



# Prescription for success

**Federal Healthcare practice  
collateral guide**

2016/2017

[kpmg.com](http://kpmg.com)



# Welcome



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This interactive collection of client deliverables for the Federal Healthcare practice provides you with the materials you need to support your conversations with clients within Health and Human Services, the Department of Veterans Affairs (VA), and Defense Health Agency (DHA).

The library is built in a user-friendly navigational system to provide you with a complete reference point of the KPMG brand for Federal Healthcare as well as information on how to access these pieces. This catalog can be used in planning client visits and should be shared with all levels of the account team in order to familiarize everyone on the brand that has been established for materials for the Federal Healthcare practice.

To get any of these pieces produced, it is important to reach out to our premier designers through me. Some pieces are built to allow our team to update the documents, which are offered in Word or PowerPoint. Other pieces are produced using NDPPS-specific software and are noted. For customized pieces, please connect with me at [christinahamann@kpmg.com](mailto:christinahamann@kpmg.com) or 703-343-2341.

# Contents

## Descriptions



### Agenda Card

This 7x7 card is used to showcase the agenda items to be discussed and list of participants for a client meeting. Something as little as this can leave a huge impression!



### Bifold

A bifold is similar to the trifold, but it presents a more formal, intentional approach with its larger 8.5x11 size when folded. Best for in-person meetings, a leave-behind at a meeting or at a conference booth, a bifold can be used to introduce a topic, team or agenda and can showcase headshots, qualifications, graphics, service offerings or other pertinent information.



### Case Study

A case study lends itself to an easy leave-behind that is useful in sharing our high-level information addressing a client's challenge, our approach, results and lessons learned.



### Congratulations Card

From job promotions to awards, it is important that we recognize our client's (or team member's) accomplishments, accolades and "in the community" recognitions! This 5x7 piece is a quick way to touch base with the client without an in-person meeting.



### Contact Card

Whether it is an introductory meeting or a client presentation, this 4x6 card allows you to place the contact information of key KPMG team members directly in the hands of the client. In addition, it is great to use at internal gatherings where you may have a "table" and are sharing team information. This card is used as a sales or internal tool, but is not intended to be used at a conference or for public use.



### e\_Communications

An e\_communication can be used to send formal electronic communications for the purposes of an announcement, save-the-date, invitations or newsletter. This is used for internal use only. If you would like to use one of the templates for external use, please contact your Account Marketing leader.



### Placemat

Placemats can be very beneficial to our clients participating in a presentation with multiple KPMG speakers. You can use this 11x17 document to provide the client with headshots, bios, agenda, objectives, charts and other important information to help them stay engaged during presentations such as orals and 1:1 meetings. It is a great use of space to present a lot of important information and graphics together at once. These pieces will help client be informed of the conversation prior to the meeting as well as stay engaged during meetings.



### PowerPoint

The new branded PowerPoint deck is available to everyone, however, the PowerPoint deck provided here has been tailored for the HHS and VA teams. This deck was developed to help the team put its best foot forward in preparation for and at in-person meetings. Work with your Account Marketing leader or NDPPS to add charts, additional images, tables and more to tailor this for client meetings, project deliverables, or oral presentations.



### Slip Sheet

A slip sheet lends itself to an easy leave-behind that is useful in sharing high-level information such as introducing a new service line or topic relevant to HHS and VA. This type of piece can be used as an executive summary and pairs well with a longer piece of content. This is intended to remain on one page (front and back).



### Trifold

The trifold collateral piece is similar to the bifold, but provides information in a more condensed 5x8 document when folded. This size is well received when the amount of content and graphics is more balanced and limited than in other formats. This style of piece can be used for an in-person meeting or as a leave-behind to introduce a topic or team, and can include everything from an agenda to headshots to key qualifications to a KPMG team org chart.

# Contents (continued)

## Print ready


For the pieces below, the content has already gone through risk review and through editorial. If you are interested in any of the pieces below, the only content that will be changed will be the date, the client name and the list of KPMG attendees. Please work with your Account Marketing leader to customize.

## Customizable designs (content updated by NDPPS)

## Word or PowerPoint team templates (for use by the account team)



# Federal Healthcare Master Brochure



**KPMG**

## Federal healthcare services

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### Federal Healthcare Master Brochure

This booklet provides an overview of the current state of Federal healthcare, KPMG's Federal Healthcare practice advantage and covers our strategic focus areas: Healthcare Transformation, Business Transformation, Program Integrity, and Data and Analytics. In addition, it covers more broad topics such as: our contract vehicles, alliances and a general overview of KPMG.

#### Current state of Federal healthcare

The United States' healthcare system is undergoing one of the most significant transformations in decades as new ways of delivering and paying for healthcare are being developed, tested, and put into practice. Consequently, the transformation is spurring and intensifying the interaction between federal, state, and local health agencies and private sector healthcare providers and payers.

The U.S. Federal Government, in particular, is facing unprecedented challenges and opportunities as it implements and manages complex sets of programs as part of the Affordable Care Act (ACA). It must communicate with a diverse set of stakeholders—from consumers, insurance agents and brokers, and small businesses to healthcare providers and payers and for-profit payers. In addition, there is a widespread recognition that the government must transform how it delivers and pays for healthcare services to veterans and their families.

Additionally, new and innovative programs have been or are being established to increase access, substitute healthcare services, and stabilize the market such as the Advanced Premium Tax Credit, Cost-Sharing Reduction (CSR), Risk Adjustment, Risk Corridors, and Reinsurance programs. Consequently, the government must continue to foster its business and financial capabilities to ensure program and financial integrity throughout the healthcare ecosystem. It enables the government must continue to deliver on its other important health and social service commitments at a time of heightened budget consciousness and greater demand for increased transparency and accountability.

**KPMG LLP's (KPMG) Federal Healthcare practice delivers the strategic and operational capabilities federal agencies need to implement and manage domestic health programs and enhance their business operations. We understand the intricacies of delivering innovative business and technical services within a new and complex federal healthcare, regulatory, and business environment.**

#### KPMG's Federal Healthcare practice advantage

The Federal government faces a number of conflicting challenges as it works to enact healthcare reform. The effort involves a transformed and more interconnected health system. But continued spending and shifting budget priorities mean administrators are also tasked with meeting an ever-growing need for efficiency and integrity in program delivery.

Now, more than ever, the Federal government needs to team with organizations that bring a new way of thinking and progressive capabilities to address the challenges of today while preparing for what lies ahead. KPMG's Federal Healthcare practice understands the pace and complexity of change occurring in healthcare, and we bring the experience to accelerate and enhance the value of change.

##### Our people

- Passionate and energetic people committed to helping our Federal clients deliver on their mission
- Diverse academic, industry, and clinical experience that allows broad yet deep insights on the expanding role of government in healthcare transformation
- Qualifies that embody a high level of ethics, integrity, collaboration, and teamwork to help our clients deliver on their mission

##### Our approach

- One of the few firms that can deliver cross-industry financial management, program oversight, program integrity and other operational support to federal, state, and local government, commercial health, life sciences, insurance, and financial services
- Wide-ranging set of methodologies, frameworks, and leading practices
- Thousands of engagements for federal, state, and commercial clients
- Ability to provide a full continuum of support, from strategy through implementation to ongoing management and sustainment

##### Our experience

- Strategic role providing program management, assessment and analysis, communications and outreach, program integrity and other operational support to ACA programs
- Significant role in improving and sustaining effective HRG financial management policy, governance, processes, and technology to promote transparency and accountability
- Assist federal healthcare agencies establish and enhance health and business operations and programs that deliver vital services to American consumers, veterans, and service men and women

## Federal healthcare's strategic focus areas

The foundation of the U.S. health system is shifting, creating a host of new and complex challenges and opportunities for regulators, healthcare providers, and health plans. We believe there are four areas that KPMG can help federal agencies strategically focus on to effectively address challenges and take advantage of opportunities.

#### Healthcare transformation

The common goal of healthcare reform is better health for more people while successfully balancing quality, cost, and access. Federal healthcare agencies are in a unique position, as they are driving the implementations of many of these reforms. Starting up new programs, managing compliance, developing innovative payment and delivery models—these are just a few of imperative agencies must address.

Further, with healthcare convergence, reforms are affecting an entirely new set of stakeholders. Identifying, educating, and engaging these stakeholders, whether payors, providers, or small businesses or consumers, requires the government to employ a wide range of traditional and innovative communication and outreach strategies.

#### Business transformation

The scope of healthcare transformation is putting tremendous strain on federal agencies' operations. Financial, technological, and other administrative systems and processes must support new healthcare programs—all in a way that is more efficient, cost-effective, and transparent.

Agencies' internal operations must keep pace with their quickly changing healthcare programs and the broader market. And yet, the business cannot move so quickly that it neglects to establish proper risk and governance policies.

Technology can often help enable this business transformation. However, focusing on technology alone without addressing broader business processes will produce limited results.

#### Program integrity

With the passage of the ACA, Federal healthcare agencies are being tasked to align programs that support its objectives, while simultaneously ensuring that the programs are efficient, effective, and financially sound. Once these programs are established, agencies are continually challenged to manage operations and oversee third parties participating in the programs.

Agencies must also respond to the growing threat of fraud and improper payments in its programs. Further improvements can be achieved if improper payments are detected in near real time. Lastly, they must implement a "continuous learning" mechanism that will help to focus on those programs, grants, and payments that are most susceptible to fraudulent and improper activity.

#### Data and analytics

Data is contributing to an evolution of better value in healthcare, but the challenges of managing and analyzing this data are immense. With over a decade of healthcare data collected, the need for data analysis is greater than ever. The industry needs to find ways to detect trends and patterns as well as identify deviations to achieve better outcomes.

In addition to mission-specific data, Federal Healthcare agencies are tasked with providing transparency into their own spending and programs for their constituents in a consistent way. Many agencies still need to develop approaches and tools to aggregate financial and administrative data for transparency purposes.

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## Strategic alliances

Strategic alliances are a valuable tool to help clients reduce complexity to achieve sustainable business advantage. By combining forces with many of the world's leading services and providers, we are able to deliver wide-ranging approaches that help our clients address their business challenges.

Our larger alliances, our integrated team approach working with subcontractors provides extensive reach-back capability for specialized resources and surge requirements, minimizing risks, complementing capabilities, and providing stability. KPMG demonstrates our commitment to our client's socio-economic contracting requirements by working with companies that are:

- 8(a) Business Development, HUBZone Program, Women Owned Small Business (WOSB)
- Economically Disadvantaged Women Owned Small Business (EDWOSB) concerns, and
- Veteran Owned Program (SOV).



