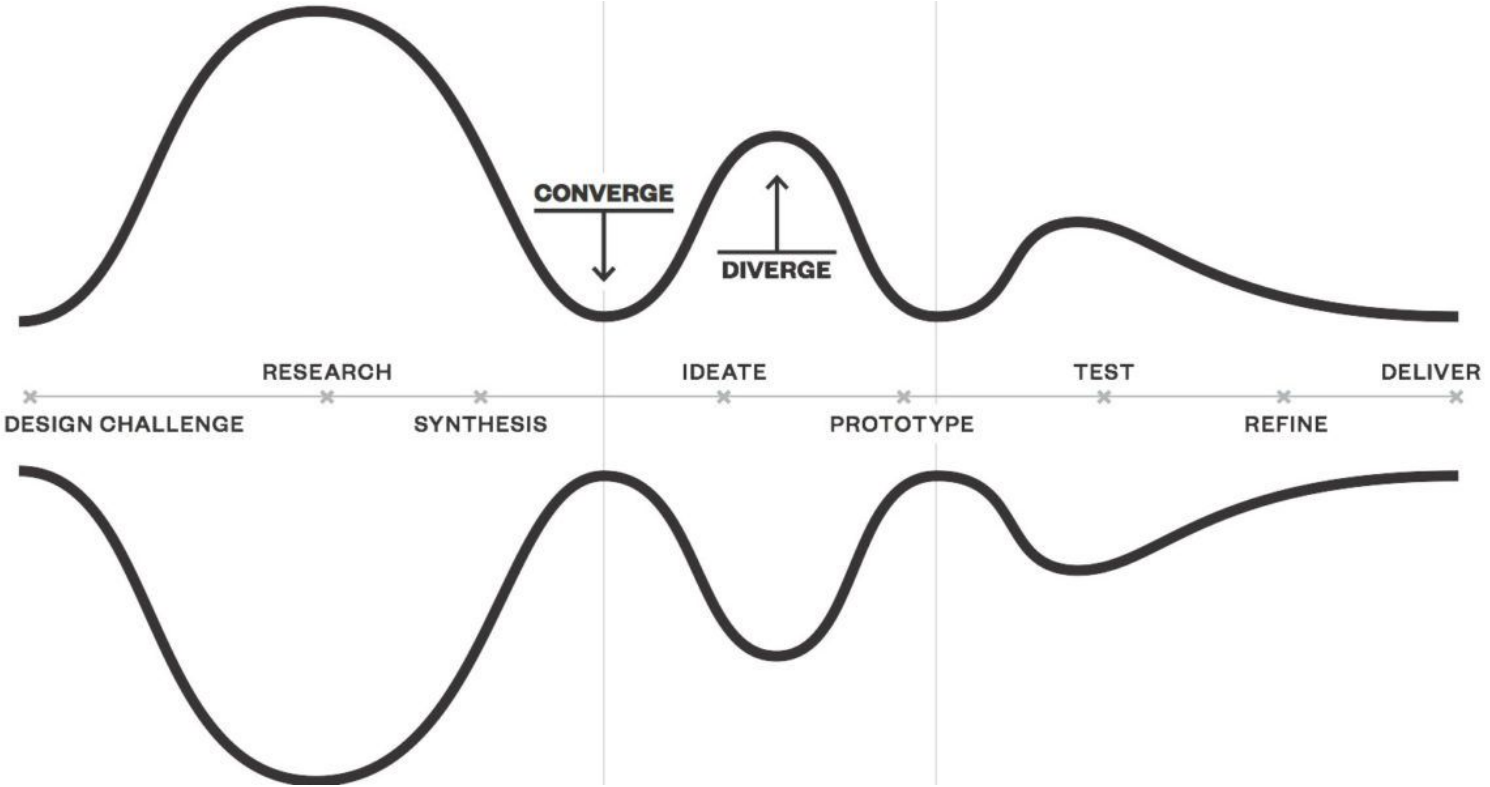
PROCESS



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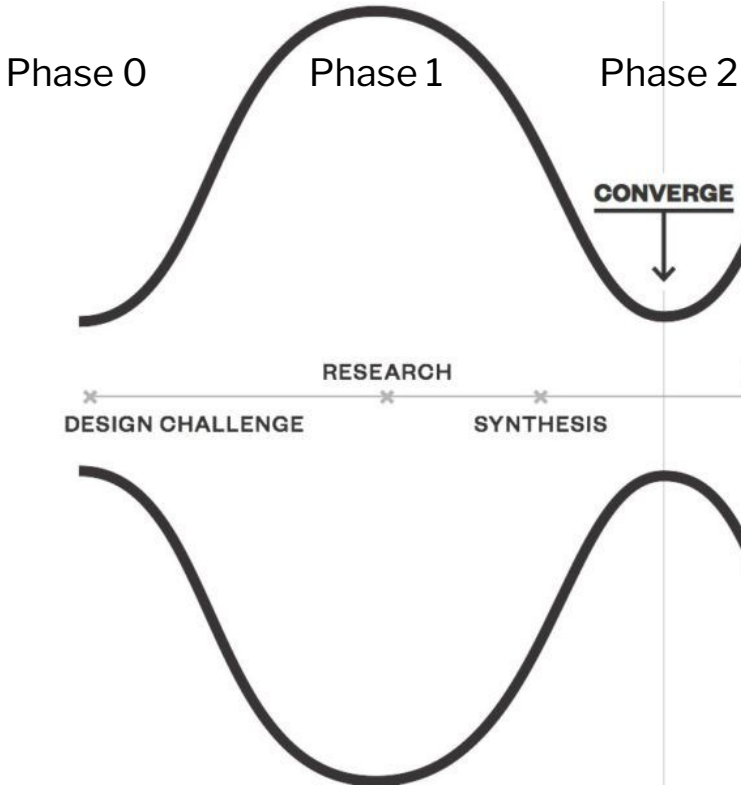
PROCESS



Phase 0: Initial Planning

- Project brainstorming
- Project Directions

Phase 1: Consolidate Personas

- Consolidate Personas in Confluence
- Group Personas

Phase 2: Expand on Personas

- Re-Orienting/Narrowing
- Systems Level HCD

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PHASE 0: INITIAL PLANNING

What is one thing that excites you about starting this project?

