



# Driving and Demonstrating Integrity

For Federal Government  
Programs

**maximus**

“Driving program integrity involves identifying opportunities to improve systems and processes and make them more agile to adapt quickly to policy changes. This approach is about strategic, continuous improvement that moves beyond a narrow, box-checking view of compliance to a compliance-by-design approach. At Maximus, we use our expertise to help government agencies see the full picture, so we can address root causes of inefficiencies, errors, and abuse, and together develop solutions that improve the effectiveness and integrity of government programs overall.”

**BARBARA KEATING**  
Managing Director, Federal  
Health, Maximus

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# A Technology-powered Approach to Reducing Fraud, Waste, and Abuse

As federal agencies emphasize identification and reduction of fraud, waste, and abuse (FWA) in government health benefits and other programs, technology is the first line of defense in making these efforts a fundamental and integrated part of operations—not an (expensive) afterthought.

Improving operations, prioritizing efficiency and effectiveness, defining and measuring success, and **securing systems, applications, and infrastructure** enable proactive prevention of waste by building appropriate checkpoints, standards, metrics, and security into programs from the beginning, rather than requiring additional budget later to “find” program fraud.

## Leveraging technology, including AI-enabled waste prevention

Leading data management, **analytics**, cloud, cybersecurity, and digital modernization tools provide key resources to help federal agencies prevent waste through multiple points in the IT infrastructure. Today, agencies have even more tools with leading **AI-powered government solutions** and predictive modeling that can empower them with actionable intelligence and drive proactive approaches to prevention, early detection, and rapid resolution in cases where FWA is identified.

## Key Technologies for Building FWA Prevention into Program Operations:



- AI-powered government solutions



- Predictive modeling and analytics



- Data management and governance



- Cybersecurity

## Technology in Action

Leverage AI-powered government solutions to:



- Boost visibility across government program processes, contracts, and resource allocation plans



- Improve identification of redundancies



- Pinpoint opportunities for improved effectiveness through consolidation, optimization, or integration

## Innovating FWA prevention—rapidly, safely, securely, and at scale

As government agencies make progress in their **digital transformation journeys**, integrating new solutions with the goal of preventing FWA work best when aligned with the speed, scale, and **security** levels required for mission success.

Maximus recommends agencies:

- Choose **FedRAMP-authorized integration partners** and solutions for built-in security measures and safeguards
- Work with partners to transform IT environments for rapid piloting, testing, and scaling of advanced technologies to avoid lengthy delays associated with new federal authorizations
- Ensure new technologies are integrated within overall **digital modernization** roadmaps to promote interoperability and avoid IT sprawl and unnecessary complexity

## Boosting efficiency and effectiveness to drive mission outcomes

Preventing, detecting, and resolving FWA in early stages ensures proper spending of taxpayer dollars and is also a necessary step in helping agencies focus expertise and energy on their core missions. By integrating FWA mitigation measures within program operations, agencies become more efficient and effective with:

- Improved oversight and transparency
- Streamlined operations and processes
- **Data-driven decision making**
- **Resilient IT systems** that recover quickly from cyber threats
- Optimized resource allocation
- Flexibility and responsiveness to evolving mission needs

“Modern program integrity demands more than detection—it requires foresight. Our AI-powered platforms equip agencies with real-time insights to prevent fraud, streamline operations, and protect critical missions before vulnerabilities escalate, or resources are improperly used.”

**BARBARA KEATING**  
Managing Director, Federal  
Health, Maximus



# Focusing on Outcomes for Contracting and Mission Success

Federal agencies are shifting from a focus on outputs to measurable outcomes for improved mission performance. This is not simply a philosophical shift, but one that is being operationalized with increased interest in performance-based acquisitions. Realizing the full promise of outcome-based agreements will require agencies to look closely at their desired business and technical objectives—and then reverse engineer those needs into contracts to ensure expectations for measurable outcomes are included.

## Prioritize proof-of-concept, data, and incentives to achieve results

A focus on outcomes-based contracting will compel agencies and the vendors they work with to leverage data proactively. Several data-driven considerations can help ensure success:

- Vendors that provide to show value will be better positioned to respond to the new norm of “show me, don’t just tell me.”
- Should be defined in contracts, taking into account that some programs such as service desks and contact centers will have more straightforward metrics and data to demonstrate value than others.
- For industry solution providers will be crucial to ensure they can translate outputs to mission outcomes within the timeframes that government requires.

## Build flexibility and adaptability for technological and budget shifts over time

Technology moves fast, and government contracts need to be responsive to new needs. To that end, long-term contracts that exceed five years will need to be adaptable to changing requirements for new technological capabilities, shifting federal priorities, and changes in procurement budgets. The pandemic made clear how static, inflexible contracts can hinder innovation and responsiveness. As federal organizations are increasingly asked to do more with less, contractual adaptability and incentives will be necessary to retain talent and drive innovation to maintain mission advantage over the long term.

## Learn More

This article is adapted from a conversation with *Fed Gov Today*.

[View the full conversation.](#)

## Measurable Outcomes Demonstrate Real Integrity



- Streamlining Independent Review Processes for Digital Transformation



- Maintaining App Availability and Reducing Complexity

# 5 Ways to Measurably Improve Program Outcomes by Elevating Customer Experience



## 1. Start With the Customer Journey

By focusing first on customer experience (CX), organizations can become more agile in their efforts to elevate citizen service delivery for measurable and meaningful mission outcomes. Get started by:

- Leveraging thoughtful service design and design thinking tools like customer journey mapping, customer personas, and service maps
- Performing a gap analysis to understand how citizens currently interact with the agency's tools and systems, what is working, and what is not



## 2. Identify Technologies that Map to CX Priorities

Selecting tools and technologies to serve citizens after mapping their journeys drives more effective, efficient technology adoption and utilization across all users. Consider:

- Points along the customer journey where AI and automation tools can be deployed for predictive and personalized engagement
- Embedded, secure, compliant data analytics capabilities for continuous insight as program and mission needs change



## 3. Prioritize Employee Experience (EX) as an Outcome Driver

Elevating CX is not dependent only on how citizens interact with government systems and tools—but also how they interact with government employees and contact centers. Get started by:

- Identifying tools that provide timely service and information, minimize friction, and maximize program access and enrollment, dispute resolution, and measurable results
- Considering a **Total Experience Management** approach with flexible, modular, scalable features to connect with citizens through seamless, consistent, unified interactions



## 4. Ensure Multi-Channel Service Delivery

By providing seamless interactions across voice, chat, text/SMS, email, and web portals, agencies can provide agile service delivery that meets citizen needs and preferences. Consider:

- FedRAMP®-certified solutions that ensure embedded security and compliance
- Multi-channel platforms that enable seamless, secure interactions and enable customers to shift between channels as needs change

- Zero Trust Architecture-aligned solutions that help ensure citizen data privacy and security while balancing the need for data sharing across programs



## 5. Leverage Knowledge, Not Just Data

Building a connected, citizen-first future will require government organizations to extract insight from vast amounts of data to elevate service delivery. Prioritize:

- Data management and governance strategies and technologies that balance privacy, security, and DataOps goals for data sharing and analytics
- AI-powered knowledge management tools that integrate with agency data to extract insights from both real-time customer sentiment and longer-term trends and analytics
- Secure cloud services that provide data availability when and where it is needed to drive data-informed decisions while maintaining security and compliance

“Transforming citizen experience isn’t just about modernizing technology—it’s about fundamentally reimagining how government serves the public. By placing the citizen journey at the center of digital transformation efforts, federal agencies can deliver measurable improvements in program outcomes while building the trust and confidence that effective governance demands.”

”

**MIKE RAKER**

Chief Technology Officer,  
Maximus

## CX Gains for Meaningful Program Results



- Improve Service Delivery With Intelligence and Data



- AI, Insight, and Innovation: The Future of Government Service Delivery



- Thoughtful Service Design: Improve CX by Prioritizing EX



- Understanding the Role of Agentic AI Systems in Driving Next-gen CX

# Strengthening Security Posture Within Agencies and Across the Supply Chain

Driving and demonstrating integrity depends on delivery of measurable outcomes, and unchecked security vulnerabilities or data breaches can put outcomes at risk. As federal agencies collect increasing amounts of citizen and mission data and shift to cloud solutions, protocols to secure data collection, storage, access, and sharing become critical elements of ensuring program integrity.

Agencies working with trusted partners to improve security posture in alignment with Zero Trust Architecture principles will be well positioned to ensure the security and integrity of data, applications, and systems in service of mission outcomes.

## Limit supply chain vulnerabilities

Today, cloud service providers (CSPs) for federal customers are held to a high standard for building security into their solutions, thanks to FedRAMP® authorization requirements. However, adversaries are looking for workarounds, and cloud supply chains are now a prime target. Agencies can be proactive by:

- Committing to robust supply chain risk management (SCRM) practices across the enterprise security infrastructure
- Prioritizing Secure by Design software from vendors that have signed the **Secure by Design** Pledge from the Cybersecurity and Infrastructure Security Agency (CISA)
- Implementing auditing processes across the supply chain and managed service providers to regularly review access rights

## Leverage AI to enhance cloud security and automate security tasks

While AI tools should be selected strategically and used responsibly to mitigate any additional security vulnerabilities, automated capabilities can be a part of helping to secure federal enterprise data at scale. AI tools can assist with:

- AI-assisted risk assessment including dynamic threat analysis and predictive risk insights—enabling risk adaptation, security breach forecasting, and proactive mitigation
- Enhanced threat detection and response mechanisms to rapidly identify unauthorized activity and evolve to address increasingly sophisticated attacks
- AI-powered security automation to streamline routine security tasks and enhance response times with less manual oversight as well as autonomous self-repair of system faults



## Balance security with agility and innovation

Driving mission outcomes requires agility to pivot where needed. As these shifts happen, security posture must be maintained to safeguard the mission. Agencies can strike this balance with:

- Cloud solutions that provide scalable, secure, streamlined environments as a starting point for deploying new applications, helping to align business needs with cloud resources
- Containers to dynamically roll out new capabilities and microservices when needed based on shifting mission requirements
- DevSecOps models that integrate security throughout the development lifecycle rather than treating it as a final gate
- Tools that leverage user experience (UX) data when establishing and updating security baselines to ensure they consider customer experience (CX)

## Improving Integrity by Boosting Cybersecurity



- Improving Cybersecurity Defenses at the IRS with Zero Trust Architecture



- Protecting DoD Against Increasing Cybersecurity Threats



- Designing Secure Systems with Cybersecurity and CX

“Automation and cloud modernization are becoming critical to improving cybersecurity without sacrificing customer experience. The key is creating ‘invisible security’ aligned with Zero Trust approaches that are inherently more secure and less intrusive to protect systems without creating complex barriers for users. Ultimately, this will drive mission outcomes.” ”

**KYNAN CARVER**  
Cybersecurity Lead, Maximus

# Addressing the Final Hurdles of Integrating and Automating Citizen Service Delivery

As federal agencies look to deploy AI- and automation-powered tools to improve CX, reducing costs, boosting efficiencies, and improving service delivery are among the goals. These are no longer distant finish lines, but very much within reach for federal programs to achieve measurable mission outcomes.

Despite recent progress, agencies will need to address several remaining hurdles to glean optimum value from modern service delivery platforms and technologies.

01

## Wind down legacy systems incrementally

**Challenge:** Sunsetting legacy systems to make way for new platforms and emerging technologies can be a heavy lift, which may deter agencies from taking this final step forward in their modernization journey.

**Approach:** Modernize front-end user interfaces while maintaining existing systems on the back end as systems are updated over time, helping to minimize service disruption and deliver service improvements more rapidly.

02

## Create a single source of truth for data

**Challenge:** Consistent data that can be used across multiple platforms is crucial to delivering better CX while enabling agencies to contain costs.

03

**Approach:** With every system and service representative using the same information, advanced AI and automation tools can deliver cost efficiency and savings. To get there, leverage full customer contact center transcripts with advanced sentiment analysis to identify training opportunities and standardize data and information to improve service.

## Consolidate service platforms with secure, unified cloud solutions

**Challenge:** Seasonal and event-based demands for government services and information can increase the expense and complexity of serving citizen needs.

**Approach:** Consolidate systems with secure, FedRAMP-authorized cloud solutions that can provide on-demand contact center services and scale rapidly to meet annual surges or respond to urgent needs. This approach also enables agencies to pilot new projects and programs quickly without significant increases in technology costs and risks.

## Learn More

This article is adapted from an interview with *Government Technology Insider*.

[Read the full article.](#)

# Leveraging Business Intelligence to Drive More Effective Use of AI

To drive effective use of AI in a way that increases program integrity and mission results rather than simply chasing trends, agencies will be wise to deploy tools for use cases with clearly defined outcomes. Doing so can help to ensure program integrity by:

- Enabling government programs to optimize user engagement with AI tools for uses that will have quantifiable program impact
- Prioritizing employee upskilling and training for the most impactful AI tools and use cases to drive mission and program outcomes
- Integrating AI/ML tools alongside overall digital modernization initiatives to optimize the government's return on investment (ROI)

Agencies working with partners to leverage business intelligence for effective AI deployments will be positioned for success. Key considerations include:



## Prioritizing cross-sector perspectives to evaluate AI use cases

Working with trusted partners with broad expertise across government and industry can help agencies define AI and automation use cases optimally with an understanding of expected benefits and ROI—important factors in choosing appropriate solutions and ensuring their successful integration. In evaluating AI use cases, consider:

- Projects with high-volume, daily, or weekly transactions that can realize reduced labor hours from automation of simple processes
- Projects with fewer customer interactions or a high number of repeated steps where automation can streamline simple tasks to free up staff time for value-added initiatives
- Complex processes with variable outcomes and multiple steps that may benefit from advanced automation solutions, including AI agents for efficiency gains at scale

## Aligning AI uses with mission outcomes

As programs define best use cases for AI/ML and automation deployments, those most closely aligned to filling requirements for mission outcomes are key contenders. These use cases and corresponding solutions may include:

- Secure, real-time predictive analytics to help improve citizen service delivery and drive outcomes-focused decision making
- Automated tailoring of customer care options and citizen engagement channels

- Strategic use of AI-powered security monitoring and automation of routine security tasks
- Automation of routine business processes to improve standardization of information and reduce human error

### Leverage AI deployment best practices and change management

Strategic approaches for initial AI rollouts and ongoing ideation can help agencies ensure deployment success and effective use of new tools. Prioritize change management practices including:

- Clear communication about the opportunities and outcomes AI and automation will enable while addressing questions about how roles and responsibilities may shift
- Opportunities for staff to increase skills with AI and automation over time to improve long-term success and ROI with new technology adoption and utilization
- Setting expectations and protocols for proper use of new AI and automation tools and defining how team members will meet those expectations
- Establishing processes for routine human evaluation of automation and AI performance, quality, and efficiency for adjustments where needed to ensure integrity and outcomes
- Setting intervals to evaluate RPA integration and effectiveness and deploy humans to resolve unforeseen issues and assess new opportunities

“Deploying automation requires the integration of appropriate technology alongside change management practices and improvement-oriented team resources. The strategic convergence of technology, processes, and people is instrumental to project success and measurable outcomes.”

**PATRICK PINNELL**

Vice President of Operations for  
Federal Services, Maximus

### Strategic AI Use Drives Mission Outcomes



- Leveraging Automation to Streamline Independent Dispute Resolution



- As Federal Agencies Look for Efficiencies, RPA Takes Center Stage



- Agentic AI Drives Government Efficiency

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