



GOVERN WITHOUT GAPS

MAXIMUS®

CLOSE FOUR GAPS THAT IMPACT PERFORMANCE

Despite having significant policy expertise, government programs often struggle to meet performance goals. We see four significant gaps standing in their way.

- 1 Budget**
Keeping up with rising costs and changing citizen expectations is tough enough. Add in the burdens of new federal mandates, inefficient siloed programs, and outdated technology and it's even tougher.
- 2 Talent**
A "silver tsunami" of retiring workers is creating a staffing void — and just as government is facing tightened budgets and unpredictable surges in demand for services and benefits due to COVID-19.
- 3 Technology**
States are struggling with monolithic legacy systems and current digital service channels. They're looking to reimagine service delivery through more effective use of technology and data.
- 4 Consumer experience**
Citizens expect the same level of service from government that they get elsewhere. Instead, they often have to navigate multiple agencies through limited, outdated service channels.



A GAME-CHANGER FOR GOVERNMENT

How can you close these gaps? Recent guidance from the Office of Personnel Management (OPM) gives states new freedom to use contractors for a broad range of administrative and eligibility tasks.

In short, this changes everything.

1 Closing the budget gap

By using outside resources, you may be able to improve efficiency by 20–30% and save up to hundreds of millions of dollars (as many of our clients have done).

It all starts with a consultative approach

As trusted advisors, we listen to you. Once we know your policy vision, we can help you:

- Identify process efficiencies and resource options
- Determine ROI for potential program improvements
- Consult on program costs and funding sources

The power of integration

Integrating program silos has great potential payoff, as redundant processes and workforces are inefficient. With the flexibility granted by OPM, you can centralize functions such as eligibility and enrollment.

Saving by upgrading technology

Older technology can be a cost drain. Modernizing can remove process bottlenecks, speed up service delivery, and use data more effectively, all of which can stretch your budget. With our managed services solutions, you can rent or lease advanced technologies, allowing you to avoid high long-term costs and stay current over time.

Accountable for achieving your goals

At Maximus, we offer performance-based contracts. That gives us incentive to deliver on your savings targets. And it lets you share the risk and defer payment till results come in.

By operating more efficiently, you can put your budget to best use and get more out of federal matching funds. And that, in turn, can drive positive outcomes for your citizens.



Workers' comp reform saves \$1 billion annually in California

Challenge

California had the highest workers' compensation costs in the U.S., due to the time and expense to resolve disputed medical claims for injured workers.

Solution

We transformed the state's program, replacing a cumbersome court process with a cost-effective Independent Medical Review process that enabled clinicians to resolve disputes. This streamlined, automated system showcased our digital transformation capabilities, including data analytics, robotic process automation, and machine learning.

→ 10 days vs. 231 days
to resolve claims

→ 70% decrease
in opioid prescription drug costs

BEFORE

Safety-net programs, like SNAP and CHIP, serve many of the same families but are siloed.

AFTER

A Maximus service center supports people across multiple programs while tracking individual costs.



2 Closing the talent gap

The economic and health impacts of COVID-19 may turn a silver tsunami into a perfect storm. With 20–30% of the workforce retiring, governments will have less talent (and limited budgets) to meet increasing demand for public benefits. But there is a solution.

A more flexible, scalable workforce

With Maximus augmenting your workers, you can quickly fill the coming wave of open positions and easily reconfigure staff as needs change — particularly during peaks and valleys of demand.

Because we screen, hire, train, retrain, and cross-train, you can avoid some of the expense and commitment required with permanent hires. Yet you can still:

- Reduce or eliminate backlogs
- Refocus existing workers on higher-value functions
- Better meet customer service goals

Employees motivated to succeed

If you've struggled to improve service quality or responsiveness, you'll find we take a different approach. Simply write your goals into a performance-based contract with us — we'll analyze what's needed, assemble top performers, reward them for hitting goals, and hold them accountable so you achieve the outcomes you want.

Take advantage of top tech talent

We can also ensure you have access to highly specialized technology workers, without having to compete with private sector firms for their services. We invest heavily in long-term innovation and leading-edge technologies, attracting top-tier talent to address all your modernization issues.

In fact, when you partner with us, you'll have a motivated 21st century workforce with size and scale to meet all your needs.



Consolidating cuts costs and improves care in New York

Challenge

In 2010, the costs of New York's Medicaid program, the nation's largest, had swollen to 32% of the entire state budget, posing a significant risk of state bankruptcy.

Solution

By taking over most citizen-facing services, we enabled New York to focus on reinventing its healthcare system. With Maximus leading the way, New York became one of the first states to successfully implement a "single point of entry" model with a centralized eligibility center and integrated contact centers.

→ **3.3 million**
beneficiaries served across 100+ programs

→ **\$8 billion**
in savings to reinvest in healthcare reform



60%

Caseworkers like Chris spend up to 60% of their time each day on administrative tasks.