**KPMG's Federal healthcare alliances**

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## People mobilize around our clients, using our experience and insight to deliver clear methodologies that our clients and stakeholders value. Our client and consistent delivery build trusted relationships that are at the core of our reputation.

Our history, audit, and tax services and industry insight to help leading organizations face their most complex challenges and capitalize on their most significant opportunities. We believe that the quality of our services separates us from our competitors. We adhere to rigorous standards against which performance is measured to help ensure we're doing it right. By bringing different perspectives, sound judgment, and industry expertise, KPMG professionals help to enable clients to make informed decisions.

#### Audit

KPMG's quality audit is built upon deep industry-specific knowledge, global methodology, a proprietary information-technology environment and partners and professionals who combine technical acumen with a proactive working style. A potential outcome of KPMG's audit process is attainment of a robust understanding of an organization.

The firm's risk-based audit approach provides a globally consistent methodology developed to comply with international and U.S. auditing standards. Our core principles focus on professional integrity, independence, and ethical behavior, with which all partners and staff must comply. When appropriate, KPMG's audit practice involves professionals in areas such as forensics, tax, information risk management, and valuation.

#### Tax

KPMG's Tax professionals help organizations manage the complexities of ever-changing business environments, regulatory regimes and increasing competition across multiple tax jurisdictions through forward-thinking and a global mindset. We use a network approach to help you consider increasingly complex tax issues, identify opportunities for growth, and help you implement informed decisions.

We focus on turning knowledge into value through a range of services—from state and local tax to international corporate tax—to help organizations manage costs, improve processes, and stay in step with international regulatory requirements.

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# VA Master Brochure

**KPMG**

## Serving the Department of Veterans Affairs

**KPMG's team to serve**

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## U.S. Department of Veterans Affairs Master Brochure

This booklet provides an overview of KPMG, our commitment to the United States Department of Veterans Affairs, the VAs 12 Breakthrough Priorities and applicable KPMG solution sets, KPMG salutes and recruits – our nation's veterans, KPMG's Veterans Network, KPMG's thought leadership with a VA lens, partnering with KPMG, relevant accolades and contract information.

### KPMG salutes and recruits our nation's veterans

Each year on Veterans Day, our nation honors our military veterans, thanking them with articles and ceremonies across the country. At KPMG, we go a step further to honor them, but to help more of them find meaningful careers. KPMG joined the 100,000 Jobs Mission, a private sector, government effort to train and hire transitioning military, veterans, and military spouses. The group has already helped more than 100,000 veterans reenter the workforce.

The Experiential Hire Recruiting team works with KPMG's Veterans Network, with nearly 600 members in 13 chapters, reaching out to government veterans. The Recruiting team participated in conferences and career expos, posted jobs on veteran-oriented job boards and social media sites, hosted a virtual Career Fair with numerous recruiters and more than 600 veterans participating.

**Our veterans' higher purpose**  
Members of KPMG's Veterans Network have been actively involved in KPMG's 2016 Boston Challenge, sharing their stories of how the work they do at KPMG offers benefits to the wider world, including below veterans.

Here is a look at some of their stories, below.

### KPMG's thought leadership with a VA lens

**A virtual channel for value**  
Telemedicine and telehealth, with their emphasis on taking care of all of the system and their potential to improve outcomes for individual patients and key populations, can be important catalysts for the change to value-based healthcare.

**Managing the risk of healthcare transformation**  
Healthcare organizations must reexamine their operations to stay competitive in a converging healthcare system. Stakeholders are increasingly looking to benefits and vendor management to manage strategic, regulatory and other risks against an ever-changing healthcare landscape.

**What Works: Partnerships, networks and alliances**  
What Works: Partnerships, networks and alliances is based on our belief that value-based healthcare requires collaboration, and examines the pitfalls and success factors of partnership, network and alliance (PNA) projects from around the world.

**What Works: As strong as the weakest link - Creating value-based healthcare organizations**  
The report outlines five areas in which change must occur if entire health systems are to transform the way they deliver patient care.

**Integrating Financial Management into the Flow of Programs and Operations through Transformational Change Management Initiatives**  
This issue brief addresses an important facet of federal agency efforts to look beyond challenge and drive-level needs, which improving performance as agencies move to a new norm of controlling large budgets and increasing expectations of doing more with less and less.

**Healthcare 3.0 - Unlocking the value of big data**  
This series of 10 articles from KPMG International discusses how the proper adoption of technology can create a more sustainable model of healthcare that delivers better outcomes while reducing costs.

**KPMG's Healthcare and Life Sciences Institute**

The Healthcare and Life Sciences Institute provides a forum for healthcare business leaders to get insight into emerging issues, network, opportunities for collaboration and improve performance, and share best practices. The institute supports the accelerating transformation of the healthcare industry, both domestically and globally.

Entry Overview (Spring 2016) [Download the report](#)

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## A letter from your lead partner

Reflecting on 2016, I am thankful for the continued business relationship KPMG has had with the U.S. Department of Veterans Affairs (VA). VA has made great strides in transforming into a veteran-centric organization and continues to move forward in achieving improved performance and results. VA is focused on its goals, and we are proud to be a service provider that you can count on to help you achieve those goals. Each year, the services we provide have supported your priorities by bringing you the right resources at the right time. From strategy to operational support, we have executed projects and offer experience and best practices, allowing your professionals to focus on their core competencies and responsibilities for the benefit of VA and veterans. Each member of our team makes being a long-standing and trusted partner to VA their top priority.

We know VA continues to mature and evolve, and through it all, you are focused on veterans, your employees, volunteers, and community. We share these values, and look forward to growing with you and continuing to deliver the quality, consistency, and value you expect from KPMG.

I look forward to a productive 2017 and hope you will continue to call on me and the KPMG team to help you achieve your goals

**David Fitz**  
VA Account Lead

**to community**

ed to helping to create a of us. One that is defined by erences to ethical behavior and a bared values we strive to create communities, and our wider world. is and holds itself accountable ay in the capital markets and the company it.

**to KPMG's corporate**

The concept of stewardship our:

- Living Green (environmental sustainability)
- Diversity and Inclusion (talent sustainability)

**Our values**

Our values bring us closer as a global organization, helping us to work together in the most effective and fulfilling way.

- We lead by example
- We work together
- We respect the individual
- We seek the facts and provide insight
- We are open and honest in our communications
- We are committed to our communities
- Above all, we act with integrity

global firms audit, advisory facing our to 1897

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Innovate

➔

Transform

➔

Deliver

Solution sets	Services
Customer experience	<ul style="list-style-type: none"> <li>Customer analytical solutions and services</li> <li>Marketing strategy, operations, and performance management</li> <li>Digital, mobile, and social media strategy</li> </ul>
Business intelligence	<ul style="list-style-type: none"> <li>Analytics strategy</li> <li>Analytics and decision support</li> <li>Maturity assessment and road map</li> <li>Packaged/hybrid analytics deployment</li> <li>Predictive analytics</li> </ul>
Business process management	<ul style="list-style-type: none"> <li>Business process management</li> <li>Enterprise process governance</li> <li>Business process analysis and design</li> </ul>
Supply chain management	<ul style="list-style-type: none"> <li>Transforming the supply chain for growth</li> <li>Cost-based transformation</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>Service delivery, sourcing strategy, and assessment</li> <li>Process management through outsourcing, in-sourcing, negotiation and contracting</li> <li>Transition and transformation services</li> <li>Change, project, interim management</li> </ul>
Data and analytics	<ul style="list-style-type: none"> <li>Strategic alignment</li> <li>Governance</li> <li>Infrastructure</li> <li>Integrated information management</li> </ul>
Digital services	<ul style="list-style-type: none"> <li>Enterprise digital experiences</li> <li>Enterprise mobile apps</li> </ul>
Strategy	<ul style="list-style-type: none"> <li>Strategy</li> <li>Design</li> <li>Implementation</li> <li>IT strategy services</li> <li>IT operation model design</li> <li>Governance</li> <li>Data center optimization</li> <li>Technology business enablement</li> </ul>

- Customer experience design and optimization
- Contract management
- Information discovery
- Enterprise analytics
- Customer, supply and demand chain, finance, HR, information technology, project analytics, procurement and spend
- Healthcare analytics accelerators
- Business process execution and integration
- Business process performance management
- Demand-driven transformation
- Customer experience transformation
- Market assessments and benchmarking
- Contract review, satisfaction measurement and renegotiation support
- Governance implementation and management
- Performance management
- Business intelligence
- Enterprise analytics
- Enterprise executive dashboards
- Enterprise mobile apps
- Optimization
- Governance advisory
- Managed governance
- Cloud strategy and migration
- IT governance and business alignment
- IT performance
- Security
- Applications advisory

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# Booklets

## Fraud Risk Management Discussion Booklet

This is a 9x8.5 booklet that is used for a client meeting. It covers who is in attendance at the meeting and will cover the following points during the meeting: Questions to determine your fraud risk management posture (FRM), KPMG's FRM methodology, our value proposition, our approach and GAO's leading practices and how we can help.



### KPMG's FRM Methodology

#### Ongoing process

KPMG understands that program managers may perceive a conflict between prioritizing fraud prevention and detection, which some fear may impede program delivery. KPMG's approach, however, carefully considers this dilemma and is designed to assist program managers with facilitating the program's core mission while protecting the payers' interests in achieving antifraud goals. To that end, KPMG's approach typically has four phases:

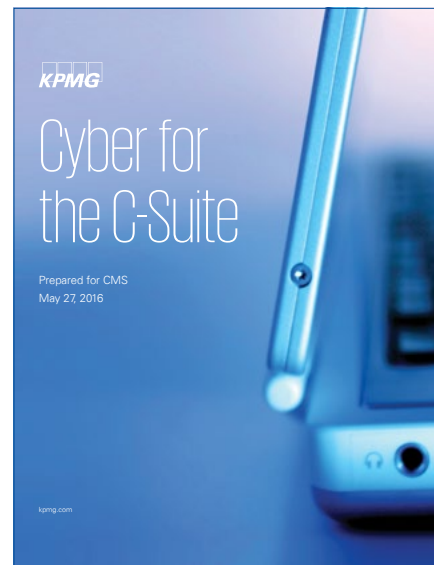
- Assessment** of agency and/or program needs based upon the nature of fraud and misconduct risks and existing antifraud programs and controls
- Design** of programs and controls in a manner consistent with the profile and needs of the agency and/or program
- Implementation** of programs and controls through the assignment of roles, building of internal competencies, and deployment of resources
- Evaluation** of program and control design, implementation, and operational effectiveness



© KPMG LLP Fraud Risk Management discussion

## Third-Party Risk Management Discussion Booklet

This 9x8.5 booklet frames the issue of third-party risk management (TPRM), provides common questions asked, covers developing a TPRM program and KPMG's integrated approach for developing a TPRM program, demonstrates elements of the TPRM framework by showcasing a pragmatic approach and demonstrating KPMG's five-step approach for the TPRM life cycle.



