

Globally Engaged, Locally Responsive



Growth Services Seminar
Helsinki
August 2017



Who we are...



Founded in 1975 with the motto "Helping Government Serve the People"



18 thousand colleagues



6 countries



Listed on New York Stock Exchange



2.6 billion revenue

In 2014 named
as "one of the
most trusted
companies in the
United States"
by Forbes

What we do...

Find Solutions that meet emerging public policy needs

Deliver Results With an Integrated Approach

Provide Flexible and Scalable Solutions

Our Core Competencies

Eligibility Determination Services

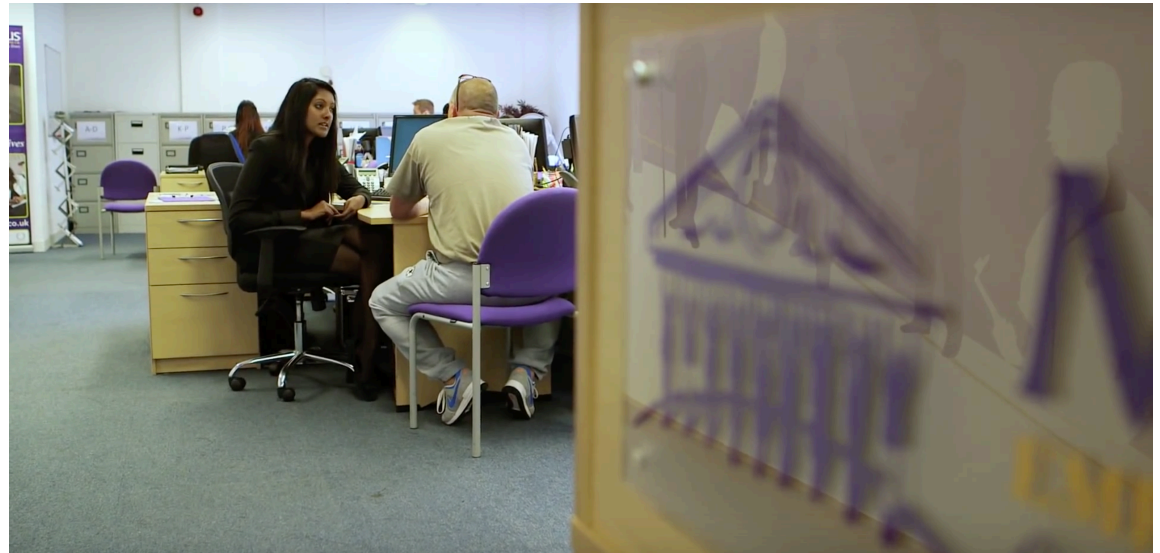
Case Management Services

Enrollment Services

Assessment Services

Contact Centre Services

Range of Related Competencies



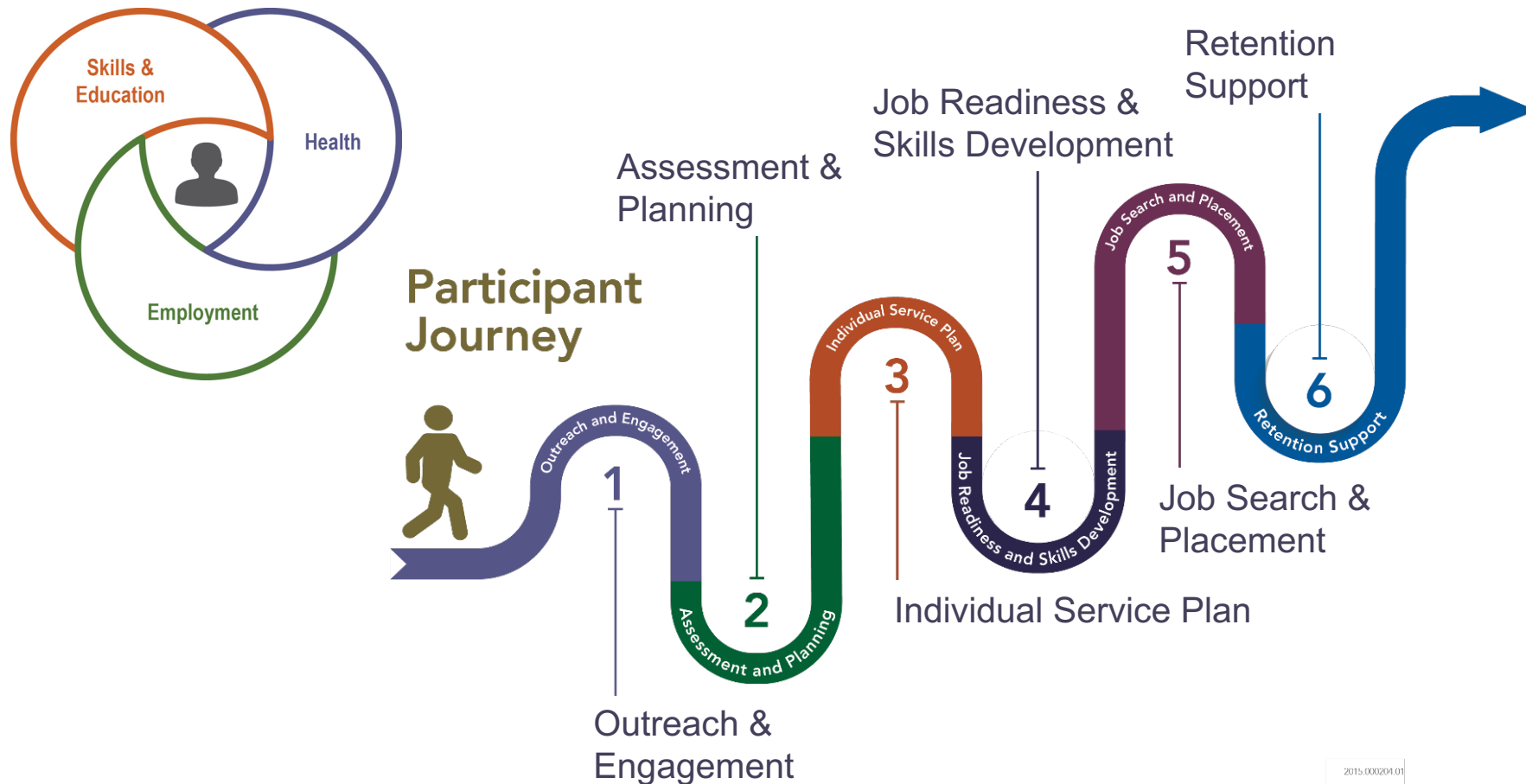
Spotlight on enrolling elders into home care services



? did you know **MAXIMUS**

- MAXIMUS combines the people, processes and technology to assist the US State of Pennsylvania operate its Elder Care programme
- On-average, MAXIMUS provides 13,000 in-home visits and assessments, all within 7 calendar days of the application for services
- MAXIMUS operates a contact center that provides information and manages the application process
- MAXIMUS provides two-levels of assessment: functional and financial
- Our functional assessment was designed by Ascend - a MAXIMUS division specialising in health and independent living skills assessment
- And our proprietary software, Decision Point, provides seamless tracking from application through tracking community-based service delivery

Spotlight on Participant Journey in employment programmes



Establishing the right goal



Establishing the goal – “What Gets Measured, Gets Done”

Q: What is the Primary Goal of an Employment Services Programme?