Shifting those tasks to a contractor lets Chris focus on people instead of paperwork.

3 Closing the technology gap

You want to be innovative, create cutting-edge experiences, reduce labor, and improve program integrity. And you want to do it cost-effectively. But how?

Seamless migration from aging systems

If your state is like many, you're starting at a disadvantage — having to maintain monolithic legacy systems while simultaneously trying to modernize. We can ease your transition by:

- Running it as a managed service, bringing people, processes, and technology together to reimagine operations
- Using agile development for fast deployment
- Interfacing with the systems you have, rather than replacing them, to minimize learning curves
- Test-driving technology in low-cost pilot programs

Cost-effective by design

Instead of one-off answers, we develop repeatable, scalable solutions that drive down your costs. Our emphasis on

Modernizing requires a big-picture view of agency mission, service delivery models, and end users.

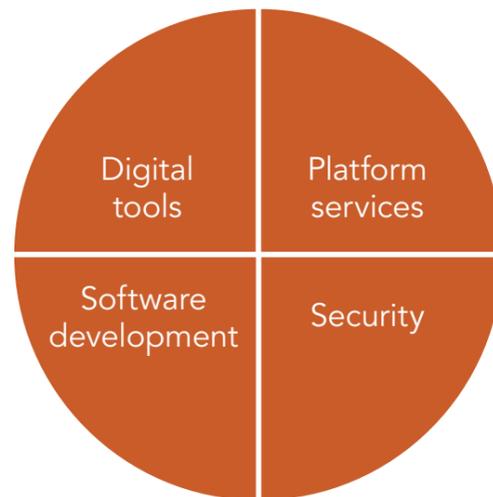
Our holistic view enables us to put all the pieces together for you.

modular, configurable technologies lets you bring impactful solutions to the public in less time and at less cost. And you can amortize the cost over the life of the contract to reduce upfront investment.

A digital innovation team that solves problems

We're continually pushing the envelope, often bringing new technology to states. Our Healthy Louisiana mobile app, for example, was the first to enable Medicaid enrollment.

As we focus on streamlining government, moving people online, and making data more actionable, we're incorporating a wide range of technologies — from cloud services to paperless processes to customer service bots — to help you meet the challenges of tomorrow.



Data matching ensures integrity of Medicaid in Illinois

Challenge

Illinois faced the daunting task of verifying 1.4 million Medicaid members to eliminate ineligible recipients and reduce overpayments to managed care plans.

Solution

Our Enhanced Eligibility Verification solution aggregated government and commercial data sources electronically in a single view, significantly improving efficiency and accuracy over traditional methods. In fact, our automated process produced recommendations for case workers that were nearly identical to actual eligibility outcomes.

→ 250,000 removed from Medicaid in one year

→ \$200 million in annual savings



4 Closing the consumer experience gap

People should be able to get the services they qualify for without going through hoops to do it. We close gaps in their experience to create a more seamless Citizen Journey®.

Analyzing every part of the experience

We start by examining the barriers that citizens encounter. Applying our process and technology expertise, we pinpoint improvements that can turn a frustrating experience into a world-class interaction — whether the goal is reducing hold times or increasing workforce placements.

Simplifying by coordinating services

Consumer frustration often stems from a lack of integration between agencies. We look for opportunities to streamline, such as determining eligibility or assisting with enrollment across multiple programs at once.

Engagement for today's consumer

Let's face it, consumers expect everything faster now. That's why we're applying innovative digital technologies to create efficient, self-serve experiences and integrated multichannel engagement.

That may mean supplementing a website with chat support. Or making voice response smarter through robotic process automation. Or creating an app that lets citizens evaluate and select plans on their mobile device.

The human element

While online is vital today, it's also important to have the right people interacting with citizens. Our expertise in screening, training, and incenting staff helps you keep customers happy and hit the metrics you want. Plus, we take the time to cross-train, giving you greater flexibility over time.



New program gets people back to work in Washington, D.C.

Challenge

38 million Americans live below poverty level and rely on TANF for their family's basic needs. In D.C., significant gaps in job readiness, training, and support were a major barrier to success.

Solution

Our wrap-around case management approach reimaged how TANF programs could work. It gets all stakeholders — families, employers, government, and community — vested in a participant's success, coordinating everything from job placement to mentoring to mental health counseling.

→ 8,000
jobs secured

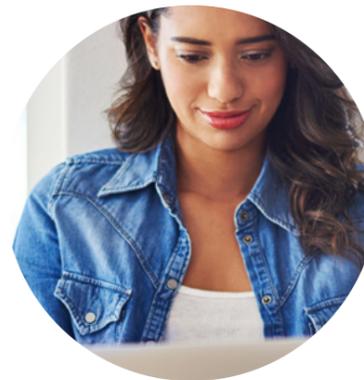
→ 68%
job retention after 6 months



Elena needs childcare, a ride, and time off work to stand in line for benefits, then must wait 45 days.



