



## Getting Payments Right

### Goal Leaders

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**Jeff Schramek**, Deputy Commissioner, Financial Services and Operations, Bureau of the Fiscal Service

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**Megan Worstell**, Acting Director of the Office of Financial Management and Chief Financial Office, CMS

**September 2019**



To better understand the nature of improper payments and find actionable solutions to prevent and detect them

To demonstrate stewardship of taxpayer dollars by prioritizing the prevention of improper payments resulting in monetary loss



## Clarify and Streamline

Automated Data Call process for over **10,000** payment integrity points for Payment-accuracy.gov

Held Payment Integrity Town Hall with representation from 30 agencies and **200 plus** attendees

## Monetary Loss Root Causes

Worked across **57** programs identifying root causes for improper payments

Lay the foundation to revise the root cause matrix aligned to the points in the payment process causing improper payments resulting in monetary loss

## Strategic Data Use

Identified **160** new data sets used to pre-check payment eligibility.

Improved data analytic capability and functionality on [Payment Accuracy.gov](#)

## Partnership with States

Collaborated with payment integrity officials across **10** States

Documented successful mitigation strategies with potential for broad impact across multiple state programs.



## Strategy 1: Clarify and Streamline Requirements

Reduce burden and improve compliance to allow program resources to focus on preventing improper payments that result in monetary loss

## Strategy 2: Identify Monetary Loss Root Causes

Identify point(s) in the payment process where improper payments occur that result in monetary loss

## Strategy 3: Strategic Data Use

Identify data sets/analysis techniques and link to root causes  
Obtain needed data to improve capacity to prevent and detect improper payments

## Strategy 4: Mitigation Strategies

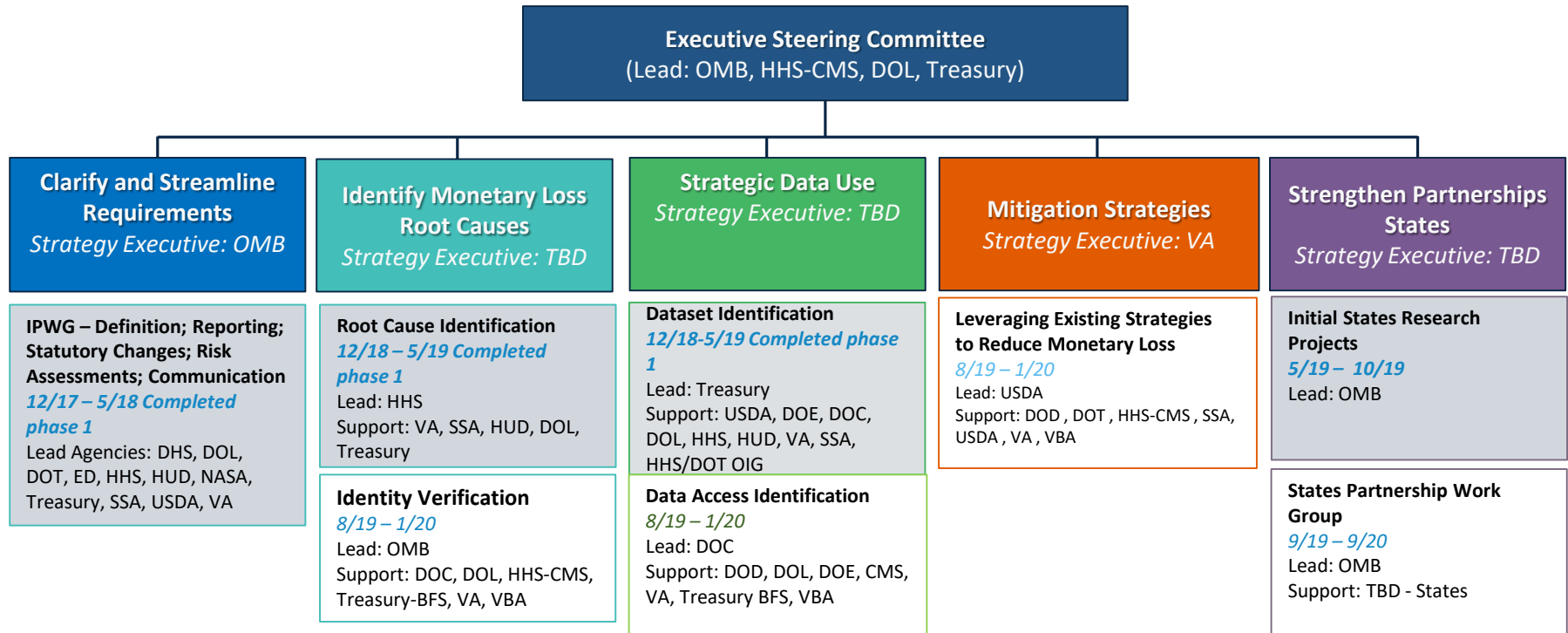
Identify non-data related mitigation strategies and best practices to preventing improper payments and share them across the government