Training

Employment

Benefit
Reduction

Economic
Development
and Social
Cohesion

Establishing the goal – “What Gets Measured, Gets Done”



A: “Sustained Employment”

Examples of “primary” goals that “miss the mark”

- “Services Provided” Measures Process Not Outcomes
- “Training Provided” Measures Inputs Not Outcomes
- “Entered Employment” (Used Alone) Creates Unintended Consequences

Establishing the goal – “What Gets Measured, Gets Done”

Lessons Learnt

- Single and well-defined goal provides clarity of purpose for providers and administrators
- Secondary goals should either support or, at minimum, not conflict with the primary goal
- Programme rules and regulations (as well as contracts if private providers be used) also should support and not conflict with the primary goal
- Program milestone goals are easier and more accurately measured than “in-process” goals

Market stewardship



Market Stewardship Framework - Contracting models



Contract Structures – policy driving behaviour

Contracting mechanism

Fixed process with no flexibility

Some flexibility, payments linked to performance.

Payment by result, 'black box' approach'.

Value in PPP

Doing a well known process more efficiently.

Risk sharing with the private sector.

Outcomes that matter. Risk of failure transferred to private sector.

Down side

Increases focus on process

Must be managed very carefully by Government.

Increased risk of improper process

Market Stewardship Framework

Lessons Learnt from delivering under “Prime – Sub-Prime Model”

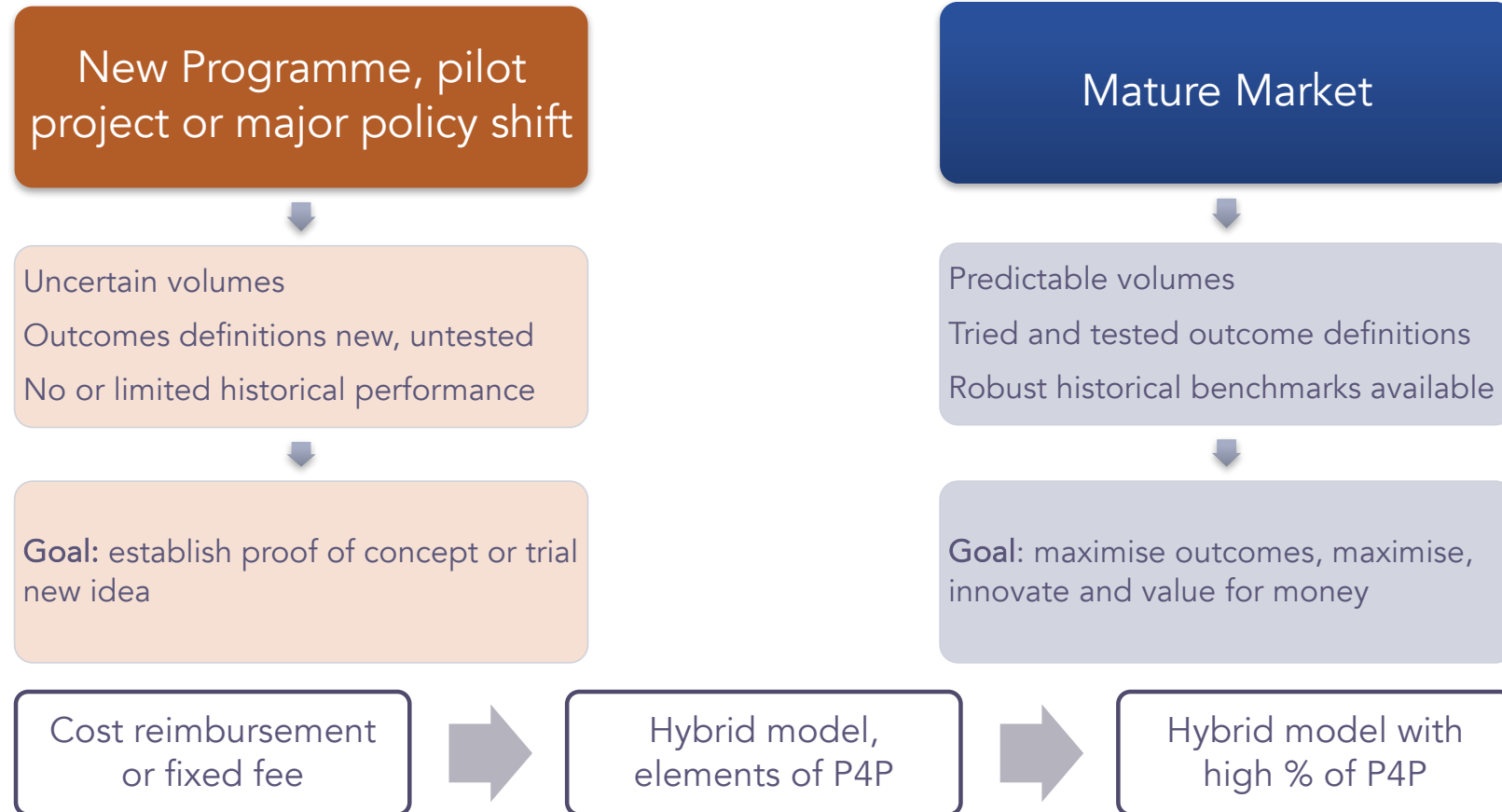
Sub-contract arrangements work best when:

- Sub-contracts have the appropriate terms & conditions, statements of work are clearly written and deliverable-based, and pricing aligns with the market
- Performance Management Processes are Articulated: Monitoring and oversight activities are articulated, performance metrics are based on deliverables and include quantifiable measures, and corrective action procedures are identified and agreed to in advance.
- It is key to have specialised partners (e.g. mental health experts) as part of the Supply Chain to offer holistic and top quality offer to the job seekers .

Multi-year market development



Multi-year market development



Multi-year market development

Lessons Learnt

- It takes time for market to develop and a concept tried and tested in one environment would not necessarily work in different circumstances.
- Selecting the right payment model can help governments leverage the power of the managed market to drive innovation and best practice, and,
- Ultimately, to deliver the best outcomes for the taxpayer and the job seekers

Spotlight on good practice



Spotlight on managed competition (employment services)

1998: Australia Introduced Managed Competition to Improve Outcomes for Unemployed Job Seekers

The Stream Assessment Process – Helps ensure investments are made where they are needed

The Consumer Choice Model – Involving the job seeker in decisions impacting their life

The Star Rating System – Building quality into contracting



did you know
MAXIMUS

- As a top Star Rated provider under Job Services Employment, MAXIMUS was awarded 14 percent of Australia's work sites under the new "jobactive" programme
- During 2016, MAXIMUS served over 115,000 job seekers and supported 67,000 into work
- 'jobactive' services provided to a broad range of job seekers from the easiest-to-serve to those with multiple barriers, including:
 - 26 percent with disability (but not receiving disability pension)
 - 11 percent aboriginal
 - 4 percent refugees

Spotlight on Sub-Contractor Management: UK Merlin Standards development

2009: UK Flexible New Deal - the number of providers under contract with DWP reduced from more than 600 providers to 14 providers.

UK government chose to manage the market consolidation for several reasons:

- **Disruption:** A rapid consolidation of the market would be highly disruptive to the marketplace
- **Continuity of Services in High Risk Areas:** Small providers operating in geographically remote areas were at risk of being pushed out of the marketplace, leaving no locally-based employment services
- **Facilitate Job Seeker Access to Specialized Services:** Under Flexible New Deal, hard-to-serve Job Seekers were referred to the providers with the expectation that the providers would pro-actively seek to mitigate barriers to employment.

Spotlight on unintended consequences in programme design



'Copy and paste' does not work in employment programmes design

What may influence providers not to participate in the tender for the pilot employment programme in a new market?

- Lack of consideration by the government of the early stages of market development at the pilot design stage
- Lack of experience by the immature market providers and procuring government department of Payment by Results mechanisms and the risks involved
- Desire to test a number of very new measures without understanding how they may impact the behaviour of job seekers (including new sanction regime)
- Financial penalties for not achieving outcomes that are outside providers' control

Private providers can help governments achieve outcomes that matter, as long as the right model of partnership is in place.

Spotlight on MAXIMUS operations across the world



Overview: MAXIMUS in the United States



Staff:	12,500+
Initial Market:	Program consulting for federal government
Website:	maximus.com
Pioneered:	<ul style="list-style-type: none">• First outsourced public employment services (1988)• First outsourced child support enforcement programme (1992)• First health insurance health insurance “exchange”
Business Lines:	<ul style="list-style-type: none">• Welfare-to-work• Government Health insurance eligibility and enrolment• Child support enforcement• Child (creche) care• Eligibility for social security disability• Technology and consulting

Some of our programmes...

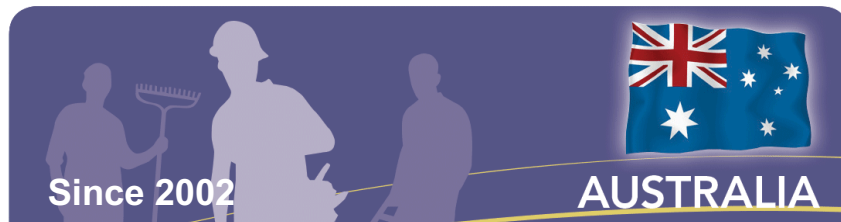
California Health Care Options: Connects individuals and families across California with health care insurance – both private insurance providers and government-health care insurance. MAXIMUS uses a contact centre and sophisticated technology to educate individuals, gather data to determine eligibility for government health insurance and enrol the individual.

Ticket to Work: Free national-level programme that leverages a national contact centre to connect disability benefits recipients with locally-based programmes that help these individuals move into full or part-time work.

Our role is to educate individuals and their families about the local employment services available to them free-of-charge, maintain the list of approved providers in the network, and confirm (for the provider) that they can claim a fee for providing the service to the individual.

Workforce Services: Providing support in local city and counties around welfare programmes work-participation requirements, eligibility for social benefits, work placement programmes, refugee programs and a variety of other aspects of assisting people to achieve financial security thru work or proper enrolment into benefits programmes.

Overview: MAXIMUS in the Australia



Staff:	1,800+
Initial Market:	Employment and occupational health frequency
Website:	maxsolutions.com.au
Pioneered:	<ul style="list-style-type: none">• Integration of health-related services with employment services lead
Business Lines:	<ul style="list-style-type: none">• Assessments for government programmes• Employment Services• Disability Employment Services• Occupational Rehabilitations• Wellbeing Services• Specialized services supporting refugees and aboriginal populations

Some of our programmes...

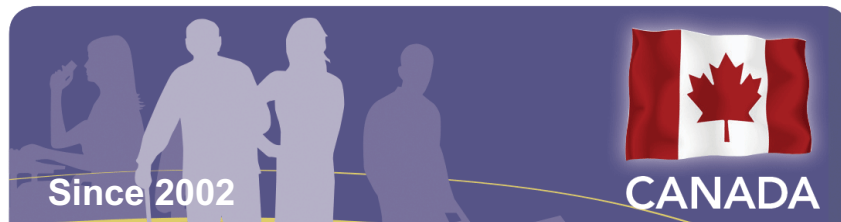
jobactive: Providing integrated employment services through-out Australia. Our team consists of employment specialists along with a team of allied health and occupational rehabilitation professionals who supported 67,000 out of 115,000 job seekers into work.

Disability Employment Services: services for individuals for whom disability is the major barrier to employment

Work for Dole: Our team has developed over 22,000 unpaid “Work for Dole” placements that have allowed job seekers to build skills and provide work like experience to tomorrow's workers.

Assessment Australia: Provides broad range of independent assessments related to accessing government services including home care assessments, disability assessments, and development of support plans.

Overview: MAXIMUS in the Canada



Staff:	750+
Initial Market:	Acquired a local firm that provided child support (child maintenance) services for the government of British Columbia
Website:	maximuscanada.ca
Pioneered:	<ul style="list-style-type: none">• Joint Solution Procurement process initiated by the BC government• Under this approach, government and potential vendors jointly work through the service delivery design prior to final proposal submissions
Business Lines:	<ul style="list-style-type: none">• Health care eligibility and enrolment• E-Health including drug information systems• Employment services• Child support (maintenance) contracts

Some of our programmes...

Drug Information Systems (DIS): Our DIS manages the medication portion of a patient's health record and links all healthcare sites, including community pharmacies, hospital wards, long-term care facilities and emergency rooms with a database that maintains patient medication records for all residents. The system also includes a comprehensive Drug Utilization Review (DUR) and flags potential interactions that could be harmful to the patient.

Health Literacy: Our expertise includes an ability to provide Multilingual Contact Centres and skilled communications experts to craft 'plain language' forms, letters and websites.

Multi-Channel Contact Centres: MAXIMUS Canada manages a high performance multi-channel contact centres to help government clients effectively serve participants in government programs, and improve the outcome of the government-citizen experience. With self-serve options, we can move citizens to lower-cost channels of their choice and improve efficiency.

Overview: MAXIMUS in the United Kingdom



Staff:	3,500+
Initial Market:	Employment services primarily for people with disability
Website:	maximusuk.co.uk
Pioneered:	<ul style="list-style-type: none">• Founding member of the UK Employment Related Associations (ERSA); an association formed among employment services providers to work interactively with the government to refine the PPP contracting model
Business Lines:	<ul style="list-style-type: none">• Work capability assessments• Services for the long-term unemployment• Employment services for the disabled• Work-related Health Care including occupational health, well-being programmes, and clinical governance

Some of our programmes...

Flexible New Deal and Work Programme: MAXIMUS served as 1 of 18 providers selected by the UK government to provide intensive employment services to the long-term unemployed. Eligible job seekers were referred by the government's Job Placement Center to the programme and provided a choice among service providers. All told, the programmes placed over 430,000 LTU job seekers into sustained employment between 2008-2015.

Disability Employment Services: Remploy has over 70 years of experience in serving people with disability. Remploy, which joined MAXIMUS in 2015, has been a strong advocate the UN Convention on the Rights of People with Disability and has been at the forefront of helping unemployed individuals with disability move into sustained employment.

Work Capacity Assessments: MAXIMUS fully integrates all its capabilities in this programme which assesses individuals to determine pension benefits based on disability, including: workflow processing, call centre capabilities, customer services, assessment and knowledge of clinical services.

Overview: MAXIMUS in the Saudi Arabia



Staff:	100+
Initial Market:	Joint venture with local Saudi firm
Website:	maximusgulf.com/en
Pioneered:	<ul style="list-style-type: none">• Pioneered (with 5 other providers) welfare-to-work employment services• Selected to be sole pioneer of employment services for people with disability
Business Lines:	<ul style="list-style-type: none">• Employment Services

Some of our programmes...

Taqat Services Provider: We provide employment services to Hafiz (welfare) benefits. MAXIMUS operates six offices across the Kingdom.

Developing employment opportunities for women is a priority of the Saudi government. MAXIMUS has become a recognised leader in providing services to this rapidly emerging constituency.

Tawafuq (Disability) Employment Services: Now incorporated into our main contract as “Taqat Plus” services, MAXIMUS worked with our the government to implement Saudi Arabia’s first programme providing employment services to people with disability.

Overview: MAXIMUS in the Singapore



Staff:	15
Initial Market:	MAXIMUS wholly-owned subsidiary
Website:	maximussingapore.sg
Pioneered:	<ul style="list-style-type: none">• Informal managed competition
Business Lines:	<ul style="list-style-type: none">• Employment Services

Some of our programmes....

Career Matching Services: Two-year (informal managed-competition) pilot to help local unemployed professionals, managers, executives and technicians (PMETs) get back into the workforce

Partnerships is part of a broader Government strategy to help job seekers (many of whom have been displaced by changes in technology) resume careers. MAXIMUS was selected “based on their focus, track record and capabilities in matching active job seekers to jobs”

“Job seekers will gain access to industry knowledge and insights, and receive coaching in CV preparation, managing of interviews and profiling themselves to prospective employers to highlight their strengths”



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