With a quick, online enrollment process, she could focus on being self-sufficient.





Decisive action helps governments cope with COVID-19

Facing an unprecedented crisis, government has been overwhelmed by public demand for information, services, and benefits. With 20,000 customer service agents and 4,000 clinical professionals, we've been able to quickly stand up effective turnkey engagement centers for both federal and state agencies.

Federal Agencies

- CDC INFO line
- HHS National Results Notification Center
- IRS Cares Act Implementation
- Federal Student Aid Cares Act

State Health Agencies

- COVID-19 Contact Tracing Centers (FL, IN)
- COVID-19 Screening and Scheduling Center (NY)
- COVID-19 Information Centers (CA, IN)
- Unemployment Agency Support (AR, D.C., ID, LA, NC, RI, SC, VA, VT)

Rapid response: closing gaps during crises

As the COVID-19 pandemic made clear, unexpected events can overwhelm the system, making the best-laid plans obsolete. To respond with the needed urgency and agility, agencies need additional resources at the ready.

Relieving pressure on government

As a leader in public outreach/education, service coordination, and contact center operations, Maximus is uniquely equipped to help agencies provide essential services. Applying best practices, scalable technologies, and flexible staffing, we can augment staff to handle call center surges, reduce claims backlogs, administer recovery programs, and protect program integrity.

Prepared for ripple effects

The impact of a major crisis may be felt for months or even years. That's why it's important to select a partner with the vision to leverage your initial investments into a long-term

solution — ready for both the transitions ahead and changes in government structure and service delivery.

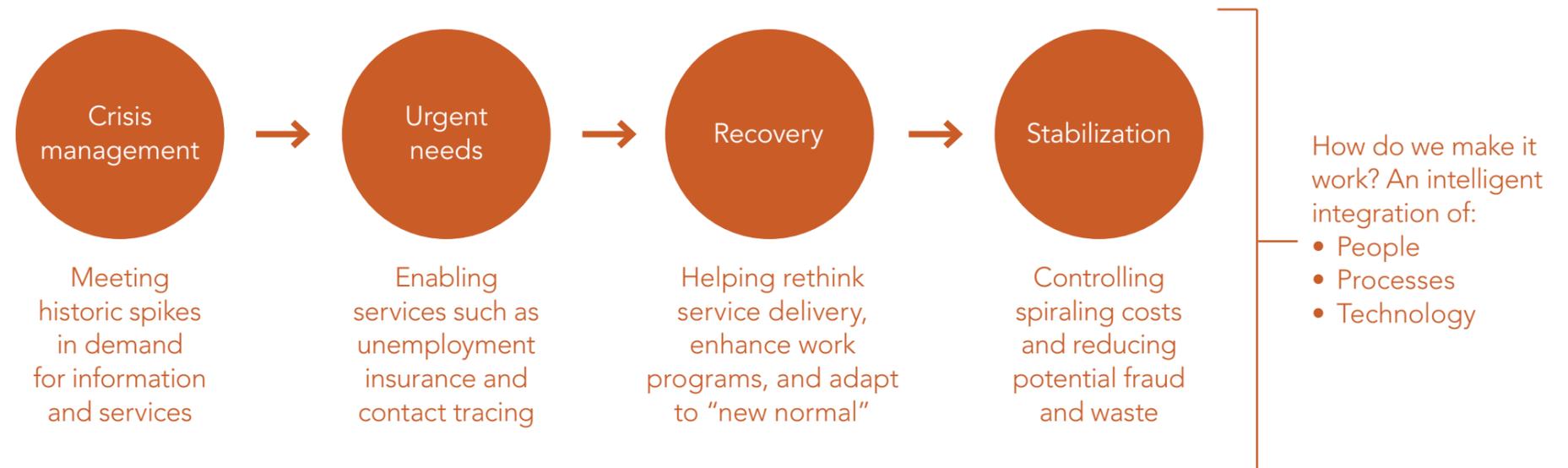
A strategic approach

In a crisis, there's a danger of quickly straining budgets — and public trust. That's why we focus on solutions that provide:

1. **Sustainability** in the long term, not just a quick fix
2. **Scalability** (up or down) for rapid increases in demand
3. **Capacity** to deliver timely, high-quality service, as well as innovation and supportive technologies
4. **Flexibility** to quickly pivot staff to new functions
5. **Accountability** for performance and program integrity

Doing all these things right can help avoid any revoking of funds, federal penalties, lawsuits, or major cuts to core programs as you continue your recovery and get your state back on track.

Our response strategy for COVID-19 was built to cover multiple phases





GET TO THE
BEST STATE
POSSIBLE

With OPM guidance paving the way for states to make greater use of contractors, now is the time to partner with a trusted leader to achieve all your goals.

Ready to close gaps in your state?

Visit [maximus.com](https://www.maximus.com)