### Executive summary

of executives at healthcare providers and payers information technology has been compromised attacks. At the core of the increased risk to organizations is the richness and uniqueness of data that the health plans, doctors, hospitals and vendors handle. Apart from typical financial fraud, the possibility of medical insurance fraud, or, in the case of providers, attacks on computer-controlled devices, as this is the largest part of the U.S. and a safeguard of peoples' well-being, healthcare is a critical component of national security.

such significant repercussions of a cyberattack, the health sector lags in terms of its preparedness for such. As recent events have made clear, protecting data is not easy. Hackers will find opportunities to exploit the way healthcare organizations currently manage, store, enable, organize and implement their IT protection capabilities.

of technical capabilities, the healthcare industry and other industries in protecting its infrastructure-protected health information (PHI) - as well as the use of outdated clinical technology, network-enabled medical devices, and an overall information security management processes.

our experience, healthcare organizations are facing security threats by:

- option of digital patient records and the loss of critical systems;
- of antiquated EMR and clinical applications that are not designed to securely operate in today's fast-evolving and software vendors who push them to the provider;
- of distributed PHI both internally (electronic devices, thumb drives) and externally (third parties, vendors);
- heterogeneous nature of networked systems and data (e.g., network-enabled respirator pumps on the network as registration systems that can browse email).

— The **evolving threat landscape**, where cyberattacks today are more sophisticated and well-funded than ever in the increased value of the compromised data on the blood market.

Some organizations may not realize the sophistication of hackers and their means to infiltrate confidential patient data networks. Interconnectivity of data in healthcare holds huge promise for health outcomes - improving both quality and efficiency of medicine. The risks associated with interconnectivity are also great, however. The nature, depth and consequences of cyberattacks in healthcare have all changed and the approach to containing those threats has to change and align with a healthcare organization's objectives, as well.



KPMG

## Chief Information Security Officers Collateral Booklet

This 8.5x11 70-page booklet intended for chief information security officers (CISOs) includes the following content: Positioning for success: the CISO, KPMG cyber overview, Healthcare and cybersecurity, Access-is-power brief, Data security brief, Managing risk issue brief, Forrester names KPMG a leader in information security.



### TPRM program

the universe of existing third parties  
board new third parties

#### the Universe of Third Parties

##### for master list

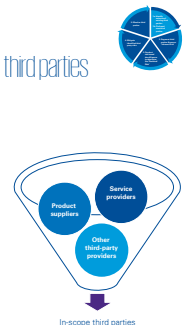
- of product/service provided
- of product/service provided
- less of the product/service provided
- analysis
- other relevant groups (e.g., Tier 2, etc.)
- and third party's role

##### and new third parties

baseline information

risk management segment

— Contract with appropriate legal protections and assurances



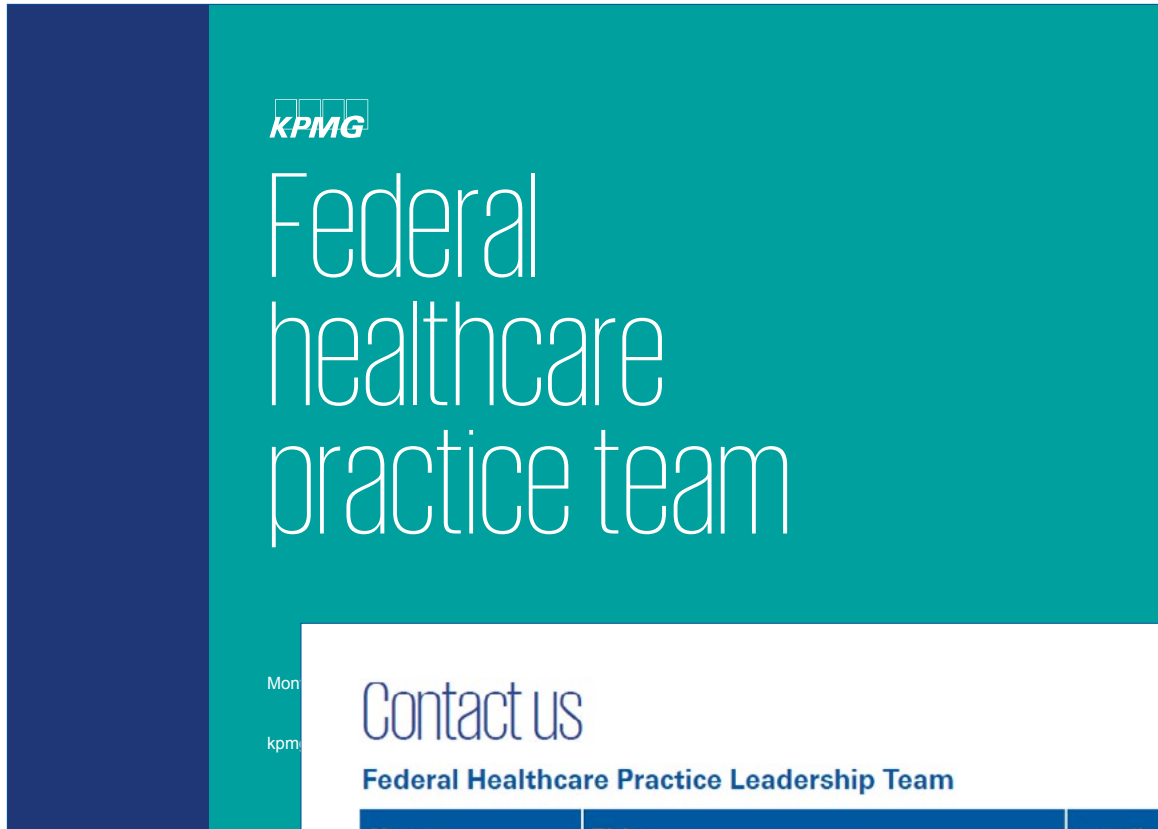
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## Federal Healthcare practice collateral guide

# Contact card

## Federal Health and Human Services Team Contact Card

This 6x4.5 card is a list of directors and above on the Federal Health and Human Services team. This card is for internal use only.



## Contact us

### Federal Healthcare Practice Leadership Team

Name	Title	e-mail
<b>Tom Dowd</b>	Federal Healthcare Sector Lead	tdowd@kpmg.com
<b>Dave Fitz</b>	VA Account Lead	dfitz@kpmg.com
<b>Kristyn Jones</b>	DHA Account Lead	kristynjones@kpmg.com
<b>Young Kim</b>	HHS OS/OF Account lead	yhkim@kpmg.com
<b>Mike Breck</b>	FDA Account Lead	mbreck@kpmg.com
<b>Ray Horner</b>	FDA Account Lead	rhorner@kpmg.com
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<b>Kristin Simons</b>	CMS Account Lead	ksimons@kpmg.com
<b>Elena Fenton</b>	CMS ARD Lead	olonafenton@kpmg.com
<b>Tina Hamann</b>	Federal Healthcare Sector Marketing Lead	christinahamann@kpmg.com

[kpmg.com/socialmedia](https://kpmg.com/socialmedia)

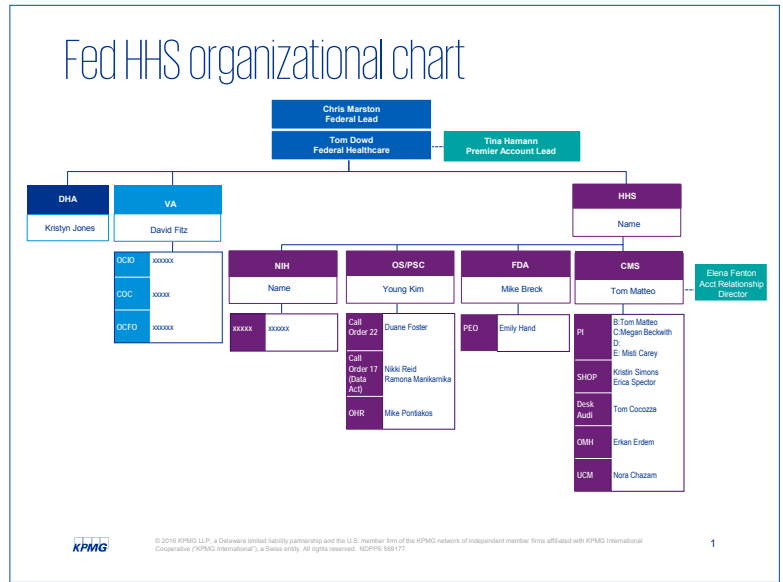


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# Org charts

## Federal Health and Human Services Internal Organizational Chart

This PowerPoint slide is a visual depiction of our Federal Healthcare leadership team in the form of an organizational chart. It depicts Federal leadership to Federal Health and Human Services lead to account leads to each project lead. This card is for internal use only.



# Placemat



## Healthcare Transformation Client meeting placemat

Use this 11x17 placemat to meet with clients to discuss our Healthcare Transformation capabilities. It has three sections that cover: attendees at the meeting, KPMG’s Transformation Service Offering and associated case studies. Please contact your Account Marketing lead to customize for your own client meeting.

**With you today**

**David Fitz, Partner, Advisory**  
dfitz@kpmg.com | +1 703-288-8200

David Fitz is the Federal Lead for Corporate Services and KPMG’s Lead Partner for the U.S. Department of Veterans Affairs (VA). He specializes in large-scale project management, business process re-design, financial management, systems development and implementation, and data analysis. A partner in KPMG’s Federal Advisory practice, David has managed complex Federal sector engagements involving business transformation and process improvement, shared services, data and analytics, business intelligence, accounting and reporting, and technology enablement. His clients include the National Science Foundation, NASA, the Internal Revenue Service, the Architect of the Capitol, the U.S. Capitol Police, the Library of Congress, the Environmental Protection Agency, and the departments of Education, Agriculture, Commerce, and Veterans Affairs.

**Dr. Marc Berg, Principal, Advisory**  
mberg@kpmg.com | +1 703-288-2903

Dr. Marc Berg is the national lead of KPMG’s Government Healthcare Transformation practice and member of the KPMG Global Health Center of Excellence, where he leads the work on value-based contracting, outcomes measurement, and payment reform. Marc was professor of Social Medicine in the Department of Health Policy and Management of Erasmus University Rotterdam and has been in leading healthcare consulting roles for more than a decade. He currently leads the Delivery System Reform Incentive Program for the State of New York, including a comprehensive value-based payment reform that the Centers for Medicare & Medicaid Services has embraced as “leading the nation.”

**Patrick Holland, Principal, Advisory**  
patrick.holland@kpmg.com | +1 617-988-5666

Patrick Holland is a leader in healthcare transformation, including delivery system reform, public and private health insurance exchanges, government-funded demonstration pilots and data and analytics. A principal in KPMG’s Advisory practice, he possesses extensive government, insurance, and provider healthcare experience with an emphasis in payer, hospital, and physician contract negotiation, design and implementation of value-based reimbursement models, reimbursement strategy, finance, payer/provider risk share modeling, financial reporting, budgeting and managed care operations.

**Eveline van Beek, Director, Advisory**  
eveline.vanbeek@kpmg.com | +1 212-758-9700

Eveline van Beek has more than a decade of experience in strategic healthcare consulting in national and international markets. A director in KPMG’s Advisory practice, Eveline has led numerous engagements for clients both in the United States and in Europe in the provider, payer, and government areas with a prime focus on reshaping the healthcare landscape and helping transform care delivery models. In the United States, Eveline has specialized in the state and local government/payer market with a specific focus on policy, program, and analytical support structures geared at implementing viable change. She currently serves as lead engagement director for KPMG’s support to the New York State Department of Health five year, \$8 billion transformation effort aimed at significantly improving quality and access to care by individuals on Medicaid.

**KPMG’s transformation services**

- Policy Support**
- Data & Analytics**
- Performance Measurement**
- Payment Reform**
- Delivery Redesign**
- Institute for System Transformation**
- Provider Support**
- Regulatory Review**
- IT Strategy & Support**

**Relevant projects**

**New York State Delivery System Reform Incentive Payments (DSRIP) Program**  
New York State incurs some of the country’s highest Medicaid costs, with only average health outcomes and below average performance for prevention and avoidable hospital use and costs. New York has set the goal to move 80 percent of managed-care payments to value-based methodologies by 2020. KPMG is working closely with the health department to implement key innovations. For example, “pay for results,” DSRIP applies will be paid only to performing provider systems (PPS) that achieve targets for measurable health outcomes over the DSRIP five-year period, reduce hospital use, and improve disease control. For this engagement KPMG:

- Assisted in preparing New York State Department of Health (NYSDOH) and all emerging PPSs for the start of the DSRIP implementation in April 2015.
- Worked to implement innovations to enable the state to lead close communications with the thousands of stakeholders involved as well as monitor PPS progress.
- Leveraged KPMG’s global network of healthcare professionals, supported the NYSDOH in scoring out options for value-based payment designs and information management. (These concepts have few precedents nationally or internationally).

**State of Connecticut Health Insurance Exchange (CT HIX)**  
To meet the requirements of the Affordable Care Act (ACA), Connecticut set up CT HIX, its health insurance exchange, which included an integrated eligibility system involving programs such as Medicaid, TANF, SNAP and LIHEAP. For this engagement KPMG:

- Provided Technical Advisory Services, assisting the state in documenting the requirements for its solution to meet the federal deadlines and the data needed to support the planning process.
- Focused on the requirements for the Federal HIX Establishment Grant process, as well as for the enhanced Federal Financial Participation (FFP) available as part of an Expedited Advanced Planning Document (EAPD).

**Centers of Medicare & Medicaid (CMS)**

**CMS Small Business Health Options Program (CMS SHOP)—KPMG provided program management and technical assistance support for three new Health and Human Services (HHS) programs that emerged under the Affordable Care Act (ACA): (1) Small Business Health Options Program (SHOP); (2) State-Based Marketplaces (SBMs); and (3) Consumer Operated and Oriented Plans (CO-OPs).**

**CMS Consumer Information and Insurance Oversight (CMS CICO)—KPMG’s Program Integrity Support for CMS included its fraud risk management methodology to assist in continuous efforts to prevent, detect, and respond to fraud and misconduct through the design, implementation, and evaluation of applicable programs and controls. KPMG supported the development of ACA operations needed to ensure financial oversight:**

- Audit strategy development: Developed an audit strategy to oversee the financial programs managed by CICO’s Payment Policy and Financial Management Group (PPFMG).
- Risk adjustment data validation: Implemented an audit approach to confirm the accuracy of risk adjustment data submitted by the issuers for the calculation of payments and charges under the Federal Open Enrollment program established under the ACA.
- Improper payments: Developed and implemented an improper payments error rate measurement methodology for the ACA programs overseen by CICO, in order to identify those programs that are susceptible to improper payments and produce programmatic error rates as required by the Improper Payment Elimination and Recovery Improvement Act (IPERIA).
- Internal controls and financial reporting: Developed and maintained internal control plans, standard operating procedures (SOPs), corrective action plans, in accordance with the requirements of OMB Circular A-123, Appendix A, and other Federal and CMS requirements.

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## Federal Healthcare practice collateral guide

# Posters

**KPMG**

## Our Federal Healthcare practice

**KPMG's four strategic focus areas**

The foundation of U.S. health industries is at complex challenges and opportunities for growth. Our deep experience, there are our federal health clients strategically focus on take advantage of opportunities.

- Financial Management and Operations**  
Expectations for federal financial management have dramatically changed in today's world. The role of routine finance operations is no longer agency leadership. Subjects such as enterprise risk management, shared services, abuse and improper payments, and the needs of federal CFOs (individual and within a highly complex environment) present leading-class challenges.
- Business Transformation**  
Financial, technological, and other administrative support programs—in a world that is transparent, Agencies' internal support programs and the broader market, no business processes.
- Program Integrity**  
While ensuring that programs are effective, are simultaneously challenged to maintain participating in these programs. Improvements in their real time, but robust mechanisms that will help to focus on the most susceptible to fraud and abuse.
- Information Technology, Data, and Analytics**  
Data is contributing to an evolution of managing and analyzing the data to detect trends and patterns, as well as. Many agencies still need to develop administrative data for transparency and as an end in itself—to drive better.

## Federal Health and Human Services Strategic Focus Areas Poster

This 20x30 poster displays our Federal Healthcare practice four strategic focus areas: Financial management and operations, business transformation, program integrity, and information technology and data and analytics. This is ideal to display at a conference or at our work area at a client site.

**KPMG**

## Federal healthcare

### Services

- Healthcare Transformation**  
Affordable Care Act (ACA) program support  
Communications services and outreach support  
Regulatory compliance  
Payment model innovation and transformation  
Health system redesign
- Program Integrity**  
Program risk assessments  
Internal control assessment, implementation, and compliance  
Fraud risk management  
Forensic technology services
- Data and Analytics**  
Health analytics  
Predictive analytics  
Business intelligence  
Risk analytics

### Footprint

- CMS Office of Minority Health (OMH)**  
Data analysis support documenting disparities between different racial and ethnic groups of Medicare beneficiaries with chronic conditions.
- CMS Small Business Health Options Program (SHOP), CO-OP, SSM Analysis**  
Internal analysis to compare, understand, compare, financial trends, revenue, and industries to help CMS make informed and strategic policy decisions, as well as assist with education, outreach, and stakeholder engagement activities.
- CMS Program Integrity**  
CMS Affordable Care Act to ensure financial integrity and program integrity, such as audit strategy development, risk adjustment, data validation, internal controls, internal controls and financial reporting, program management.
- CMS Unified Case Management**  
Assess CMS's existing financial requirements for an enterprise-wide case management system as part of the agency's efforts to modernize its program integrity systems and processes.
- HHS Unified Financial Management System**  
Support for program governance and program and project management needs required to define, prioritize, and execute HHS's financial management transformation program.
- HHS CFO Support**  
Operational support for the HHS CFO community and OE management matters, operational support, advising the ZAP/PCO on financial management matters affecting the Department.
- HHS DATA Act**  
Broad support to the HHS DATA Act Program. Management Office (DMO) including strategic program support, planning, data analysis, governance, and communications, additionally, assisting HHS with the Section 508 related to standardized reporting, information technology application in financial reporting and reduction of compliance costs for federal award recipients.
- VA CMOP**  
A fiscal management systems performance study of the Department of Veterans Affairs, Consolidated Mail Order Outpatient Pharmacy (CMOP).

### Strategic focus for FY2016

- Develop and execute strategy to capture VA clinical and finance
- Drive our strategic support of CMS ACA implementation activities
- Expand support to HHS Office of the Secretary to include OECD
- Invest and expand in CMS, OIG, OIG, OIG, OIG, OIG
- Leverage our FOA work to establish our brand and grow business
- Expand our program integrity services and the clients we serve
- Pursue our lead role in support of business transformation efforts
- Develop business through PSC, OIG, OIG, OIG, OIG, OIG, OIG, OIG

<b>FY15 Revenue</b>	<b>FY15 Revenue</b>
\$ 20M+ (est)	\$ 26M+

kpmg.com

**KPMG**

## FDA Office of Operations (OO) Program Effectiveness Office (PEO)

**KPMG is assisting PEO in monitoring and guiding the planning and implementation of FDA administrative operations through proactive organized assessments and analyses, information dissemination, decision support, and application of technical know-how. The objectives of this call order are to support, enhance, and expand PEO's ongoing efforts while being more responsive and effective in its support of mission-based services, particularly with respect to strategic communications management, performance management analysis, and project management support.**

### Engagement Overview

- Implementing communications strategies to foster collaboration among OO offices, promoting knowledge-sharing, facilitating a more informed workforce, and increasing staff engagement
- Leading the agency-wide integrated project team charged with developing and implementing a standardized position-based management capability across the FDA enterprise
- Targeting and recommending media channels for OO executives to increase their presence and influence among FDA staff, other agencies, and Federal leaders to further the mission of the FDA and improve the agency's transparency and effectiveness
- Leading special projects and initiatives associated with business process improvement, independent evaluations, and program/initiative standup (e.g., division of ethics organizational assessment, agency end-to-end hiring improvement)
- Leading performance management and analysis of over 100 projects throughout OO, including driving the transition to a SharePoint-based reporting process through outreach, training, and facilitation between business users and system developers

## Federal Health and Human Services Poster

This 20x30 poster displays highlights of our Federal Health and Human Services account. It showcases our priority areas: Healthcare Transformation, Business Transformation, Program Integrity and Data and Analytics. It covers an overview and footprint of KPMG's services and contracts: OMH, SHOP, PI, CMS UCM, HHS UFMS, HHS CFO Support, HHS Data Act, and VA CMOP. Additionally, it provides our strategic focus for FY16, revenue goals, and number of employees and budget for each HHS agency KPMG works with.

## Food and Drug Administration Poster

This 20x30 poster provides an overview of our Office of Operations (OO) and Program Effectiveness Office (PEO) contract. It highlights our program and project management support and covers our engagement objectives and overview.

Posters are ideal to display at a conference or at our work area at a client site.

# PowerPoint



**KPMG**

## CMS alliance to modernize healthcare

**KPMG's Capabilities**

July 2016

### Federal Health and Human Teaming Partner Deck

This 28-page PowerPoint deck provides an overview of KPMG and our Healthcare practice by showcasing federal, state, and commercial healthcare clients and capabilities. We showcase an example of capabilities in data and analytics, user experience, security, and total cost of care. We also align our capabilities to CMS's priorities and share sample engagements, case studies, KPMG's leading healthcare professionals, and KPMG Centers of Excellence, Institutes and Ignition Centers.

### Who we are

Tracing our origin back to 1897, KPMG is a global network of professional firms providing audit, tax, and advisory services. KPMG is a global network of professional firms providing Audit, Tax, and Advisory services. Our high-performing people mobilize around our clients, using our experience and insight to cut through complexity and deliver informed perspectives and clear methodologies that our clients and stakeholders value.

**In the United States**

- 100+ years serving Federal Government
- 30,000+ Professionals
- 90 Offices
- 50 States Operational
- \$7.9B In Revenue

**Audit**

**Tax**

**Advisory**

Industry-specific, financial, transactional, and technical experience in areas including management consulting, risk consulting, and transactions and restructuring. We enhance your organization's financial performance and reporting, regulatory compliance, and business value creation.

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### Healthcare community

Healthcare industry practices serving federal, state, and commercial clients, with respective, broad capabilities, and deep experience to address opportunities, including:

- Operational efficiency
- Regulatory compliance
- Financial performance
- Technology implementation and integration
- Quality and patient safety
- Value-based care

**KPMG Healthcare**

- Federal
- Commercial
- State and Local

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**Cybersecurity:** Assist clients in transforming their security, privacy, and continuity controls into business-enabling platforms while maintaining the confidentiality, integrity, and availability of critical business functions.

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**Strengthen Program Integrity**

- Audit risk management
- Regulatory compliance (A-123, ERIA)
- Operational security

**Capabilities**

- Policy impact analyses
- Program improvement
- Economic analyses

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**DATA Analytics**

- Consumer engagement strategies
- Program implementation and optimization
- Risk-adjustment data validation
- Finance organization transformation
- Technology strategy, design, & implementation
- Strategic program management
- Health delivery redesign
- Payment model assessment and design
- Quality measurement

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**Industry leading for decades.**

**Healthcare & Life Sciences**

Member of the U.S. Department of Health and Human Services, Office of Inspector General, Deputy Director of the Office of Inspector General, and Director of the Office of Health Care Compliance at the U.S. Department of Health and Human Services from Georgetown University.

**Information, strategy,**

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**and technology implementation,** as well as advising health plans and providers within KPMG's Service Operations practice. Brings significant experience with health insurers and providers, with an emphasis on provider reimbursement strategy, risk modeling, financial reporting, budgeting, and managed care operations.

**Patrick Holland**

- Served as chief financial officer for the Commonwealth Health Insurance Connector Authority (Health Connector) and has been successful in assisting numerous states with implementing the requirements of the ACA.
- Holds a BS degree in business administration from the University of Lowell, and an MBA in healthcare administration from Suffolk University.

**Marc Berg**

**Dr. Berg is the national lead of government healthcare transformation and member of the KPMG Global Health Center of Excellence** guiding clients in the principles and practice of measuring the value of health care delivery.

- Leads the New York State Delivery System Reform Incentive Payment Program (DSRIP), a model for government healthcare transformation.
- Leads KPMG's work on value-based contracting, outcomes measurement, and payment reform.
- Led the creation of a quality-driven country-wide acute care redesign plans in Europe towards higher quality, lower cost care.
- Holds a MA of Health Sciences from Universiteit Maastricht.

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# Slip sheet



**KPMG's extensive financial, technological, risk, and healthcare background gives us the experience necessary to help our clients implement and execute strategies to optimize operations, increase efficiency, improve transparency, and manage risk.**

**Finance strategy and operations**  
Federal healthcare's goal is to transition its role from transaction processing and historical reporting to a business partner capable of driving sustainable growth and profitability. Our clients develop strategies to drive finance transformation across the enterprise and make progress to increase revenue and reduce the finance function's capabilities in alignment with the organization's business strategy.

We provide our clients with a holistic view of performance by integrating quantitative benchmarks with leading practices, process maturity assessments, and surveys. Our efforts help provide a clear view on their future operating model and a detailed road map of implementation efforts, financial resources, and measurement for progress.

**Technology enablement**  
Healthcare's ability to evolve continues to depend on business transformational opportunities enabled by technology. We are the industry's leading experts on how to use technology to give the business, enhance cost efficiency, and mitigate risk across specific assistance to design and build new. When designed and deployed thoughtfully, technology can improve financial performance, enhance patient care, and enable new products and services, advance scale and consistency, and enhance the ability to manage risk and compliance.

**Operative solutions**  
Many organizations are operating multiple, siloed legacy systems while facing embedded regulatory compliance of EHR systems. Others are investigating such initiatives as Software-as-a-Service (SaaS).

Cloud as well as business intelligence and finance transformation to reduce compliance costs through automated controls and improved access and business process modeling. KPMG can help clients evaluate and provide an effective risk-based operating model and manage the organizational change required for successful transformation success.

**Enterprise risk management**  
KPMG can help facilitate or perform an enterprise risk assessment that identifies critical areas of organizational risk and profile. We can then measure the current state of maturity of their risk management program, provide observations and recommendations for improvement.

**Cyber security**  
As cyber security advances on the federal and commercial healthcare agency, many agencies are starting to question whether they are doing everything they can to protect their organizations from the threat of a major security breach. Our clients are looking for major agencies on their long-term growth efforts using a holistic approach that manages data protection, privacy and compliance to help secure data assets and reduce the risk of information loss and data breaches. KPMG's robust cyber security strategy strongly aligns with agencies' risk businesses and compliance needs.

## Business Transformation Case Study

This 8.5x11 sheet covers one of Federal Health and Human Services' strategic areas—Business Transformation. It highlights our capabilities in finance strategy and operations, technology enablement, enterprise solutions, enterprise risk management, and cybersecurity. The back side demonstrates a case study with the client's challenge, KPMG's proposed solution, and the results.



**KPMG's team of data scientists, software engineers, business intelligence professionals, implementation specialists, nurses, and physicians provides value to our clients.**

**Health analytics**  
KPMG uses its content layer collection of healthcare data to drive health insights. Care can be measured relative to clinical effectiveness, patient and consumer experiences, and health outcomes. This information and analysis provides federal agencies the ability to assess performance and address programs that improve care at lower costs and improve population health.

Data related to adverse events, disease outbreaks, and clinical trials is reviewed and currently fragmented. With the aid of big data tools and technologies, KPMG can analyze the data and develop actionable insights to inform health policy.

**Predictive analytics**  
KPMG uses its health modeling techniques to detect adverse patterns and trends in data towards a specific goal, such as the frequency of care in chronic conditions. Some of the specific services within federal healthcare include:

- Geographic region health analysis
- Predictive modeling to improve quality of care and reduce costs (e.g., due to readmissions)
- Data analysis to improve clinical outcomes and quality measures
- Cost-benefit analyses, including burden of disease trends

**Business intelligence**  
KPMG's business intelligence (BI) services help the organization shift the focus away from just the efficient delivery of information to technology-enabled strategic approaches to improve performance. Our clients are looking for major agencies on their long-term growth efforts using a holistic approach that manages data protection, privacy and compliance to help secure data assets and reduce the risk of information loss and data breaches. KPMG's robust cyber security strategy strongly aligns with agencies' risk businesses and compliance needs.

**Risk analysis**  
The convergence of performance and risk, involves finding the enterprise's business intelligence objectives beyond reporting to delivery of information that informs the business performance outcomes while reducing risk. The role of BI includes:

- Identifying, analyzing, and helping to manage enterprise-wide processes and
- Identifying, analyzing and managing a wide range of operational, financial, reporting, and compliance risks within an organization.

Risk-based presentation and/or compliance models for review.

## Data & Analytics Case Study

This 8.5x11 sheet covers one of Federal Health and Human Services strategic areas—Data Analytics. It highlights our capabilities in health analytics, predictive analytics, business intelligence, and risk analytics. The back side demonstrates a case study with the client's challenge on spatial analysis of Medicare disparities, KPMG's proposed solution, and the results.

## Federal Healthcare practice collateral guide



**Our deep technical and industry experience enables KPMG to support agencies with the myriad challenges associated with healthcare transformation.**

**ACA program support**  
We have significant experience helping the Federal Government implement new programs under the ACA, including providing program support to help the Center for Consumer Information and Insurance Oversight (CCIIO) make a formal and complete transition. We have extensive experience consulting federal, state, local, and managed care organizations on the implementation and management aspects of the Consumer Operated and Oriented Plan Program (COOP) and State-based Management (SBM). KPMG has been providing all management capabilities to provide oversight and program support to several key programs.

**Compliance services and outreach support**  
We understand the intricacies of administering health programs under a new and complex environment and sharing their expertise with stakeholders. As trusted advisors to government agencies with a firm understanding of the healthcare industry, we enable comprehensive and timely insight into risk and compliance. We have worked with stakeholders to further the goals of the ACA, improve access to care, and strengthen U.S. healthcare and public health programs.

**Regulatory compliance**  
KPMG can help agencies through their approach to measuring, managing, and mitigating risk and responding proactively to regulatory pressure points.

**Revenue Transformation**  
Accumulate Our Capabilities Development/Implementation/Use Advantages

- Data Protection Processes, including compliance and other concerns emerging from the Health Insurance Portability and Accountability Act (HIPAA)
- Identifying program elements to help the Center for Consumer Information and Insurance Oversight (CCIIO) make a formal and complete transition. We have extensive experience consulting federal, state, local, and managed care organizations on the implementation and management aspects of the Consumer Operated and Oriented Plan Program (COOP) and State-based Management (SBM). KPMG has been providing all management capabilities to provide oversight and program support to several key programs.
- We understand the intricacies of administering health programs under a new and complex environment and sharing their expertise with stakeholders. As trusted advisors to government agencies with a firm understanding of the healthcare industry, we enable comprehensive and timely insight into risk and compliance. We have worked with stakeholders to further the goals of the ACA, improve access to care, and strengthen U.S. healthcare and public health programs.

**Health system redesign**  
The most tested transformational marketplace with value-based reimbursement along with an influx of new contracts is forcing plans and providers to implement new business practices and new delivery models. Our health system redesign approach addresses the needs of providers and payers to enhance safety, quality, and costs in the shift to improve patient, provider, and population health and deliver clinically and operationally sustainable services.

**EHR optimization**  
As the largest U.S. healthcare provider, the Federal Government must ensure that its electronic health records (EHR) are well architected, implemented, and adopted to the clinical community to fully realize the benefits of EHR. KPMG can help you plan, design, and implement your EHR strategy, planning, implementation, business process reengineering, and change management services. Additionally, we can work with our clients to transform care delivery and business models to help optimize the use of EHR to improve care to patients and enhance staff.

## Healthcare Transformation Case Study

This 8.5x11 sheet covers one of Federal Health and Human Services' strategic areas—Business Transformation. It highlights our capabilities in ACA program support, communications services and outreach support, regulatory compliance, payment model transformation, health system redesign, and EHR optimization. The back side demonstrates a case study with the client's challenge with financial management systems performance, KPMG's proposed solution, and the results.



**KPMG utilizes its fraud risk management methodology to assist clients in their continuous efforts to prevent, detect, and respond to fraud and misconduct through the design, implementation, and evaluation of applicable programs and controls.**

**Fraud risk assessments**  
We can help provide a program-wide approach to the identification, assessment, control, and management of risk. Our methodology addresses the identification, assessment, control, and management of risk. Our methodology addresses the identification, assessment, control, and management of risk. Our methodology addresses the identification, assessment, control, and management of risk.

**Internal controls assessment, implementation, and optimization**  
We help organizations improve internal audit quality and coverage, increase risk and help to improve controls, and enhance risk and control management.

**Risk-based presentation and/or compliance models for review.**

**Fraud detection**  
KPMG utilizes its fraud risk management methodology to assist clients in their continuous efforts to prevent, detect, and respond to fraud and misconduct through the design, implementation, and evaluation of applicable programs and controls.

**Benefits:** Our methodology is designed to:

- Prevent occurrence of fraud and misconduct from occurring
- Detect instances when they do occur
- Reduce occurrence and have corrective action when it does intervene

**Research methodology services**  
KPMG Research Technology helps organizations address the risks and costs involved with evidence and discovery management as well as the acquisition, management, and analysis of large data sets. Our services include:

- Forensic data analysis
- Case management/analytical services
- Electronic discovery management
- Research information management

**Other program integrity services**  
Additional services KPMG provides to help our clients achieve intended fraud and program integrity include:

- Integrity program risk assessment, measurement, and remediation
- Business process analysis and enhancement
- Proactive policies using risk-based models and decision engines
- Program risk and compliance monitoring and management

## Program Integrity Case Study

This 8.5x11 sheet covers one of Federal Health and Human Services strategic areas—Business Transformation. It highlights our capabilities in program risk assessments, internal controls assessment, implementation, and compliance, fraud detection, forensic technology services, and other program integrity services. The back side demonstrates a case study with the client's challenge, KPMG's proposed solution, and the results.

# Trifold

## Questions to consider

What are the drivers in the market resulting in a need for these services?  
 Who are the typical buying influencers with respect to these services?  
 What service lines, capabilities, and skills are needed to address these client needs?

## Breakout notes

Potential client value:

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How to apply this to your accounts:

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Account-specific action items:

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KPMG's distinct strengths (key differentiators):

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Examples where we have provided these services:

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## Notes

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 tcomello@kpmg.com

**Tools**  
[www.kpmg.com/us/programintegrity](http://www.kpmg.com/us/programintegrity)

[kpmg.com/socialmedia](http://kpmg.com/socialmedia)



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# Industry Forum 2016

Government & Infrastructure

## Program Integrity

Nashville, Tennessee

June 21-22, 2016

[kpmg.com](http://kpmg.com)

## Program Integrity Overview Trifold

This 17x11 trifold covers our Federal program integrity market by sharing our marketing plan strategy, program integrity framework, marketing plan, questions to consider when elevating a client and a notes section. Consider this piece to familiarize yourself with our Program Integrity capabilities.

## Federal program integrity market strategy

<b>Marketing goal</b>	Extend beyond the discussion of controls and risks. Appeal or communicate to clients outside the CFO's organization. Tie to achieving mission objectives. Be holistic and comprehensive of an enterprise view. Highlight the downfall of siloed program responsibilities. Substantiate the Firm's capabilities and experiences in program integrity.
<b>Tag line</b>	Achieving program integrity through enterprise risk management (ERM). Integrity always matters   Integrity is everyone's job.
<b>Business development strategy</b>	<ul style="list-style-type: none"> <li>Focus on net new work (where there is no incumbent)</li> <li>Avoid mature programs where we have no subject knowledge Medicare, Medicaid</li> <li>Look at emerging programs in need of program integrity—help them to not replicate Medicare's evolution</li> <li>Monitor Office of the Inspector General, audits plan and Government Accountability Office, congressional reports to identify clients in need of complying with or anticipating OIG investigations—look at media scrutiny</li> <li>Look for clients that are seeking end-to-end performance improvement—we do end-to-end very well (Federal, State and Local, Provider)</li> <li>Prioritize business development where we have program knowledge: Affordable Care Act and marketplaces (ignore the work that damages issuer relationships (pointing out failures, shortcomings, problem areas)</li> <li>Help existing programs that are "in trouble" or have a new mandate that they need to incorporate into their business</li> </ul>



## Marketing plan

To build credibility in the marketplace, we are demonstrating our program integrity experience.

Because our clients, as well as our industry partners, are not highly aware of our program integrity capabilities, we are promoting and showcasing our capabilities within this space. We are achieving our objective by having an active voice in industry and with our clients that specifically speak to the issues faced by our Federal clients and sharing our successes in mitigating issues.

Tactics can include the following:

- Videos
- White papers/thought leadership/case studies/issue brief: navigating uncertainty
- Business development enablement: powerpoint, eMail communications, client meetings
- Landing page/Government Institute and .com Web site
- Digital channels/social media/social share
- Risk and Compliance Tool (RCT)
- Regulatory Positioning System (RPS)
- Control Self-Assessment (CSA)
- Enterprise Risk Management (ERM)
- Maturity assessment for internal audit planning
- Data Analytics enabled Internal Audit (DAeIA)
- Continuous Auditing/Continuous Monitoring (CA/CM)

## Program integrity framework



ERM framework helps achieve program integrity



# Agenda card



## Client Agenda Card

This piece includes the agenda, attendees and discussion points.

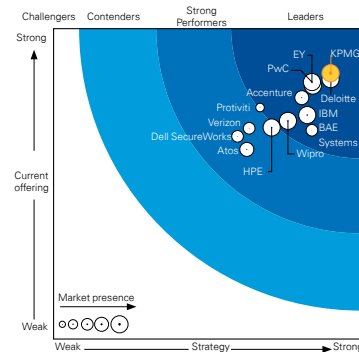
## Agenda

- Introductions
- Brief KPMG overview
- General discussion

## KPMG Attendees

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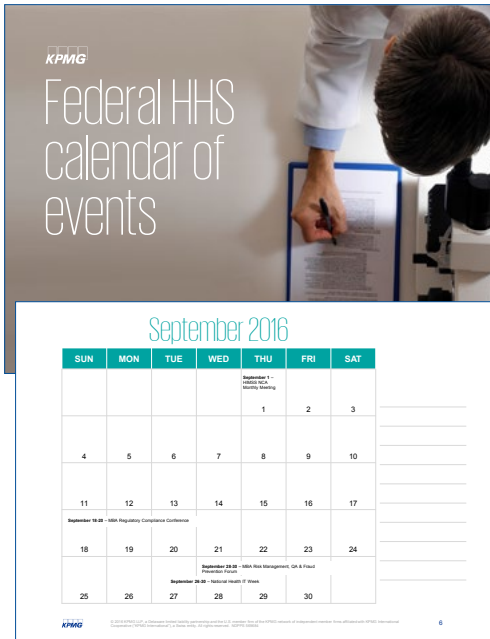
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# Conference collateral



**KPMG**  
Federal HHS  
calendar of  
events

September 2016

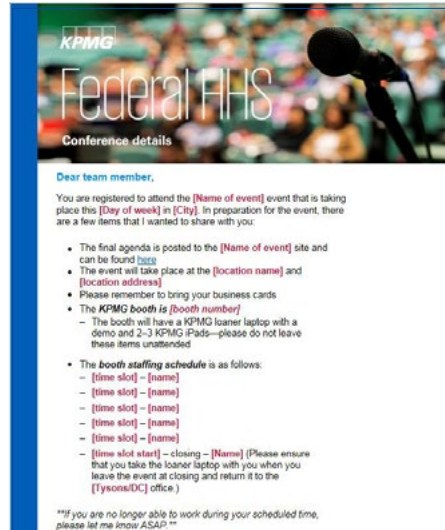
SUN	MON	TUE	WED	THU	FRI	SAT
				1 September 1 Continuing Education	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18 September 18-20 HHS Regulatory Compliance Conference	19	20	21	22	23	24
25	26	27	28	29	30	

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## Federal Health and Human Services Conference Calendar for 2016

This PowerPoint slide deck is a month-to-month view of the list of conferences that KPMG within the Federal Healthcare practice is attending or exhibiting at during the 2016 calendar year. This is for internal purposes only and can be referenced throughout the year.

*Note: All three conference pieces are for internal use only.*



**KPMG**  
Federal HHS  
Conference details

Dear team member,

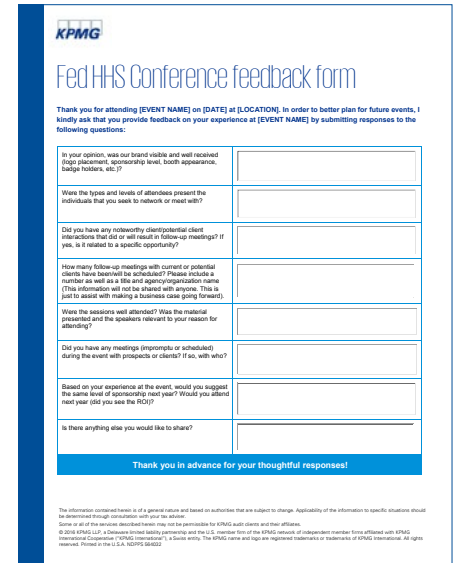
You are registered to attend the [Name of event] event that is taking place this [Day of week] in [City]. In preparation for the event, there are a few items that I wanted to share with you.

- The final agenda is posted to the [Name of event] site and can be found [here](#)
- The event will take place at the [location name] and [location address]
- Please remember to bring your business cards
- The KPMG booth is [booth number]
  - The booth will have a KPMG loaner laptop with a demo and 2-3 KPMG iPads—please do not leave these items unattended
- The booth staffing schedule is as follows:
  - [time slot] – [name]
  - [time slot] – [name]
  - [time slot] – [name]
  - [time slot] – [name]
  - [time slot] – [name]
  - [time slot start] – closing – [Name] (Please ensure that you take the loaner laptop with you when you leave the event at closing and return it to the [Tysons/DC] office.)

**\*\*If you are no longer able to work during your scheduled time, please let me know ASAP!\*\***

## Federal HHS Conference Details Template

This is a conference template that will be sent out to all people registered for a Federal Healthcare event. It will share the following information: the location of the event, the event url, the final agenda, booth information and scheduling and reminders.



**KPMG**  
Fed HHS Conference feedback form

Thank you for attending [EVENT NAME] on [DATE] at [LOCATION]. In order to better plan for future events, I kindly ask that you provide feedback on your experience at [EVENT NAME] by submitting responses to the following questions:

In your opinion, was our brand visible and well received (logo placement, sponsorship level, booth appearance, badge holders, etc.)?

Were the types and levels of attendees present the individuals that you seek to network or meet with?

Did you have any noteworthy/identifiable client interactions that did or did not result in follow-up meetings? If yes, is it related to a specific opportunity?

How many follow-up meetings with current or potential clients have been/will be scheduled? Please include a number as well as a title and agency/organization name. (This information will not be shared with anyone. This is just to assist with making a business case going forward.)

Were the sessions well attended? Was the material presented and the speakers relevant to your reason for attending?

Did you have any meetings (promptly or scheduled) during the event with prospects or clients? If so, with who?

Based on your experience at the event, would you suggest the same level of sponsorship next year? Would you attend next year (did you see the ROI)?

Is there anything else you would like to share?

Thank you in advance for your thoughtful responses!

The information contained herein is of a general nature and based on information that are subject to change. Applicability of the information to specific situations should be determined through consultation with your attorney.  
Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates.  
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## Federal HHS Conference Feedback Form

We kindly ask to provide feedback on your conference experience by submitting responses to a series of questions within this template. This helps us determine if we attend next year or possibly even sponsor if the event was well worth the associated costs.

# e-Communications

## Federal HHS Pipeline Post

This is a daily e-mail alert of all new FBO and GovWin opportunities for both Health and Human Services and the U.S. Department of Veterans Affairs. Please contact your Account Marketing lead if you would like to be added to the daily distribution list. e-Communications are for internal use only.



**KPMG**

## Federal HHS and VA

### Pipeline post

Date 2016

**GovWin HHS Daily Opportunities**


Lorem ipsum dolor sit amet, consectetur Morbi ut mi. Nullam enim leo, egesta mattis, massa. Praesent mauris ante

**GovWin VA Daily Opportunities**

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**Tina Hamann**  
Associate Director, Markets & Account  
KPMG LLP | 1876 International Drive  
Office 703-343-2341 | Mobile 202-  
[christinahamann@kpmg.com](mailto:christinahamann@kpmg.com)  
[kpmg.com/us](http://kpmg.com/us) | [KPMG on LinkedIn](#) |

INTERNAL USE ONLY



**KPMG**

## Federal HHS


### Announcement

Dear Team,

We are excited to announce the year, \$4M+ contract to provide HHS Office of Human Resources embarks on a significant effort and time and attendance system goal of further diversifying our expanding our technology capabilities.

The team started working with Advisory Director Ray Horner unsuccessful attempt to outsource services provider. This project develop senior-level relationships influencers and decision-makers recommendations were well-received direction and insourcing the capability.

Since the conclusion of the project, Kim has led our capture effort the effort. The team worked with apply MarketEdge in order to our capture strategy. Federal brought in Enterprise Solutions Relationship Director Marcus F ground conducting a successful



**KPMG**

## Federal HHS

### Announcement

Dear Team,

We are excited to announce the Federal HHS team was awarded a 3.5 year, \$4M+ contract to provide program management support to the HHS Office of Human Resources (OHR). We will support OHR as it embarks on a significant effort to modernize its aging human resource and time and attendance systems. This win contributes to our account goal of further diversifying our client and services portfolio and expanding our technology capabilities.

The team started working with OHR in late 2014 when Federal Advisory Director Ray Horner led an effort to assess HHS' unsuccessful attempt to outsource its HR system to a federal shared services provider. This project enabled us to gain valuable insight, develop senior-level relationships, and establish our credibility with key influencers and decision-makers. Ray and the team's assessment and recommendations were well-received and instrumental in HHS shifting direction and insourcing the capability.

Since the conclusion of the project, Federal Advisory Director Young Kim has led our capture effort to position KPMG for the next phase of the effort. The team worked with Matthew Barch and Tina Hamann to apply MarketEdge in order to objectively evaluate our position and plan

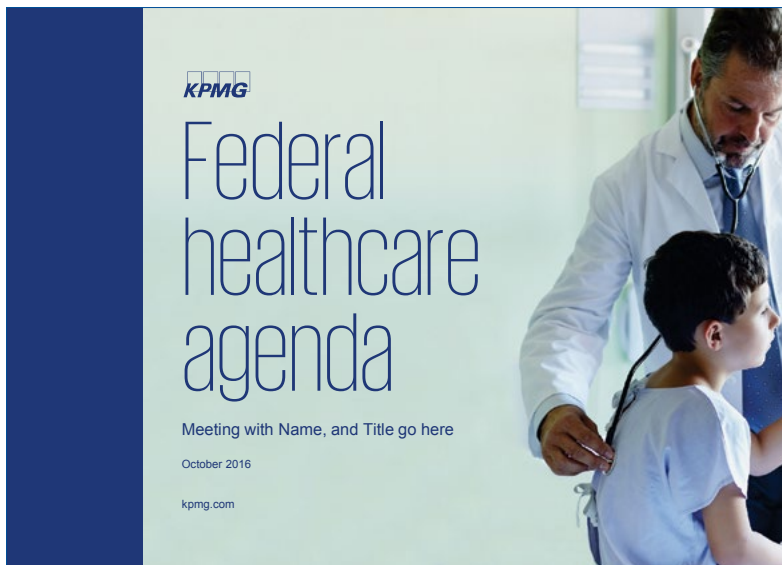
# Client meeting documents

## Placemat – PowerPoint

## Slipsheet – Word

## Bifold – PowerPoint

# Agenda cards (PowerPoint)



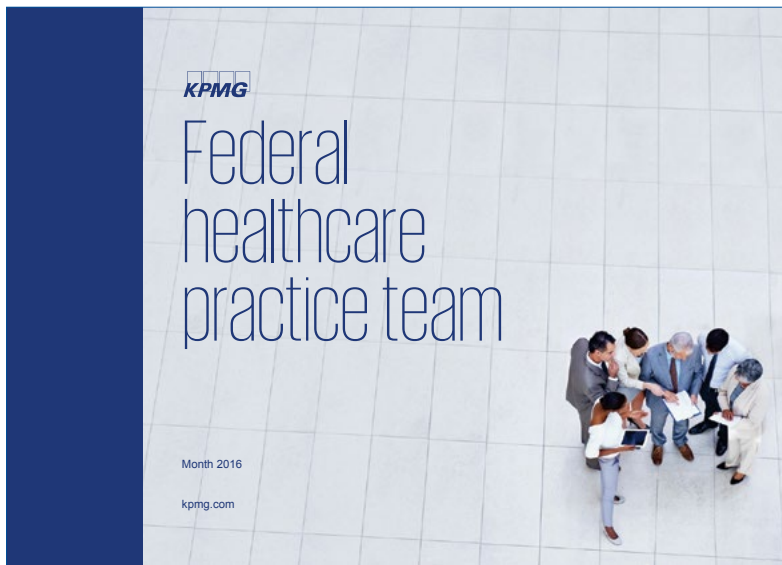
Agenda

Primary	Dates
Text goes here	Text goes here
— Bullets	— Bullets
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3

# Contact cards



Contact us

Federal Healthcare Practice Leadership Team

	Title	e-mail
	Title	<a href="mailto:name@kpmg.com">name@kpmg.com</a>
	Title	<a href="mailto:name@kpmg.com">name@kpmg.com</a>
	Title	<a href="mailto:name@kpmg.com">name@kpmg.com</a>
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3

# Bifold (PowerPoint)



Federal  
Healthcare  
bifold  
template



Header goes here

Title							
Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Interviews							
Undertake studies (assemble the facts)							
		Development of options					
			Develop plan				
				Draft board paper			

	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	Dec 2021	Dec 2022
Long form report		Draft board paper	Field work and first draft		Revise		
Working capital			Model review and fieldwork		Revise		
Financial reporting							
			Field work commences		Final draft reports		Impact day



Name	[...]
Position	[...]
Education and qualifications	[...]
Experience	[...] — [...]
Industry experience	[...] — [...]
Service experience	[...] — [...]

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- Level 3 bullet
- Level 4 subbullet

# Case study (PowerPoint)



## Healthcare transformation

Federal healthcare's strategic focus areas



### Our deep technical and industry experience enables KPMG to support agencies with the myriad challenges associated with healthcare transformation.

#### ACA program support

We have significant experience helping the Federal Government implement new programs under the ACA, including providing in-depth analyses to help the Center for Consumer Information and Insurance Oversight (CCIIO) make informed and strategic policy decisions. We have extensive experience conducting detailed financial, market, and management analyses of the Consumer Operated and Oriented Plan Program (CO-OP) and State-based Marketplaces (SBMs). KPMG has been providing internal audit and controls, program integrity, health actuarial, data and analytics, and other financial and risk management capabilities to provide oversight and program support to several key programs.

#### Communications services and outreach support

We understand the intricacies of communicating healthcare policies within a new and complex environment and sharing their implications with stakeholders. As trusted advisers to government agencies with a firm understanding of the healthcare landscape, we develop communications materials and engage with stakeholders to further the goals of the ACA, improve access to care, and strengthen U.S. healthcare and public health programs.

#### Regulatory compliance

Healthcare leaders must strengthen their approach to measuring, managing, and mitigating risk and responding properly to critical regulatory pressure points.

KPMG can thoroughly deliver on major healthcare transformational themes, including:

- ICD-10 Conversion
- Revenue Transformation
- Accountable Care Capabilities Development Meaningful Use Achievement

- Data Protection Processes, including compliance and other concerns emerging from the Health Insurance Portability and Accountability Act (HIPAA)

#### Payment model transformation

KPMG is a leader in helping our clients transform so they can consistently deliver and pay for high-value care. As an example, our support of the New York State Delivery System Reform Incentive Payment (DSRIP) Program has given us the opportunity to be on the leading edge of care and delivery transformation. We leverage and apply the principles, methodologies, tools, and lessons learned at the state level to help our federal healthcare clients achieve dramatic improvements in delivery and payment processes.