## Strategy 5: Strengthen Partnerships States

Identify opportunities to partner with States to improve improper payment detection and prevention capabilities in federally funded state-administered programs



# Getting Payments Right: Governance Structure





## Current Objectives & Deliverables

### Identify Monetary Loss Root Causes - Identity

- Quantify the amount of monetary loss that results from an inability to verify identity
- Determine how the prevention of monetary loss relates to the larger OFCIO identity initiative
- Determine existing solutions and capabilities
- Determine whether any current solutions or capabilities can be scaled
- Prepare a recommendation for the ESC on a path forward

\*Report/file containing analysis of monetary loss as a result of inability to verify identity

\*Determine recommended path forward

### Strategic Data Use - Data Access Identification

- Identify which eligibility criteria are linked to the largest monetary loss root causes for each program over \$100M
- Identify where access to data for eligibility pre-check could mitigate the improper payments resulting in monetary loss
- Prioritize data sources by greatest impact to prevention of monetary loss (assuming no legal barriers)

\*Report containing data sets/analysis that can be used.

\*Report indicating amount of monetary loss that will be prevented from accessing identified data sets/analysis.

### Mitigation Strategies – Monetary Loss

- Identify mitigation strategies proven successful at agencies and determine opportunities to expand across government
- Convene experts to share mitigation strategies that are not data dependent and have proven effective
- Identify which shared mitigation strategies can be used

\*Report/File containing best practices and lessons learned

### Strengthen Partnerships States

- Develop an operating charter
- Establish a pilot that looks into best practices and creative solutions implemented to prevent improper payments in federally funded state-administered programs.
- Develop a comprehensive contact list for state level administrators and IG's

\*Report/File containing best State level best practices and POCs





## Key Milestones - Identify Monetary Loss Root Causes

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Quantify the amount of monetary loss that results from an inability to verify identity	Aug 2019 – Jan 2020	In-progress	Addition	OMB and Agencies	Resource Availability
Determine how the prevention of monetary loss relates to the larger OFCIO (Federal) identity initiative	Aug 2019 – Jan 2020	In-progress	Addition	OMB and Agencies	Resource Availability
Determine existing solutions and capabilities	Aug 2019 – Jan 2020	In-progress	Addition	OMB and Agencies	Resource Availability
Determine whether current capabilities can be scaled	Aug 2019 – Jan 2020	In-progress	Addition	OMB and Agencies	Resource Availability
Prepare recommendation for CAP Goal 9 ESC on path forward	Aug 2019 – Jan 2020	In-progress	Addition	OMB and Agencies	Resource Availability





## Key Milestones - Strategic Data Use

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Assuming no barriers, identify all available private and public data sets that could be used to perform eligibility pre-checks	Dec 2018 – May 2019	Completed	Status Updated	Agency Program/ OMB	None
Identify which data sets are currently being used within each program to perform pre-checks and analysis aimed at preventing monetary loss	Dec 2018 – May 2019	Completed	Status Updated	Agency Program/ OMB	None
Catalogue data elements within each dataset (i.e. income, residency, DOB, SSN, etc.)	Dec 2018 – May 2019	Completed	Status Updated	Agency Program/ OMB	None
Cross walk the results of the three data calls performed in the previous working groups (monetary loss root cause, eligibility criteria, data sources)	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/ OMB	Resource Availability
Create an interview template for targeted interviews with individual programs.	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/ OMB	Resource Availability
Using targeted interviews/engagements with program SME, identify which eligibility criteria are linked to the largest monetary loss root causes for each program over \$100M in monetary loss.	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/ OMB	Resource Availability





## Key Milestones - Strategic Data Use

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Using results of program interviews, identify where access to data for eligibility pre-check could mitigate the improper payments resulting in monetary loss	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Identify which data sets from the data call contain the needed eligibility pre-check criteria that can be used to perform pre-checks for improper payment prevention of monetary loss	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Prioritize data sources by greatest impact to prevention of monetary loss (assuming no legal barriers)	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Identify the method and/or requirement for accessing/incorporating the data (beginning with element that will achieve the largest amount of monetary loss)	Jan 2020 – July 2020	Not Started	Date Adjustment	Agency Program/OMB	Resource Availability
Identify the ROI and Barriers to accessing data	Jan 2020 – July 2020	Not Started	Date Adjustment	Agency Program/OMB	Resource Availability
Develop proposal to access the data	Jan 2020 – July 2020	Not Started	Date Adjustment	Agency Program/OMB	Resource Availability
Execute each proposal	July 2020 - March 2022	Not Started	None	Agency Program/OMB	Resource Availability
Incorporate data into pre-payment review process and demonstrate effectiveness of monetary loss prevention	2022-2024	Not Started	None	Agency Program/OMB	Resource Availability





