



RELI-Lewin PCG – DA II Report Workflow Process

PCG (Provider Compliance Group) – DA (Data Analytics)

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Outline of steps

Introduction: Recommended Best Practices for Collaborative Document Editing

- Staggered Editing Sessions
To prevent overloading the SharePoint portal, SMEs , Tech. Editors, the PC and PM should stagger their editing sessions. Instead of all stakeholders editing a document at the same time, consider coordinating and scheduling editing periods to avoid data loss and editing overwrites.
- Limiting Concurrent Editors
To further reduce the risk of data loss and editing conflicts, it is advisable to limit the number of SMEs editing a document simultaneously to a maximum of two persons per session. This ensures that all editor's connection to the RELI SharePoint is manageable for the volume of changes are being made at any given time. This segues into the "Communication" sub-topic below.
- Communication:
SMEs should communicate their editing sessions with their team members to prevent overlapping editing periods. Before editing a document, check its current status. If someone is already editing the document, wait for them to finish or communicate / coordinate with them to ensure that changes are synchronized correctly.
- Use Check-Out/Check-In:
SharePoint offers a "Check Out" feature that allows an editor to lock the document for exclusive editing. Once edits are complete, the editor can "Check In" the document, making it available for others. Consider using this feature to prevent simultaneous edits.

First Step: Draft Document

- Team RELI-Lewin is the initial REPORT document author responsible for creating the initial draft of the document, with the technical lead organizing content and coordinating analysts and writers.
- Please reference the SharePoint site where the Master Reports Timeline is located. Team members should be intermittently reviewing that for their own awareness and planning purposes as well. SP link to the Masters Reports Timeline is below:
[PCG DA II - REPORT Deliverables - Timeline Tracker - All Documents \(sharepoint.com\)](#)
- Team Lewin delivers the Report DRAFT or Report FINAL to Team RELI for Tech. Editing 3 to 5 business days prior to the date due to CMS.
 - For transition to Tech. Edit, progress document through the following:
 - Document is set in the PCGDA report template for consistent formatting styles.
 - Text and figures are developed as intended for delivery to CMS.
 - Document structure, e.g., headings, content placement, etc., is set as intended for delivery to CMS.

- All figures and tables have a heading, and references in the narrative to table and figure numbers are accurate.
- References are in APA style.
- The following may be left to Tech. Edit or revisions for final delivery:
 - Cover page
 - Table of contents
 - Conversion of figures for 508 compliance
 - Alt-text of figures
 - Tagging decorative images
 - Designating header rows of tables

Second Step: Tech. Edit DRAFT Document

The Project Manager (PM) will store the document in the RELI SharePoint portal via a shared folder designated by the RELI Project Manager, and team access is enabled. The collaborative Tech. Editing process will be initiated by email notification from the PM.

Formatting and Quality Assurance

The Tech. Editor will focus on:

- Inclusion of cover page and table of contents
- Punctuation
- English Grammar
- Corrections to figure reference errors
- Table and Figure that the numbering is in order vis-a-via “insert TOC for Figures”
- Corrections to clerical errors in text and figures
- Citations and Footnote Styles

Document Access

- Refer to the “Introduction: Recommended Best Practices for Collaborative Document Editing.”
- Open the Report file using the “**Check Out**” feature in SharePoint unless the PM directs otherwise.
- If the Report file is in MS Word, ensure that “**Track Changes**” are turned on unless the PM directs otherwise.
- **Avoid copy-and-pasting** your corrections to clerical errors in text and figures from other documents since this will cause corruption of the DRAFT document. Instead, **apply the RELI font** style of “Calibri” size 10, 11, or 12 to the desired text before pasting.

Figures and SmartArt to Images

In the transition to Tech. Edit, figures and SmartArt can be left as rendered by Word, which facilitates easier editing of the figure appearance and labels during Tech. Edit. Towards the completion of Tech. Edit, figures should be converted to images using “Ctrl+X” -> Right Click -> “Paste as Picture”. This

will render the figure as a static image at the same resolution as when rendered by Word. This should be performed prior to a Field Update (see following section), as Field Updates can stall when attempting to update figures due to Word's process of seeking the Excel data that feeds into figures. Team Lewin will perform these conversions.

Field Updates

"Fields" are a feature of Word which allow values like page numbers in a table of contents or the number of tables or figures to programmatically update according to the current state of the document. Fields can be used to programmatically reference tables, figures, and headings. A Field Update should be performed just before transitioning from Tech. Edit to Pens Down.

- To perform a Field Update, select the full document ("CTRL A") -> Right Click -> "Update Field".
- A Field Update may present an error message if the document contains figures that are not static images due to Word's process of seeking the Excel data that feeds into figures. Thus, figures should be converted to static images prior to Field Updates.
- If a Field is deleted, any references to that field will be converted to an error message when performing a Field Update. Therefore, check for references errors following a Field Update.
 - For example, a table caption will include a Field that programmatically indicates the table's order, such as, "Table 5: Summary of Expenditures". A reference may be made in the narrative to the table using the Cross-Reference function, for example, "The summary of expenditures for 2014 to 2019 are presented in Table 5." If Table 5 and its caption are deleted, then upon a Field Update, any references will present an error, such as, "The summary of expenditures for 2014 to 2019 are presented in Table Error! Reference source not found."
- A check throughout the document for accurate references in the narrative to table and figure numbers and headings should follow the Field Update.

Math Formulas in Word Documents

Symbols in equations can present a challenge for screen reader software and other assistive technology.

- The best way to make equations and formulas accessible is to insert them as an image and write alt text for them rather than using the Insert -> Equation function in Word.

Third Step: Pens down

"Pens down" indicates the point at which no further changes or revisions are allowed in a document or project. This holds team members accountable for meeting deadlines and provides a clear endpoint for discussions and revisions and preventing scope creep.

- During the collaborative editing process, all those involved in the Tech. Editing process will take direction from the RELI PM for **pens are down**
 - Do not open, modify, or edit the file **after pens are down**
 - After pens down, if there are additional concerns for edits and/or updates, please notify the PM and PC.

- We will aim for Pens Down **the morning of the draft due date** to allow time for the team to review and to address any concerns.

Fourth Step: DRAFT Document Delivery

RELI will deliver the DRAFT document to CMS by COB of the due date determined in the PCGDA Project Deliverables Schedule. See the Project Manager's Deliverables Timeline Spreadsheet < insert url to PCGDA Timeline Tracker >

Fifth Step: CMS Review

During the CMS Review period, no further edits or modifications will be made to the document by the Authors, Tech. Editor, or PC after COB (5:30 p.m. EST) of the due date unless communicated and authorized by the PM. CMS will review the document and return it with feedback to Team RELI-Lewin within the time frame specified on the PCGDA Project Schedule.

Sixth Step: Head start on 508 Edits

While CMS is reviewing the team can make use of the time by composing 508-oriented edits in the "Alt Text"

Seventh Step: Revision Based on CMS Feedback and 508 Development

Team Lewin leads revisions and delivers the Report FINAL to Team RELI for Tech. Editing 3 to 5 business days prior to the date due to CMS, indicating sections which have been updated through comments in the Word and PowerPoint documents or by email communication. For transition to Revised Tech. Edit, progress document through the following:

1. Document is set in the PCGDA report template for consistent formatting styles.
2. Text and figures are developed as intended for delivery to CMS.
3. Document structure, e.g., headings, content placement, etc., is set as intended for delivery to CMS.
4. All figures and tables have a heading, and references in the narrative to table and figure numbers are accurate.
5. References are in APA style.
6. Cover page included.
7. Table of contents included.
8. All figures are static images.
9. All figures have alt-text.
10. Any decorative images are tagged.
11. Header row for all tables is tagged and set to repeat across pages if applicable.
12. All references to table numbers, figure numbers, and section titles are accurate.
13. Fields are updated and there are no reference errors.

Seventh Step: 508 Compliance

Graphs can be made 508 compliant by using distinct and unique patterns (e.g., dashes, dots, combination, etc.) to convey meaning so those who are color blind can interpret the data.

Team RELI performs a FINAL review to address any CMS comments, document quality, along with checks for 508 compliance and conversion to PDF. Once this process is complete, the PM will send an email notification to the Tech. Editor Compliance Specialist.

1. Make the 508-Compliance Specialist (Amanda) aware of any last-minute changes or updates needs to be before she completes her review.
2. The PM sends an email to the Technical Editor/ 508 Compliance Specialist with the Subject Heading:
COMPLETE** RE: Ready for 508 Comp. Review: PCGDA | RSNAT PA Equity Report FINAL with a SP link to access the documents can be found here:

Eighth Step: Pens Down – Final Review

During the collaborative editing process, all those involved in the Tech. Editing process will take direction from the RELI PM for **pens are down**.

- Do not open, modify, or edit the file **after pens are down**. If there are additional concerns for edits and/or updates, please notify the PM and PC.
- We will aim for Pens Down the morning of the final due date to allow time for the team to review and to address any concerns.

Ninth Step: Team Cadence for CMS Feedback and Final delivery

- The Final Report process will be initiated by email notification from the CMS
- For transition to CMS Feedback and Final, progress document through the following:
- The following may be left to RELI-Lewin or Tech. Edit for final delivery:
 - Cover page
 - Table of contents
 - Replacement of figures, graphs, or charts
 - Corrections to content (dates, duration)
 - how it moves to 508-Compliance, and/or delivery

Summary: Rules of Prose:

Guidelines for coherent, expressive, and technically accurate language.

Centers for Medicare & Medicaid Services

- CMS should be styled "the Centers for Medicare & Medicaid Services" with an ampersand character



The ampersand, also known as the and sign, is the logogram &, representing the conjunction "and".

Prose and Pronoun Usage

The Team came to a decision regarding usage of pronouns throughout Report documents to ensure documents are both CMS-compliant and gracefully flow as a readable story.

- We came to an agreement to use "we" and "our" and limit usage of "Team RELI-Lewin" to a single instance in the document's Executive Summary or Introduction.

Authors and Tech. Editors may follow these rules:

- Write the team name "Team RELI-Lewin" once in the Executive Summary:
 - "This report, constructed by the RELI-Lewin Team", investigates...".
 - Alternatively, "Team RELI-Lewin" could be used at least once under each section where it maintains a nice flow for the reader

Use Case (Excerpt from HH RCD Report)

Introduction or Executive Summary

Initial reference to the team

"This study, conducted by the RELI-Lewin team in support of the Center for Medicare & Medicaid Services (CMS) Center for Program Integrity (CPI), investigates the impact of the Review Choice Demonstration for Home Health services (HH-RCD), with a focus on Fee-for-Service expenditures, clinical outcomes, and equity."

Subsequent prose utilizes pronouns "our", "we" throughout the body of the document

"We approach attribution of attrition-related impacts to RCD by comparing attrition rates in RCD states to areas of operation by providers in non-RCD states to adjust the estimated impacts on operating providers and calculate a counterfactual number of operating providers in the RCD states. Adjustments based on observed rates of new provider instantiation are also incorporated"

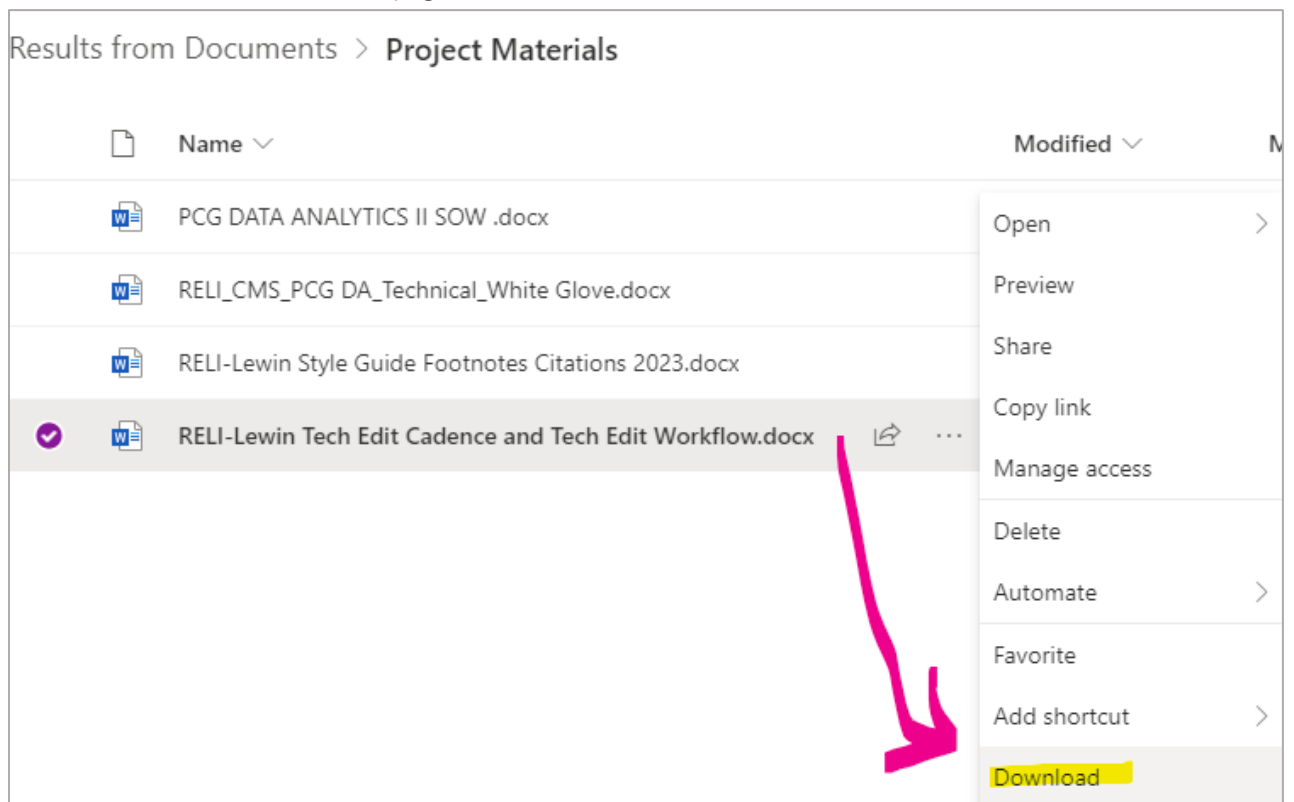
Table – 1 RELI-Lewin Roles and Responsibilities

Name	Team	Role	Constraints
Michael LeFew/Samantha Chu	Lewin	Technical lead, organizes content and coordinates analysts and writers, leads revision of content based on CMS review	
Danielle Chiacco	RELI	PM reviews the content of the document as well as consistency, clarity, and alignment with the style guide; PM maintains Report communication and	

		delivery with the COR/ACOR/CMS and project team members	
Elizabeth Hall	RELI	Project Coordinator and Technical Editor	.25
Amanda Throckmorton	RELI	508-Compliance Specialist	on-call

Workflow Summary:

- Team Lewin delivers the Report DRAFT or Report FINAL to Team RELI for Tech. Editing 3 to 5 business days prior to the date due to CMS.
- [PCG DA II - REPORT Deliverables - Timeline Tracker - All Documents \(sharepoint.com\)](#)
- Launch/open the file by 'downloading' and ensure that you do not launch using the 'open in app' function. See screen shot on page 6.



Appendix A: Record of Changes

Version Number	Date	Author/Owner	Description
0.1	10/05/2023	Elizabeth Hall	Initial document
0.1	10/06/2023	Elizabeth Hall	Revisions
0.1	10/10/2023	Danielle Chiacco	Revisions
0.1	10/14/2023	Michael LeFew	Added Revisions Based on CMS Feedback and Revision Tech. Edit. Added technical items on Figures and Fields.
0.1	10/18/2023	Elizabeth Hall	"Accepted Changes" where PM's "Comments" marked resolved and indicated an update. Responded to Michael LeFew's "Comments" updates that we confirm Figures and Smart Art handling of graphics/images with the Tech. Editor
0.1	10/20/2023	Elizabeth Hall	Updated Second Step: Tech. Edit DRAFT Document and added the top-level Topic: "Best Practices for Collaborative Editing"
0.1	10/26/2023	Elizabeth Hall	Updated sections 7 and 8
0.1	10/26/2023	Danielle Chiacco	Review and response to revisions/comments.
0.1	11/14/2023	<u>Team RELI-Lewin</u> Elizabeth Hall, Danielle Chiacco, Amanda Throckmorton, Michael LeFew, Samantha Chu	Final Review, revisions
0.1	11/30/2023	Elizabeth Hall,	Updated the decision regarding usage of pronouns throughout Report documents.

Version Number	Date	Author/Owner	Description
0.1	12/01	Elizabeth Hall	Added a use case/writing sample for the agreed-upon pronouns and "Team RELI-Lewin" best practices