#### Health system redesign

The move toward a consumer-driven marketplace with value-based reimbursement along with an influx of new customers is forcing payers and providers to implement new business, payment, and care delivery models. Our health system redesign approach addresses the needs of providers and payers to improve quality, access, and costs in the drive to improve patient, veteran, and population health and deliver clinically and economically sustainable services.

#### EHR optimization

As the largest U.S. healthcare provider, the Federal Government must ensure that its electronic health records (EHR) are well architected, implemented, and adopted by the clinical community to fully realize its benefits. KPMG can help federal healthcare providers achieve this through our strategic insights, planning, implementation, business process reengineering, and change management services. Additionally, we can work with our clients to transform care delivery and business models to help optimize the use of EHRs to improve care to patients and veterans alike.

### Financial management systems Performance study for Consolidated Mail Pharmacy, Department of Veterans Affairs

The Department of Veterans Affairs, Consolidated Mail Pharmacy (CMOP) hired KPMG to perform management systems performance study. The study consists of a National Office and seven CMOP sites for more than \$3.2 Billion per year in prescriptions producing 117 million prescriptions annually across the United States. KPMG studied the financial system and subsystems with the existing Automated Prescription Processing System, National CMOP Central Database and supporting systems.

**Objective:** KPMG's extensive financial management experience is assisting CMOP with each of the below:

**Process:** KPMG mapped the budget process across MOPs and reviewed all fiscal Standard Operating Procedures (SOPs). We also redesigned the process of comparing the customer balances to funds available and excess inventory levels to ensure that needs could be met through the end of each month.

**Customer Billing:** KPMG performed a customer billing survey and reviewed the customer billing process and made recommendations to improve CMOP billing processes.

**Inventories and Shrinkage:** KPMG performed an inventory analysis, opportunities, and threats analysis, Gap Analysis and organizational analysis to create a Target Operating Model Roadmap. The analyses identified the CMOP current inventory levels, capabilities, business requirements and developed recommendations to achieve an optimal finance program based on the investment of time, money and human resources.

- **Material Variance and Statistical Analysis:** KPMG analyzed three years' worth of sales data and compared price paid for drugs to price transferred to the medical centers. Additionally, KPMG performed a statistical analysis of workload by CMOP and the price ranges for the top five drugs by volume.
- **Logistics:** KPMG reviewed logistics operations and drug supply chain for the CMOPs. The first recommendation was to implement a new inventory management system that can meet the requirements of the Drugs Supply Chain Security Act.
- **Financial Management Systems Analysis:** KPMG performed an analysis of current Commercial Off The Shelf products as possible solutions for the CMOP and VA Medical Centers to develop and implement a system to meet its accounting, budgeting and billing requirements.

#### The result

- KPMG created a Transformation Roadmap which detailed key steps for the CMOP to execute to achieve their desired Target Operating Model.
- KPMG developed a new solvency tool, instructions and a quick reference user guide that more accurately captures the status of resources
- KPMG identified large variances in CMOPs prescription costing and determined root causes for these errors. The identification of these errors is under review and will save CMOP millions of dollars.
- KPMG identified CMOP skill set variation and recommended a cross-training program across all leadership and CFO staff.
- KPMG identified physical inventory growth which could potentially be linked to mismanagement and/or system error. By identifying this error, CMOP is now undergoing a full review of their inventory management systems

### Contact us

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Services Account Lead  
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E: tdowd@kpmg.com

**David Fitz**  
Director, Advisory  
T: 703-286-8200  
E: dfitz@kpmg.com

[kpmg.com/socialmedia](http://kpmg.com/socialmedia)



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# Congratulations card (PowerPoint)



## Best wishes

Name and title other details



kpmg.com



### Salutation

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Signed  
Name



## Congrats!

Name and title and other details here

kpmg.com



# Placemat (PowerPoint)



## A discussion with [Client]

Date, 2016

kpmg.com

Header info might go here

### With you today

**Name, Title**  
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### Key focus areas

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- Direct import centralization
- Exports/title passage

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### KPMG's Practice by the numbers

**100+**  
 years serving Federal Government

**LARGEST**  
 federal auditor

**EXPERIENCE**  
**490**

team members previously worked for the Federal Government

**104%**

104% practice growth over 4 years

### Clear choice

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### Credibility

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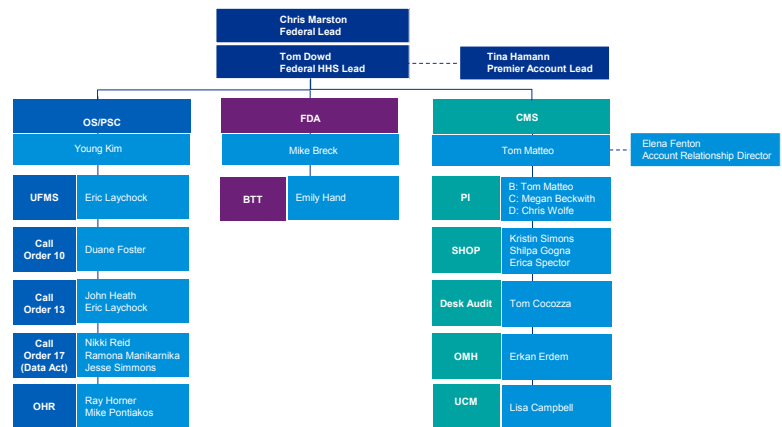
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### Critical Success Factors

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## Fed HHS organizational chart



kpmg.com/socialmedia



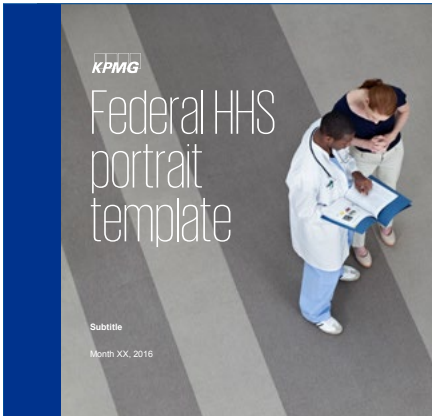
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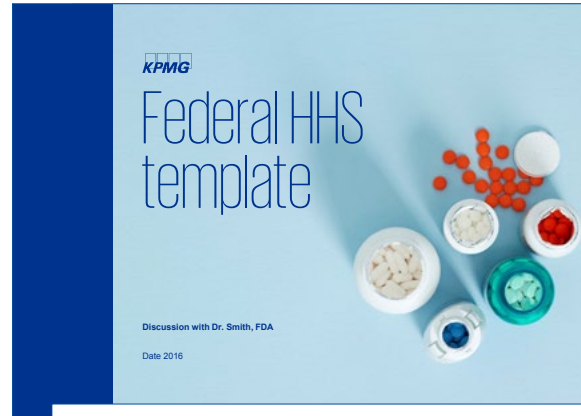


# PowerPoint decks (with multiple covers)

Portrait PowerPoint deck



Landscape PowerPoint deck



Title two tables two text 1

Table title	1	2	3
Subtable			
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Level 1 text here

Level 2 text Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

Glossary

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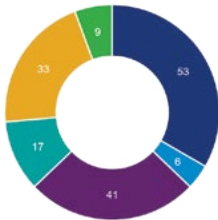
Thank you

# Slip sheet (PowerPoint)



## Federal Healthcare practice slip sheet

**Pull out quote can go here. Our deep technical and industry experience enables KPMG to support agencies with the myriad challenge.**



■ Stay the same    ■ Decrease  
 ■ Increase        ■ Variable  
 ■ Intermittent    ■ Other

### ACA program support

We have significant experiencing helping the Federal Government implement new programs under the ACA, including providing in-depth analyses to help the Center for Consumer Information and Insurance Oversight (CCIIO) make informed and strategic policy decisions. We have extensive experience conducting detailed financial, market, and management analyses of the Consumer Operated and Oriented Plan Program (CO-OP) and State-based Marketplaces (SBMs). KPMG has been providing internal audit and controls, program integrity, health actuarial, data and analytics, and other financial and risk management capabilities to provide oversight and program support to several key programs.

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### Regulatory compliance

Healthcare leaders must strengthen their approach to measuring, managing, and mitigating risk and responding properly to critical regulatory pressure points.

KPMG can thoroughly deliver on major healthcare transformational themes, including:

- ICD-10 Conversion
- Revenue Transformation
- Accountable Care Capabilities Development Meaningful Use Achievement
- **Material Variance and Statistical Analysis:** KPMG analyzed three years' worth of sales data and compared price paid for drugs to price transferred to the medical centers. Additionally, KPMG performed a statistical analysis of workload by CMOP and the price ranges for the top five drugs by volume.

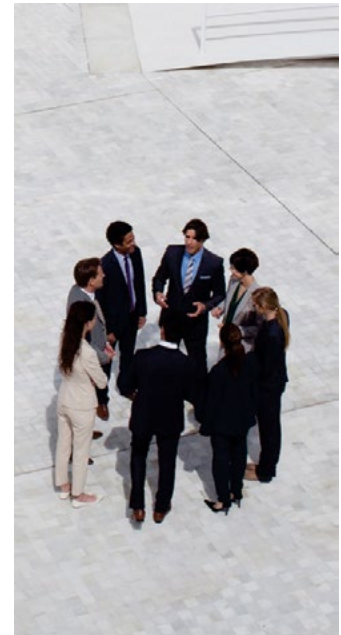
### Management systems performance study for Consolidated Mail Pharmacy, Department of Veterans Affairs

The Department of Veterans Affairs, Consolidated Mail Pharmacy (CMOP) hired KPMG to perform a management systems performance study. The study covered a National Office and seven CMOP sites with more than \$3.2 Billion per year in budget and 1 billion prescriptions annually for veterans in the United States. KPMG studied the CMOP's operations and subsystems with their proprietary Prescription Processing System, National CMOP Enterprise, and supporting operations systems.

**Issues:** KPMG mapped the budget process, Standard Operating Procedures (SOPs) and reviewed all fiscal Standard Operating Procedures (SOPs). We also redesigned the customer billing process to ensure funds on hand could be met through the end of each month.

**Findings:** KPMG performed a customer survey and reviewed the customer billing process to ensure funds on hand could be met through the end of each month. We also identified opportunities to improve CMOP processes.

**Recommendations and Shrinkage:** KPMG identified strengths, weaknesses, opportunities, and threats (SWOT) analysis, Gap Analysis and financial assessment to create a Target Operating Plan for the CMOP, investment of time, and human resources.



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