## Key Milestones - Mitigation Strategies

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Identify mitigation strategies that have been proven successful at individual Agencies through a reduction in monetary loss. Determine opportunities to expand the successes across government.	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Convene experts to share mitigation strategies that are not data dependent and have proven effective	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Identify which shared mitigation strategies can be leveraged by Agencies.	Aug 2019 – Jan 2020	In Progress	Addition	Agency Program/OMB	Resource Availability
Using root cause analysis, identify which monetary loss root causes need mitigation strategies that are not data dependent (i.e. the root causes that can not be fixed by additional access to data for a pre-check or root causes that are more easily addressed in other ways, i.e. training, system changes, application form reconstruction, etc.)	Jan 2020 – May 2020	Not Started	Date Adjustment	Agency Program/OMB	TBD
Convene experts to share current mitigation strategies for identified monetary loss root causes in step 1	Jan 2020 – May 2020	Not Started	Date Adjustment	Agency Program/OMB	TBD
Evaluate shared mitigation strategies shared to determine which could be leveraged for identified root causes.	Jan 2020 – May 2020	Not Started	Date Adjustment	Agency Program/OMB	TBD



## Key Milestones - Mitigation Strategies

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Prioritize the mitigation strategies to identify those which will yield the greatest amount of monetary loss and those which are easiest and fastest to implement.	June 2020 – Oct 2020	Not Started	Date Adjustment	Agency Program/OMB	TBD
Develop proposals to implement mitigation strategies	June 2020 – Oct 2020	Not Started	Date Adjustment	Agency Program/OMB	TBD
Implement mitigation strategies	Nov 2020 – June 2021	Not Started	Date Adjustment	Agency Program/OMB	TBD
Demonstrate effectiveness of preventative actions	2022-2024	Not Started	No Change	Agency Program/OMB	TBD



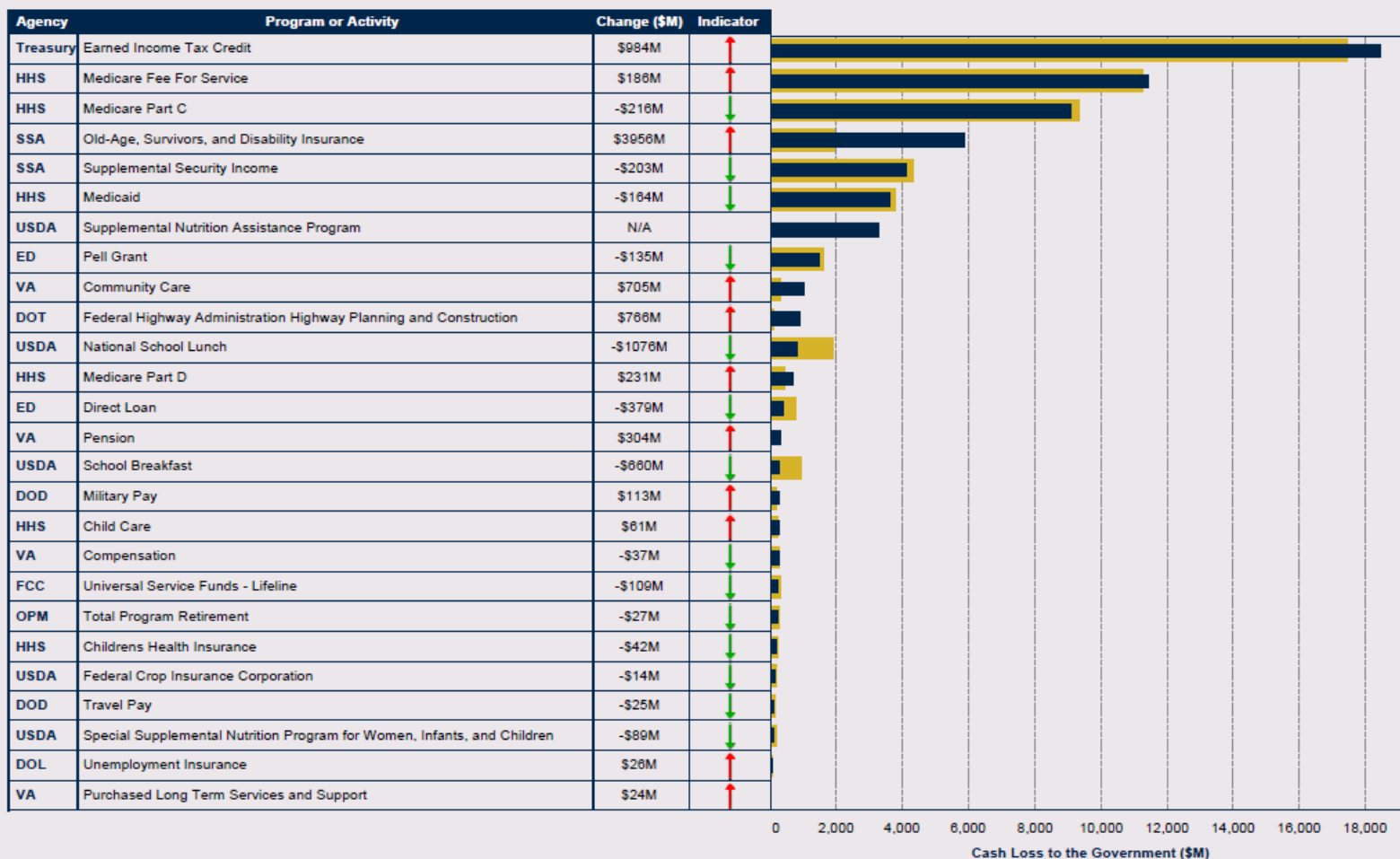
## Key Milestones - Strengthening Partnerships with States