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PHASE 0: INITIAL PLANNING

What is your vision for this phase of the product?

Goal for this project

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VISION

In order to support MPSM's overall goal to create a new medicare payment system that more efficiently interfaces with key players, we will **apply human centered design principles** to create user personas, using past research, new interviews, and insight from the MPSM team, **educate stakeholders** about the value of HCD during this process and, **build trust** between stakeholders and MPSM through the process of HCD.

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VISION

In order to support MPSM's overall goal to create a new medicare payment system that more efficiently interfaces with key players, we will **apply human centered design principles** to create **valuable artifacts** ~~user personas~~, using past research, new interviews, and insight from the MPSM team, ~~**educate stakeholders** about the value of HCD during this process and, **build trust** between stakeholders and MPSM through the process of HCD.~~

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RESULT

In order to support MPSM's overall goal to create a new medicare payment system that more efficiently interfaces with key players, we will **apply human centered design principles** to create user personas, valuable visualizations and artifacts using past research, new interviews, and insight from the MPSM team, **educate stakeholders** about the value of HCD during this process, and **build trust** between stakeholders and MPSM through the process of HCD.

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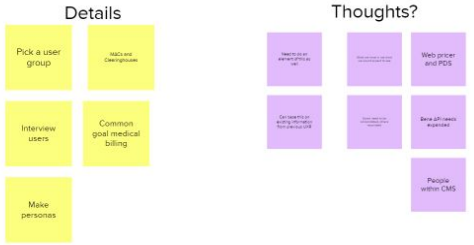
PHASE 0: INITIAL PLANNING

Phase 2

Redo/expand on current personas



Personas of people within CMS

Phase 1

Consolidate existing personas

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PHASE 1: CONSOLIDATE PERSONAS

Found all previous personas and consolidated in a single Confluence page

Many different teams within MPSM have created personas, these are compiled here.

- MPSM Personas Table
  - Interview Analysis
  - PC Pricer User Journeys
  - PC Pricer Preliminary Personas
  - PC Pricer Personas
- Strategic Design
  - Persona PDF
  - User Story Personas (Incomplete)
- Bene API Personas
  - Cycle 1 - MSP data needs and pain points (12/11/2020)
  - Cycle 3 - MACs workflows between FISS/MCS and HIMR:
  - Cycle 4 - API Design
- MAC API
- Non-MPSM Groups
  - MDP Persona Making

MPSM Personas Table

(Source: MPSM Personas Table)

Last modified May 19, 2021

Persona	Beneficiary	Provider	Clearinghouse	A/B MAC	DME MAC	Policy Team(s)
Customer/Consumer*	Customer	Customer	Customer	Customer	Customer	Customer
Description/Purpose	Medicare recipients: People over 65 and who are entitled to Medicare.	Institutional Providers - hospitals, outpatient departments, hospices, home	Companies who offer services to providers to bill insurance (including	Medicare Administrative Contractor for Medicare Parts A & B Responsible for	Medicare Administrative Contractor for durable medical equipment	Primarily teams in Medicare (CM) wh legislation and dev Rules regarding pa updates each year. Coverage and Anal

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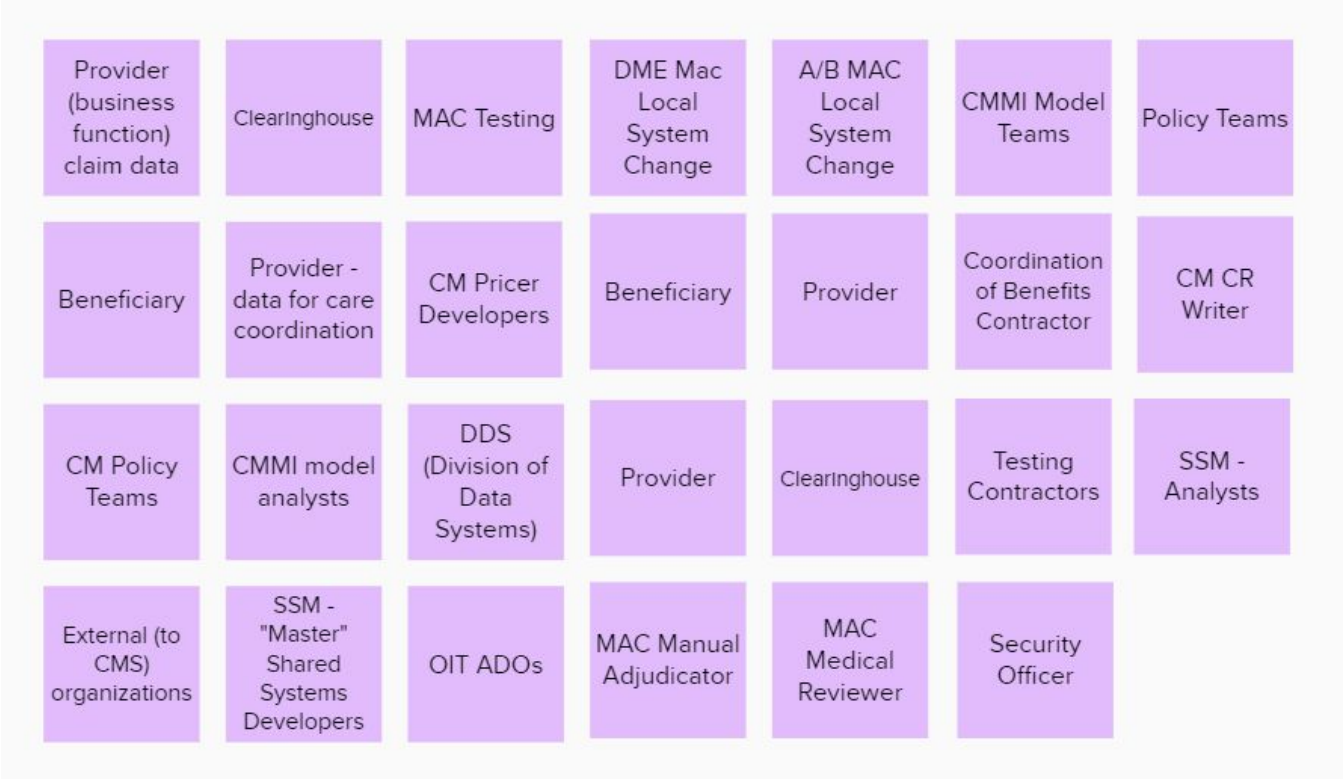
PHASE 1: CONSOLIDATE PERSONAS



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CHANGING THE SYSTEM

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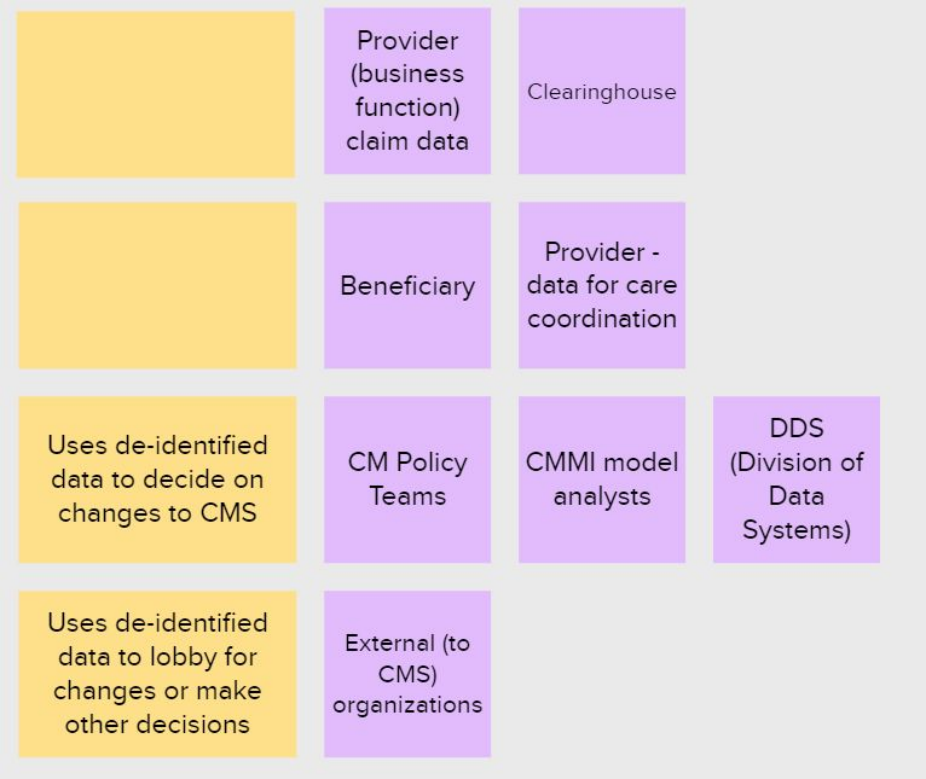
CONSUMING DATA FOR DECISION MAKING



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FACILITATING ADJUDICATION

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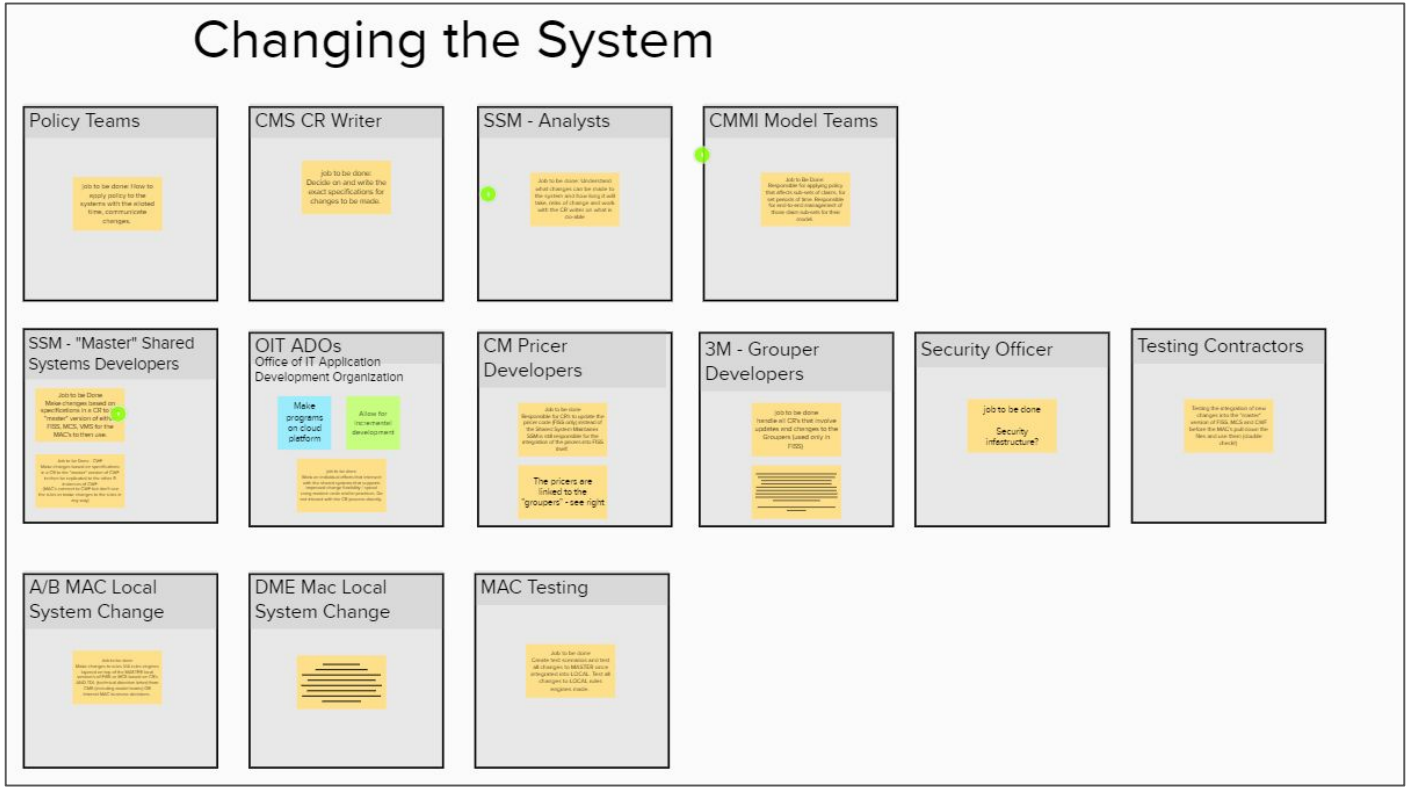
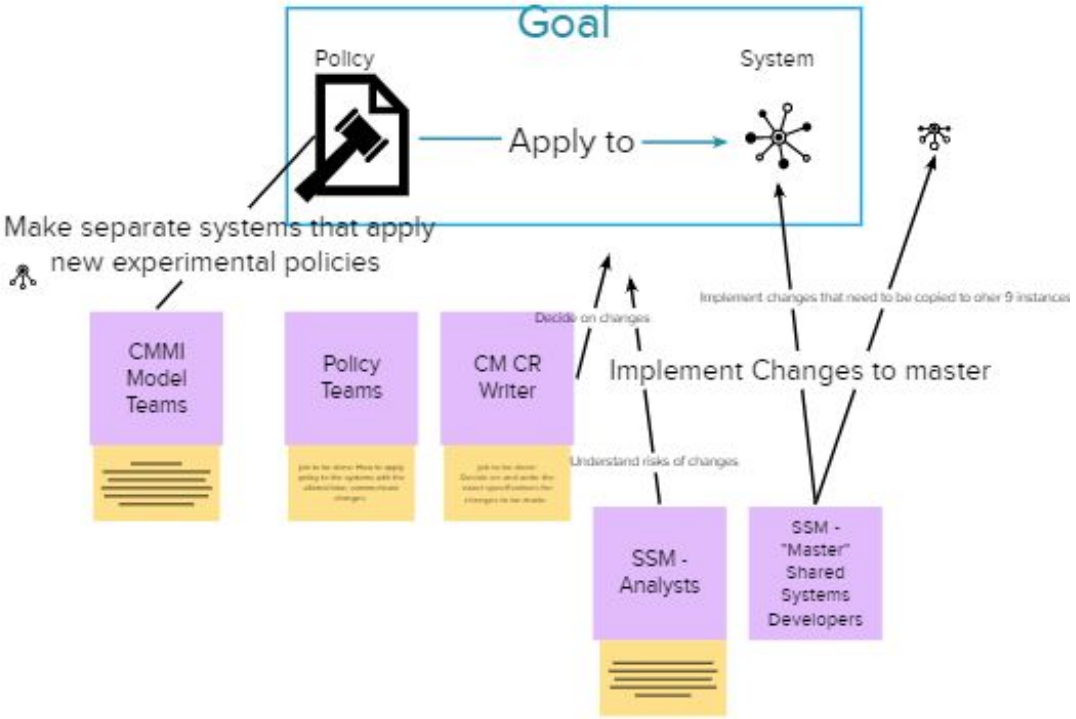
PHASE 2: EXPAND ON PERSONAS



INITIAL ITERATION



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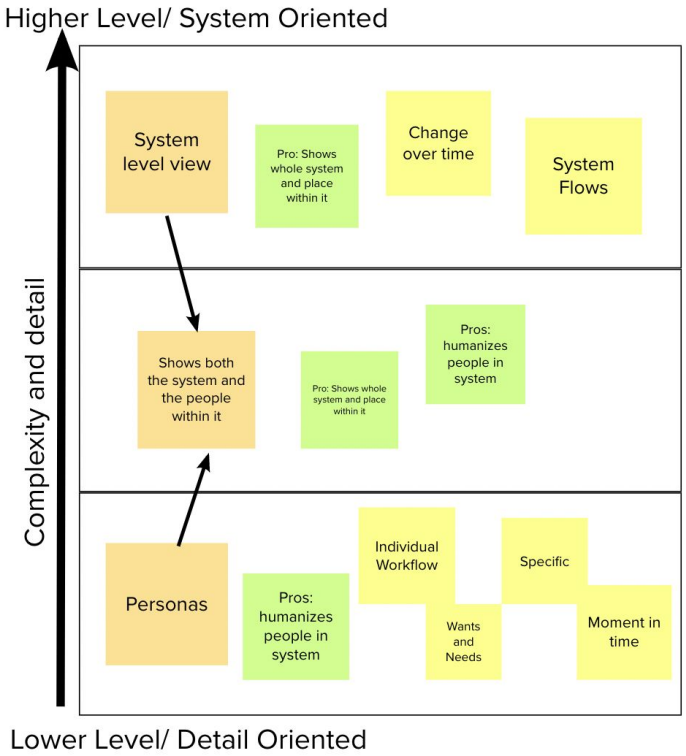
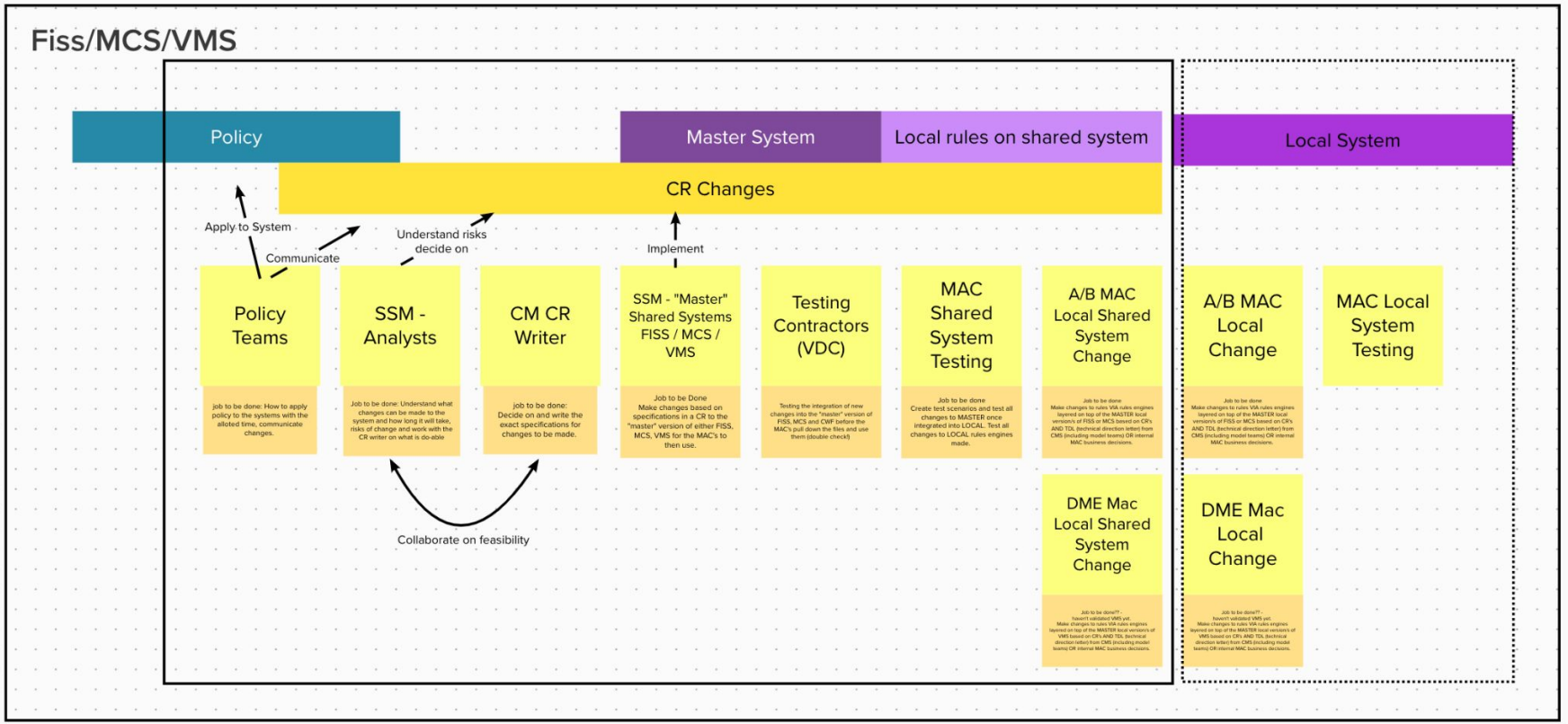
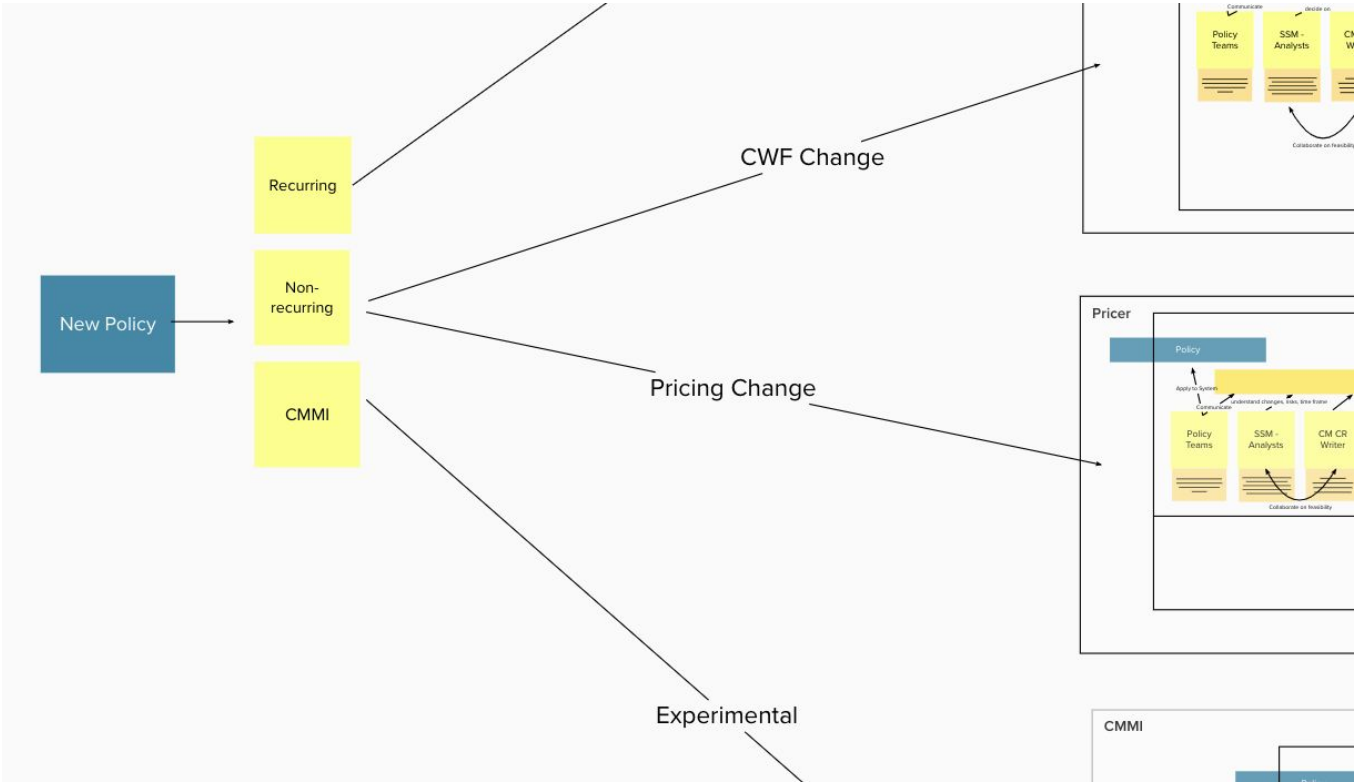
HIGHER OR LOWER LEVEL ARTIFACTS?



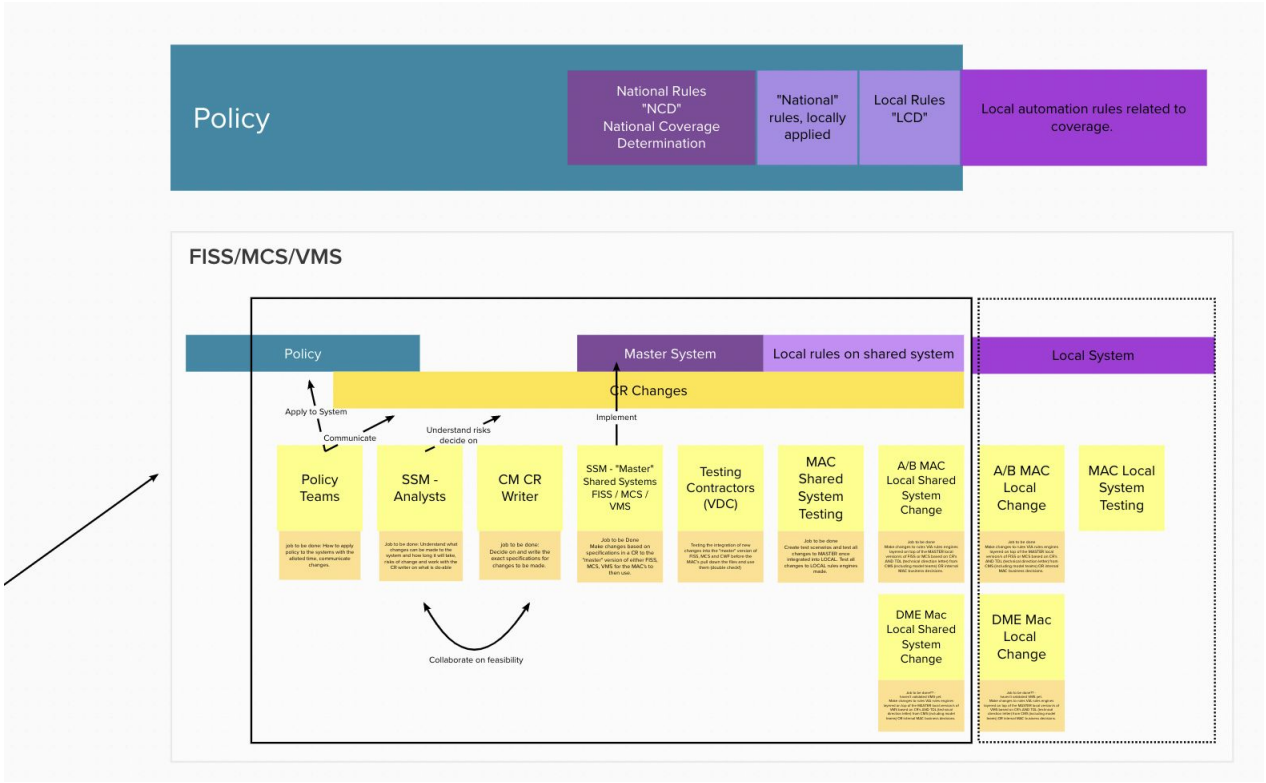
RESULTS


Fiss/MCS/VMS
Policy
Master System
Local rules on shared system
Local System
CR Changes
Apply to System
Communicate
Understand risks decide on
Implement
Policy Teams
job to be done: How to apply policy to the systems with the alloted time, communicate changes.
SSM - Analysts
Job to be done: Understand what changes can be made to the system and how long it will take, risks of change and work with the CR writer on what is do-able
CM CR Writer
job to be done: Decide on and write the exact specifications for changes to be made.
SSM - "Master" Shared Systems FISS / MCS / VMS
Job to be Done Make changes based on specifications in a CR to the "master" version of either FISS, MCS, VMS for the MAC's to then use.
Testing Contractors (VDC)
Testing the integration of new changes into the "master" version of FISS, MCS and CWF before the MAC's pull down the files and use them (double check)
MAC Shared System Testing
Job to be done Create test scenarios and test all changes to MASTER once integrated into LOCAL. Test all changes to LOCAL rules engines made.
A/B MAC Local Shared System Change
Job to be done: Make changes to rules VIA rules engines layered on top of the MASTER local versions of FISS or MCS based on CR's AND TDL (technical direction letter) from CMS (including model teams) OR internal MAC business decisions.
DME Mac Local Shared System Change
Job to be done?? - haven't validated VMS yet. Make changes to rules VIA rules engines layered on top of the MASTER local versions of VMS based on CR's AND TDL (technical direction letter) from CMS (including model teams) OR internal MAC business decisions.
A/B MAC Local Change
Job to be done Make changes to rules VIA rules engines layered on top of the MASTER local versions of FISS or MCS based on CR's AND TDL (technical direction letter) from CMS (including model teams) OR internal MAC business decisions.
MAC Local System Testing
DME Mac Local Change
Job to be done?? - haven't validated VMS yet. Make changes to rules VIA rules engines layered on top of the MASTER local versions of VMS based on CR's AND TDL (technical direction letter) from CMS (including model teams) OR internal MAC business decisions.
Collaborate on feasibility

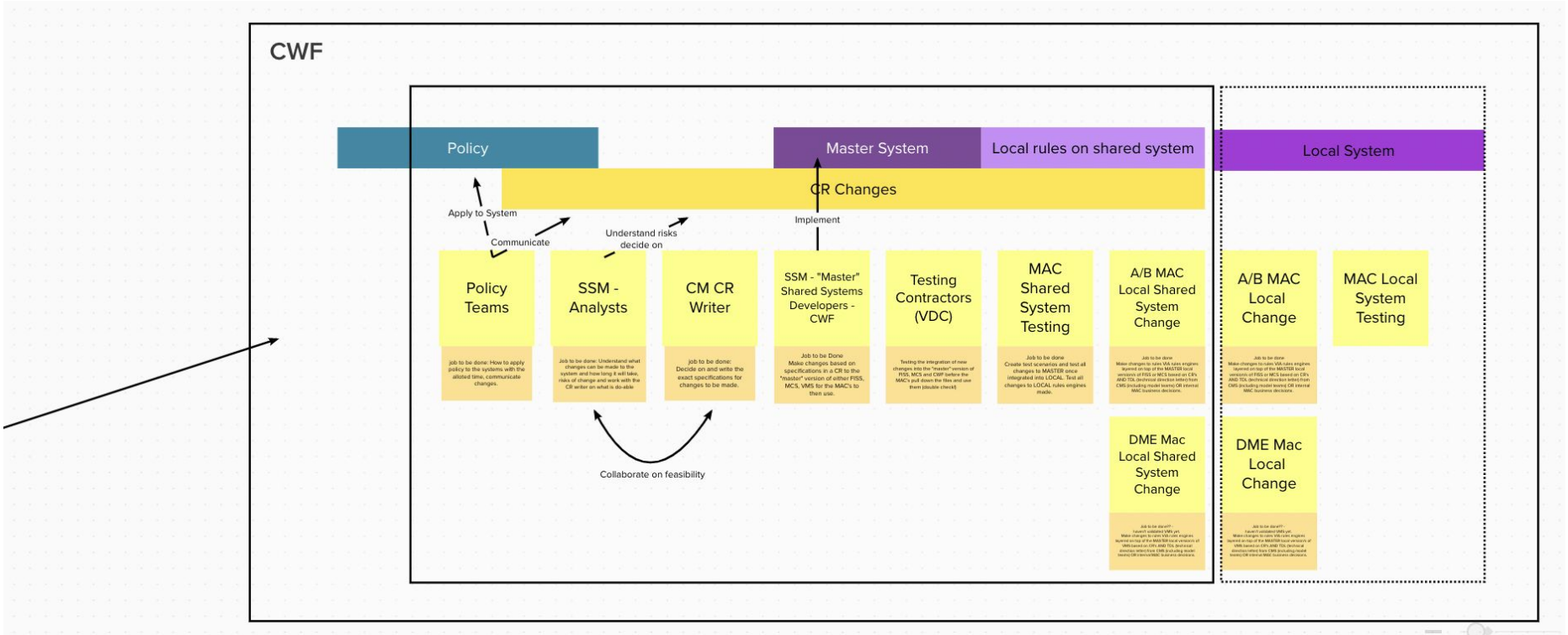
RESULTS


New Policy
Recurring
Non-recurring
CMMI
CWF Change
Pricing Change
Experimental
Policy Teams
SSM - Analysts
Pricer
Policy
CM CR Writer
CMMI

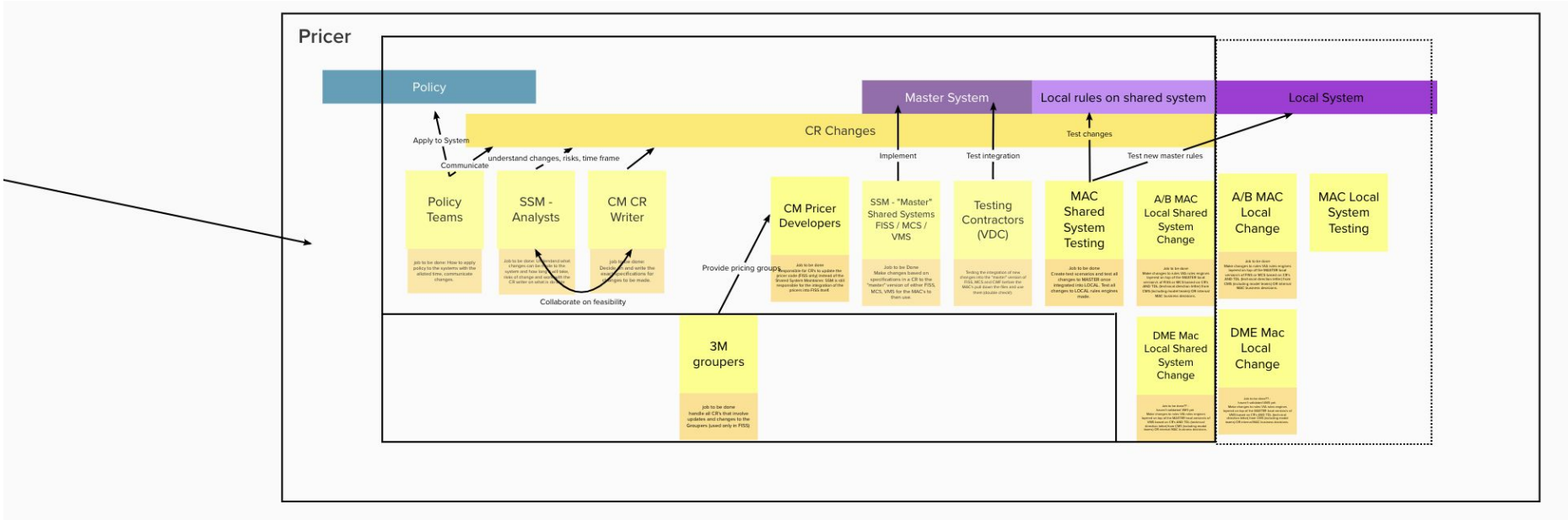
RESULTS


Policy
National Rules "NCD" National Coverage Determination
"National" rules, locally applied
Local Rules "LCD"
Local automation rules related to coverage.
FISS/MCS/VMS
Policy
Master System
Local rules on shared system
Local System
CR Changes
Apply to System
Communicate
Understand risks decide on
Implement
Policy Teams
SSM - Analysts
CM CR Writer
SSM - "Master" Shared Systems FISS / MCS / VMS
Testing Contractors (VDC)
MAC Shared System Testing
A/B MAC Local Shared System Change
A/B MAC Local Change
MAC Local System Testing
DME Mac Local Shared System Change
DME Mac Local Change
Collaborate on feasibility

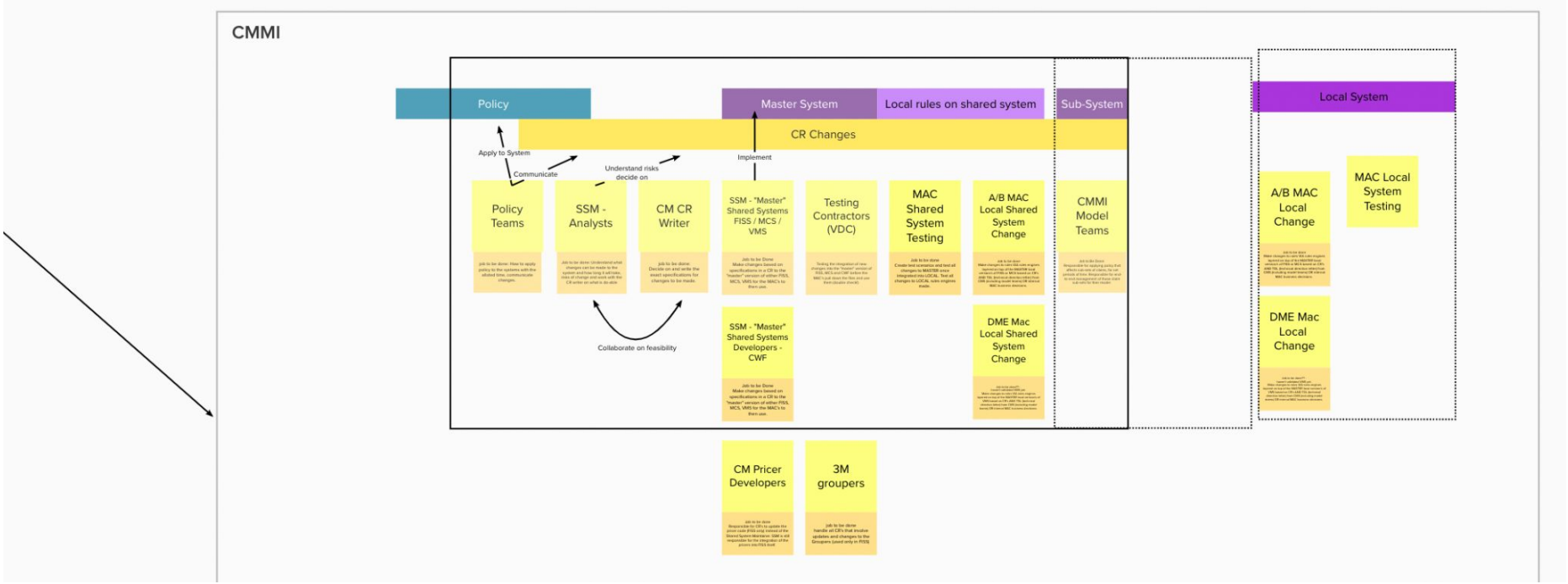
RESULTS


CWF
Policy
Master System
Local rules on shared system
Local System
CR Changes
Apply to System
Communicate
Understand risks
decide on
Implement
Policy Teams
SSM - Analysts
CM CR Writer
SSM - "Master" Shared Systems Developers - CWF
Testing Contractors (VDC)
MAC Shared System Testing
A/B MAC Local Shared System Change
A/B MAC Local Change
MAC Local System Testing
DME Mac Local Shared System Change
DME Mac Local Change
Collaborate on feasibility

RESULTS


Pricer
Policy
Master System
Local rules on shared system
Local System
CR Changes
Apply to System
Communicate
understand changes, risks, time frame
Implement
Test integration
Test changes
Test new master rules
Policy Teams
SSM - Analysts
CM CR Writer
CM Pricer Developers
SSM - "Master" Shared Systems FISS / MCS / VMS
Testing Contractors (VDC)
MAC Shared System Testing
A/B MAC Local Shared System Change
A/B MAC Local Change
MAC Local System Testing
Collaborate on feasibility
Provide pricing groups
3M groupers
DME Mac Local Shared System Change
DME Mac Local Change

RESULTS


CMMI
Policy
Master System
Local rules on shared system
Sub-System
CR Changes
Apply to System
Communicate
Understand risks
decide on
Implement
Policy Teams
SSM - Analysts
CM CR Writer
SSM - "Master" Shared Systems FISS / MCS / VMS
Testing Contractors (VDC)
MAC Shared System Testing
A/B MAC Local Shared System Change
CMMI Model Teams
Collaborate on feasibility
SSM - "Master" Shared Systems Developers - CWF
DME Mac Local Shared System Change
CM Pricer Developers
3M groupers
Local System
A/B MAC Local Change
MAC Local System Testing
DME Mac Local Change

NEXT STEPS

- Getting feedback from various CMS teams
- Handoff information for:
  - Possible Coding It Forward fellows
  - CMS employees working on the CR process
  - And other HCD projects

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THANK YOU!

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