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues
Initial PMF Project to call states to establish POC's and determine best practices.	May 2019 – Aug 2019	Completed	Addition	OMB and PMF	Resource Availability
Develop an operating charter	Aug 2019 – Sep 2019	In Progress	Addition	Agency Program/ OMB	Resource Availability
Develop a comprehensive contact list for state level administrators and IG's	Sep 2019 – Dec 2019	In Progress	Addition	Agency Program/ OMB	Resource Availability
Establish a pilot that looks into best practices and creative solutions implemented to prevent improper payments in federally funded state-administered programs	Sep 2019 – Jan 2020	In Progress	Addition	Agency Program/ OMB	Resource Availability



# Annual Key Performance Indicator: Amount of Monetary Loss and Change in Monetary Loss

## Cash Loss to the Government (FY17 - FY18)



**Cash Loss** - Cash loss to the Government includes amounts that should not have been paid and in theory should/could be recovered.

\* Amounts were reported in millions of dollars

\* Includes high priority programs and programs that have a \$100 million or more in cash loss.

\* Supplemental Nutrition Assistance Program did not report FY17 data.

### Indicator Key

↑ Increase from Previous FY

↓ Decrease from Previous FY

### Fiscal Year Key

■ FY18

■ FY17





PaymentAccuracy

ABOUT

PROGRAM SCORECARDS

THE NUMBERS

RESOURCES

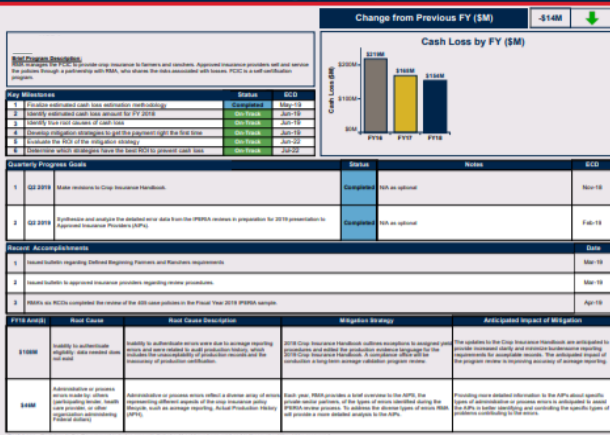
FAQ

# PaymentAccuracy.gov

## A Gateway to Getting Payments Right

LEARN MORE

### Goal: Getting Payments Right



## High-Priority Programs and Programs over \$100M in Monetary Loss

The government can achieve the greatest return on investment for the taxpayer by ensuring that improper payments are eliminated in the highest-risk programs, otherwise known as **high-priority programs**. These programs have improper payments estimates that exceed \$2 billion annually.

High-priority programs are designated by the Office of Management and Budget (OMB) and agencies with high-priority programs have additional reporting requirements.

To reduce the monetary loss to the tax payers by issuing payments correctly the first time, in FY 2018 High Priority Programs will be combined with programs that have over a \$100 Million or more in monetary loss. This is an opportunity to improve the efficiency of government programs by focusing on reducing incorrect payment that result in monetary loss.

Determination criteria and reporting requirements for high-priority programs are found in OMB Guidance Circular A-123, Appendix C

Select a program from the list below to view program details:

