

# OES@100: Celebrating 100 Collaborations Across Government



# TABLE OF CONTENTS



OES@100 Event Agenda	4
Speaker Biographies	5
Reflections from 100 Office of Evaluation Sciences collaborations	10
Lessons Learned from the OES Portfolio on Equity and Small Business Recovery	13
Working with the Office of Evaluation Sciences: Service Offerings	15
OES Recruitment Information - we are currently recruiting!	17
Recently Completed Projects	18

# OES BY THE NUMBERS

since 2015 OES has....



**139**

team members



Brought in  
talent from

**83**

institutions



**106**

completed  
collaborations



**90**

completed  
evaluations



**21**

different Federal  
Departments





**GSA's Office of Evaluation Sciences Fall 2021 Event**  
**OES@100: Celebrating 100 Collaborations Across Government**

Tuesday, November 16, 2021 | 1:00 PM – 2:30 PM EST

Zoom Webinar

**1:00 pm Welcome and Introduction**

Kelly Bidwell, General Services Administration  
Robin Carnahan, General Services Administration

**1:05 pm What leads to a successful evaluation? Reflections from 100 OES collaborations**

Pompa Debroy, General Services Administration  
Michael Hand, General Services Administration  
Mary Clair Turner, General Services Administration  
Elana Safran, General Services Administration  
Jasper Cooper, General Services Administration

**1:30 pm Portfolio of evidence on equity and economic recovery**

Crystal Hall, General Services Administration and University of Washington  
Brittany Borg, Small Business Administration  
Jason Bossie, Small Business Administration  
Julia Brown, General Services Administration and University of Maryland  
Clarence Wardell III, White House Domestic Policy Council  
Exodie Roe, General Services Administration  
Andrea M. O'Neal, General Services Administration

**2:00 pm New frontier for evidence in government: what's next?**

David Yokum, The Policy Lab, Brown University  
Cass Sunstein, Department of Homeland Security  
Christina Ciocca Eller, White House Office of Science and Technology  
Pam Coleman, Office of Management and Budget  
Jeanne Holm, City of Los Angeles

**2:25 pm Closing Remarks**

Krystal J. Brumfield, General Services Administration



## Biographies

### **Robin Carnahan - Administrator, General Services Administration**

Robin Carnahan serves as the Administrator of the U.S. General Services Administration (GSA). As Administrator, she is working to empower GSA career professionals and build on the agency's efforts to deliver the best value in real estate, acquisition, and technology services to the government and American people. Robin is a nationally recognized government technology leader and was named one of the federal government's "Top Women in Tech" in 2017.

### **Kelly Bidwell - Director, OES, General Services Administration**

Kelly joined GSA as a Fellow in 2013, and took on the role as OES Director in 2016. Kelly provides the direction and oversight of the team, manages the staff and budget, coordinates with GSA leadership, and ensures scientific protocols and standards are met across the OES portfolio. Kelly leads strategic conversations with government-wide leadership to identify evidence gaps and evidence generation opportunities, feasible evaluation plans which can be implemented in agency operational and budget constraints, and aims to ensure OES is responsive to growing and changing agency demands.

### **Pompa Debroy - Strategy and Operations Lead, OES, General Services Administration**

Pompa Debroy joined the OES team to lead a suite of projects related to public health and currently leads strategy and operations for OES, including recruitment, communications, and strategic planning. Pompa is passionate about using research and design to apply innovative solutions to solve complex challenges, and has worked on projects with VA and HHS. Pompa has experience working across sectors in research, consulting and management roles, and previously worked in international development scaling up low-cost and evidence-based interventions.

### **Michael Hand - Portfolio Lead, OES, General Services Administration**

Michael Hand coordinates OES's portfolio of projects focusing on natural resource management and the environment, Federal hiring practices, and the cost effectiveness of Government operations. He also supports agencies' efforts to plan and design rigorous evaluations as they implement the Foundations for Evidence-Based Policymaking Act of 2018.

### **Elana Safran - Portfolio Lead, OES, General Services Administration**

Elana Safran coordinates OES's portfolio of projects in health and aging, and leads projects related to enrollment in health benefits and patient and provider behavior. She has worked on projects with the United States Agency for International Development, the Defense Health Agency in the Department of Defense, the Social Security Administration, and the Department of Health and Human Services.



**Jasper Cooper - Portfolio Lead, OES, General Services Administration**

Jasper Cooper works on projects focused on equitable economic recovery and reducing barriers to accessing government programs. He is particularly interested in how to best match research questions with research designs, including randomized evaluations, machine learning for descriptive analysis, and qualitative methods. He has worked on projects in partnership with the Census Bureau, the Small Business Administration, and the Department of the Treasury.

**Mary Clair Turner - Portfolio Lead, OES, General Services Administration**

Mary Clair Turner works on projects focused on improved educational outcomes, access to social benefits, and payment integrity. She was drawn to the collaborative and applied focus of OES work, including the mix of academic and agency collaborators, and the ability to design and rigorously evaluate program changes on rapid timelines as a way to improve government services. She has collaborated with the Internal Revenue Service, Department of Education, Department of Housing and Urban Development, General Services Administration, Department of Agriculture, and Office of Management and Budget.

**Crystal Hall - Academic Affiliate, OES, General Services Administration; Associate Professor of Public Policy and Governance, University of Washington**

Crystal Hall joined the Evans School of Public Policy and Governance in 2008. Her research explores decision making in the context of poverty, using the methods of social and cognitive psychology, along with behavioral economics. She also has a record of serving government agencies at the local, state, and federal level—including having served as a Fellow on the White House Social and Behavioral Sciences Team and OES at GSA.

**Brittany Borg - (Acting) Director of Program Performance, Analysis & Evaluation, Small Business Administration**

Brittany Borg is the Director of Program Performance, Analysis & Evaluation at the Small Business Administration, based in Washington, D.C. Previously, Brittany was a Coverdell Fellow at Fordham University, where she completed a dual MA in Economics and International Political Economy.

**Julia Brown - Associate Fellow, OES, General Services Administration; Doctoral Student, Department of Economics, University of Maryland**

Julia Brown is a doctoral student in the Department of Economics at the University of Maryland - College Park and an Associate Fellow at the Office of Evaluation Sciences. Julia's research focuses on public policy and behavioral economics, particularly as they relate to consumer finance and financial protection.



**Clarence Wardell III - Senior Advisor for Policy Implementation & Delivery, White House Domestic Policy Council**

Dr. Clarence Wardell III currently serves as a Senior Advisor for Policy Implementation and Delivery with the White House Domestic Policy Council as well as the Chief Data and Equitable Delivery Officer with the White House American Rescue Plan Team. Prior to working on the transition, Clarence was the Vice President of Solutions at Results for America where he worked with local, state, and federal efforts to scale evidenced-based solutions including OES' work on small business recovery programs.

**Jason Bossie - (Acting) Chief Financial Officer, Small Business Administration**

Jason Bossie currently serves as SBA's Acting Associate Administrator for Performance and Planning as well as the Chief Financial Officer, where he oversees Agency-wide performance management, program evaluation, budget, internal controls, financial analysis and reporting, regulatory analyses, financial systems, data analytics, accounting, and acquisition management functions. Jason has transformed SBA processes and implemented evidence-based systems to better inform Agency strategy, policy, and resource decisions impacting America's more than 30 million small businesses.

**Exodie Roe III, Associate Administrator, Office of Small and Disadvantaged Business Utilization, General Services Administration**

Exodie C. Roe III serves as Associate Administrator for the Office of Small and Disadvantaged Business Utilization (OSDBU) at GSA. As head of OSDBU, Exodie has nationwide responsibility for GSA small business programs and is the chief advocate for small and disadvantaged businesses. OSDBU promotes increased access to GSA nationwide procurement opportunities and engages in activities that make it possible for the small business community to meet key contracting experts and receive counseling on the federal procurement process.

**Andrea M. O'Neal - Senior Advisor to the Administrator (Equity), General Services Administration**

Andrea M. O'Neal is a presidential appointee of the Biden-Harris Administration serving as the first-ever Senior Advisor to the Administrator for Equity at the U.S. General Services Administration (GSA). As a senior nonprofit and public sector professional, Andrea is on the front lines of mission-critical work related to breaking down institutional barriers, closing systematic gaps, fostering equitable workplaces, and operationalizing high-performing culturally competent leadership practices.

**David Yokum - Director, The Policy Lab, Brown University**

David Yokum, JD, PhD is Director of The Policy Lab at Brown University, where he leads a wide portfolio of work leveraging scientific methods to improve public policy and operations. David is also Senior Advisor to North Carolina's Office of Strategic Partnerships. David was a founding member of the White House's Social & Behavioral Sciences Team and director of its scientific delivery unit housed at GSA.



**Cass Sunstein - Senior Counselor, Department of Homeland Security**

Cass R. Sunstein is currently a senior counselor at the Department of Homeland Security. Additionally, Cass is the Robert Walmsley University Professor at Harvard University. He is the founder and director of the Program on Behavioral Economics and Public Policy at Harvard Law School.

**Christina Ciocca Eller - Assistant Director of Evidence and Policy, White House Office of Science and Technology Policy**

Christina Ciocca Eller currently serves as the assistant director of evidence and policy in the White House Office of Science and Technology Policy. She is also Assistant Professor of Sociology and Social Studies at Harvard University's Department of Sociology. Christina's research draws on quantitative and qualitative methods to analyze the role of organizations in shaping the opportunities and outcomes available to individuals.

**Pam Coleman - Associate Director of Performance and Personnel Management, Office of Management and Budget**

Pam Coleman serves as the associate director of performance and personnel management within the Office of Management and Budget (OMB). Prior to her appointment, Pam served as a member of New Mexico Governor Michelle Lujan Grisham's cabinet as the Director of the State Personnel Office.

**Jeanne Holm - Deputy Mayor, City of Los Angeles**

Jeanne Holm works at the cross-section of civic innovation, open data, and education. She is the Deputy Mayor for Budget and Innovation at the City of Los Angeles, working on issues ranging from homelessness to digital equity technology innovation, data and analytics, fiscal transparency, and public-private partnerships. Her research (over 130 publications) and courses focus on data science, knowledge management, and civic innovation.

**Krystal J. Brumfield - Associate Administrator, Office of Government-Wide Policy, General Services Administration**

Krystal J. Brumfield is the Associate Administrator of GSA's Office of Government-Wide Policy. An attorney and accomplished corporate executive with more than 10 years' experience of proven leadership in the public and private sectors, Krystal specializes in taxation and procurement law and with expertise in the aviation, infrastructure, and hospitality industries. She has extensive experience scaling up businesses by building high performing teams, developing data-driven strategies, and implementing innovative technologies to enable growth.



# A few results from **RECENTLY COMPLETED PROJECTS**

Increased  
clinic visits  
by women by



**2.26**  
Percentage  
**POINTS**  
with USAID

Increased requests  
for on-site



WILDFIRE RISK  
ASSESSMENTS  
**6.9**  
Percentage  
**POINTS**  
with USDA

Designed outreach  
which



REDUCED  
OVERPAYMENTS  
of \$ **5.91**  
per \$ **1** spent  
with SSA



## What leads to a successful evaluation? Reflections from 100 Office of Evaluation Sciences collaborations

OES has completed 100 collaborations across government since 2015. This has entailed working with agency collaborators across 21 federal departments, in addition to 139 OES team members from 83 institutions. Our evaluations have involved over 44 million individuals. In this document, we share our reflections on what we have learned about how to build and use evidence in government to date across 100 completed collaborations.

### Reflection 1: A program change and evaluation approach don't have to be ideal to be valuable.

Launching a successful evaluation involves creative problem solving, flexibility, and a deep understanding of how a program or program changes may impact people. The ideal program change and approach to evaluation may be different than what is often feasible to do in a government or real world context. It can be possible to build evidence and improve government programs even when the ideal intervention or evaluation approach is not feasible. The collaboration below allowed us to field a promising intervention and build evidence using rigorous, if not "ideal," evaluation methods.

#### OES Example

[We collaborated with the U.S. Department of Agriculture](#) (USDA) to increase responses to income verification requests in the National School Lunch Program, and designed a new request letter that used simpler language, new visuals, and a personalized message from Local Education Agencies (LEA). An ideal evaluation strategy may have been to randomize which LEAs used the new letters, but this was not possible. Instead, USDA and OES worked with 74 LEAs to implement the changes with redesigned verification letters and compared verification responses in these LEAs to 82 randomly selected LEAs that were not asked to revise their letters. We learned that improving the design and clarity may be helpful in increasing response to verification requests - results showed an imprecisely estimated 2.1% improved response rate - but that more substantial changes to the verification procedure will be necessary to increase response rates appreciably.

### Reflection 2: Coupling randomized evaluations with administrative data let's us learn things quickly, rigorously and at low-cost.

Randomized evaluation using administrative data can answer meaningful questions, without requiring additional data collection. Administrative data has made it possible for OES to improve government programs with a collective sample of over 44 million people since 2015. In many cases administrative data can more accurately measure behaviors and actions than self reported responses via a survey. Agencies often have underutilized rich sources of administrative data, including short-term outcomes such as online engagement data such as open and click rates, intermediate outcomes such as program take-up, and downstream effects such as college enrollment. Rigorous evaluations can be implemented and analyzed in days, weeks or months, without additional data collection costs or delays.

#### OES Example

The federal financial aid system plays a key role in expanding postsecondary access and affordability for students struggling to pay for college. However, many students that could benefit most from federal financial aid struggle to complete the Free Application for Federal Student Aid (FAFSA), leaving an estimated \$2.6 billion in federal student aid on the table each year. In collaboration with four federal agencies, [OES has built a](#)

[portfolio of evidence](#) on the impact of low-cost interventions that are designed to improve access to federal financial aid to help pay for college, postsecondary access and success, and student loan repayment. This portfolio leverages agency’s administrative datasets and utilized data sharing agreements across agencies to rigorously evaluate priority questions.

**Reflection 3: There’s more to sample size than counting the number of participants in a program.** The number of participants in a program does not always provide a good indication of an ability to detect impact, because there’s more to statistical precision than sample size and there’s more to sample size than counting. Anticipating the many ways that sample sizes grow and shrink can be instrumental to successful evaluation, and administrative data may provide data for multiple time points and numerous observations to offset these challenges.

#### OES Example

[We collaborated with the Small Business Administration](#) and a city government to study a lottery that distributed grants and loans to small businesses in the wake of the COVID-19 pandemic. While over 1,400 businesses applied for the grants and loans and were initially entered into the lottery, the number of businesses in our final sample shrank dramatically, due to businesses entering both the grant and the loan lotteries and a low match rate between the business dataset and the outcome dataset we used. We were able to offset these losses somewhat because we could gather administrative data at multiple time points.

**Reflection 4: Being transparent about implementation – as well as results – has enormous value.** Our commitment to transparency allows us to ensure agencies are benefiting from the full set of results, helps us fill evidence gaps about what works and what does not, and helps us build trust inside and outside of government. Documenting and sharing the details of an intervention or program that was evaluated, including the audience and how the intervention was delivered, is an important and often overlooked step.

#### OES Example

We collaborated with [the U.S. Agency for International Development](#) and Population Services International to increase the effectiveness of clinic referrals for family planning services using evidence-based insights. We designed a series of eight messages to send via text to women, reminding them of their referral for family planning and encouraging them to visit a clinic. In our commitment to transparency, prior to looking at outcome data, we posted an [Analysis Plan](#). During the evaluation, we carefully monitored the implementation and tracked enrollment over time. After the evaluation was completed, we posted an [intervention pack](#) to our website, to allow our audiences to interact with what we did, as well as to potentially incorporate elements into their own work. By sharing details of interventions, we ensure federal collaborators and the public can learn from—and reproduce—what we do.

**As agencies build their evaluation capacity, we hope our lessons learned and resources can be of use.** We have details on our [project process online](#), including templates for general use. We have also recently completed a [behavioral insights guide to improving payment integrity](#), incorporating lessons learned from the OES portfolio that we hope can be applied to agency challenges. We continually update [methodological guidance](#) which we have developed and found useful as we have conducted these evaluations. We have [summarized information about bringing external talent into government](#), as well as information on [all OES team members to date](#).

# How many individuals **HAVE WE REACHED?**

Our evaluations  
had a total  
sample size of



OVER  
**44** million  
individuals  
TO DATE

Informed more than  
**HALF** a million  
Americans  
about the benefits of



GETTING  
VACCINATED  
with HHS and VA

Helped  
**1.6** million  
people  
improve financial  
preparation for



RETIREMENT  
with SSA and DOD

Worked to improve  
higher education access  
and success for



**5.3** million  
individuals  
with ED, HUD,  
the IRS and VA



# Lessons Learned from the Office of Evaluation Sciences Portfolio on Equity and Small Business Recovery

Nearly half of American employees work for a business with fewer than 500 employees. The COVID-19 pandemic posed significant risks to these small businesses, with pandemic closures concentrated more heavily among minority and female-owned businesses.<sup>1</sup> Federal agencies such as the Small Business Administration (SBA) and local governments provided grants and loans to aid in small business survival during stay-at-home orders and to stimulate recovery afterwards. To inform future economic relief efforts, this document describes lessons learned from a portfolio of work by [the Office of Evaluation Sciences](#) (OES) on equity and small business recovery efforts.

## What is the Office of Evaluation Sciences (OES)?

OES is an interdisciplinary team of experts within the Federal government, housed at the U.S. General Services Administration. Our team works with agencies to build evidence that translates into concrete recommendations for how to improve government.

## Lessons Learned from the Equity and Small Business Recovery Portfolio

From Spring 2020 to Fall 2021, OES conducted six projects that build evidence on equity and small business recovery in collaboration with the SBA and nine local government agencies.

The projects focused on the path that small businesses need to navigate to receive grants or loans (below figure), which often involves (1) learning about funding, (2) applying for funding, (3) passing initial eligibility screens, (4) providing documentation for more in-depth review, and (5) receiving funding and putting it to use. While all businesses faced challenges in progressing through these stages, underserved businesses<sup>2</sup> could face heightened challenges. We summarize many of these takeaways in [Challenges and Opportunities for Pursuing Equitable Distribution of Small Business Relief](#).

### (1) Documentation requirements affect who submits an application.

Grant and loan programs balanced getting money out the door quickly with ensuring program integrity. Our [discussions](#) with city administrators showed that the requirement to provide Profit & Loss statements or tax returns in order to prove COVID-19-related damages, could pose barriers to underserved businesses, which tend to be smaller and lack traditional accounting staff. Our [evaluation](#) leveraged data from a city agency that reduced documentation requirements midway through its review process. After the reduction in required documentation, underserved businesses were more likely to progress from starting an application to submitting it. Because other businesses also benefited, it was unclear whether the program change made access more equitable.

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<sup>1</sup> Fairlie, R. W. (2020). The impact of COVID-19 on small business owners: Evidence from the first three months after widespread social-distancing restrictions. *Journal of Economics & Management Strategy*, 29, 727-740.

<sup>2</sup> Executive Order 13985, [Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](#), defines underserved communities as “populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life.” OES projects focused on different subsets of these communities, depending on the data collected by local government collaborators, but typically defined underserved businesses as those owned by members of racial and ethnic minority groups and by women.

#### *Additional takeaways*

- Because cities lacked reliable data on the full set of small businesses that *could* apply, it was difficult to evaluate the success of outreach efforts.
- Many businesses start an application but never finish its required elements. Giving businesses flexibility around what information to include in their initial application can reduce this dropoff.

### (2) Prioritization methods impact which applicant businesses are offered funds.

A key challenge for local agencies was how to allocate funds when the demand for funding exceeded the amount available. In a [quantitative, simulation-based study](#), we pooled business-level application data from three cities and examined the impact that different prioritization methods have on access to relief for underserved businesses.

#### *Additional takeaways:*

- First-come, first-served methods and points systems can disadvantage underserved businesses, which often apply later and receive fewer points due to lower levels of revenue and FTE
- “Set aside” methods that reserve a portion of funds for underserved businesses offer a more consistent way to improve access, but face tensions between prioritizing businesses located in high-need areas versus businesses owned by members of underserved groups.

### (3) It is difficult to quantify the impact of funding on business survival and resilience due in large part to data limitations.

Among businesses that apply for relief, those who get funded look very different from those who do not, making it difficult to attribute differences in outcomes to receiving funding. OES conducted two quasi-experimental evaluations—one of a [lottery design](#) and the other a [“selection on observables” approach](#)—to measure the impact of funding on business resilience. OES explored a range of administrative and private sector data sources; each faced challenges with low coverage rates for the very small businesses and sole proprietorships that comprised the majority of relief applicants. Ultimately using available data, across both evaluations, OES found no statistically significant evidence that funding helped businesses avert bankruptcy, stay open, or pivot to online services, and no statistically significant evidence of different impacts for underserved businesses. This does not mean that we can conclude that there is no impact of these funding programs, only that the research designs were limited in their ability to detect these impacts.

#### *Additional takeaways:*

- Quasi-experimental methods are an important complement to prospective evaluations as a tool to measure program impacts, but face challenges in this domain due to limited data to measure resilience of very small businesses.
- Many businesses did not respond to invitations to submit documents for funding, with nonresponse increasing over time. This not only attenuates program impacts but also highlights the importance of rapid disbursement and reducing documentation burdens.

# Building and using evidence to better serve the public

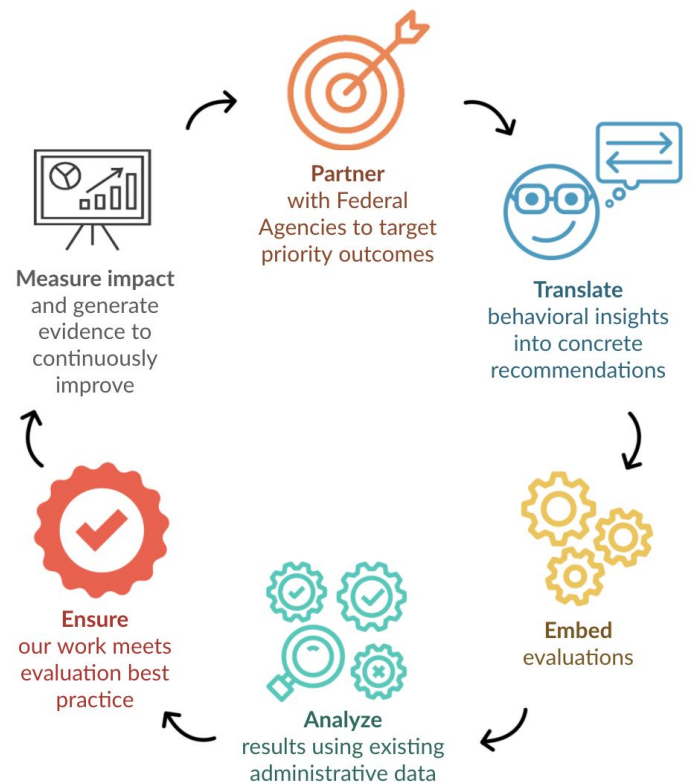
The Office of Evaluation Sciences (OES) delivers high-quality evaluations with actionable findings for agency partners.

Based at the U.S. General Services Administration (GSA), OES is a team of interdisciplinary experts that works across government to help agencies answer top priority questions.

OES uses rigorous evaluation methods and administrative data to build and use evidence and learn what works. To date, OES has completed over 85 impact evaluations with more than 20 agency partners.

OES collaborates across government in two core ways. Team members work alongside agency partners to apply evidence from the social and behavioral sciences. Then, OES designs and conducts evaluations of existing programs and evidence-based program changes.

OES also works with agencies to interpret and apply what we've learned together. We share leading practices, resources, and build the skills of civil servants to continue this work.



Enrolled more than 20,000 active duty servicemembers into **retirement savings plans**



Achieved \$8M+ in **cost savings and revenue** in less than 15 months



Informed more than half a million Americans about the benefits of **getting vaccinated**



Showed text message reminders could **increase college enrollment** by 6%



# How can OES support your evaluation needs?

<b>Design and evaluate program changes</b>  We work with agency partners to apply evidence from the social and behavioral sciences to change how the program works or how it's implemented, and evaluate its impact. <a href="#">See example here.</a>	<b>Evaluate existing programs</b>  We work with agency partners to design and conduct an evaluation to measure the impact of a program. <a href="#">See example here.</a>	<b>Provide technical assistance on evaluation design</b>  We work with agency partners to design an evaluation to measure the impact of an existing program or an evidence-based program change. <a href="#">See example here.</a>
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## Our Work with Agency Partners

OES has worked with over 20 agencies on 100 collaborations. Products completed during OES projects include:

1. **Evaluations Options Memo and Interventions Options Memo:** Lays out proposed options, to be vetted for feasibility and potential impact on a key priority in a Federal program or policy.
2. [Project Design Document](#): Details both the evidence-based program change to be evaluated and the evaluation design and methods.
3. [Behavioral Map](#): Visually demonstrates the process by which a program is implemented (in whole or in part) and identifies behavioral barriers that can be addressed.
4. [Intervention Pack](#): Includes proposed or actual interventions, annotated to highlight behavioral insights, to allow our collaborators and audiences to interact with the project materials.
5. [Analysis Plan](#): Details the statistical analysis that will be conducted, and is finalized and date-stamped before the analysis begins to ensure that statistical results are reliable.
6. [Record of Analysis & Findings](#): Details the completed analysis, results, and findings, and summarizes a replication of the analysis to ensure that results are reliable.
7. [Results Abstract](#): Brief summary of overall the evaluation, including purpose, methods, outcomes, data sources, results, and implications.
8. [Academic Publication](#): Manuscript for submission to a peer-reviewed journal.

## Cost of Working with OES

The cost of working with OES covers the salary and benefits of the individuals for the portion of time that they work on your evaluation. Detailed costs are outlined in an Interagency Agreement, but on average the per project cost is roughly \$120,000 - \$150,000 per evaluation for a full year.



# How does OES apply behavioral insights in evaluations?

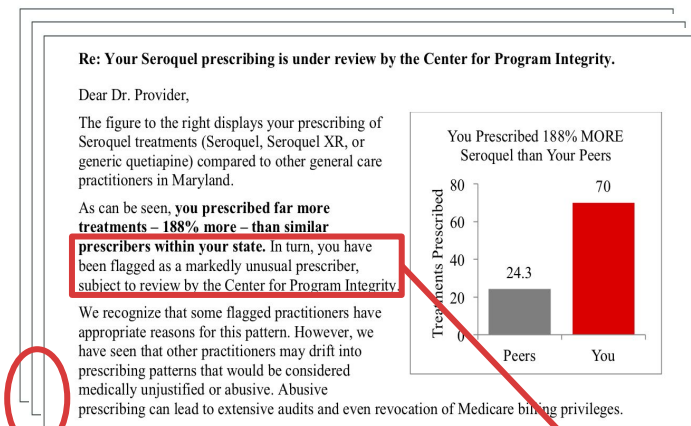
## Evaluation example: Sending peer comparison letters to high volume prescribers

### What was the challenge?

Antipsychotics such as quetiapine are often prescribed for reasons not supported by clinical evidence, increasing healthcare costs and potentially exposing patients to harms. The Center for Program Integrity (CPI) at the Centers for Medicare and Medicaid Services (CMS) partnered with the Office of Evaluation Sciences (OES) to improve the value and safety of quetiapine prescribing in Medicare Part D.

### What was the program change?

CPI and OES sent a series of peer comparison letters to high volume prescribers indicating that their quetiapine prescribing was extremely high relative to their within-state peers and that it was under review.



Intervention: Sent three times

Intervention: Stronger language

### How did the evaluation work?

CPI and OES randomly assigned high volume prescribers (N = 5,055) to get a treatment or control letter. CPI and OES compared the days of quetiapine supplied by the prescribers and the days of quetiapine received by the prescribers' baseline patients (N = 89,500) over 9 months.

### What was the impact?

Sending peer comparison letters to high volume prescribers of quetiapine reduced prescribing, and did so without any detectable adverse impacts.

Adam Sacarny, Michael L. Barnett, and Jackson Le. [Effect of peer comparison letters for high-volume primary care prescribers of quetiapine in older and disabled adults: a randomized clinical trial.](#) JAMA Psychiatry 75 no. 10 (October 2018): 1003-1011.



## Interested in joining our team?

OES is accepting applications for fellowships. Applications are due January 3, 2022.

Based at the General Services Administration (GSA), OES is a team of interdisciplinary experts that works across government to help agencies build and use evidence.

### Responsibilities of OES Fellows include:

- Drive implementation on 3-5 projects, including collaborating with agency partners to ensure: intervention ideas and the design meet agency goals; field experiments are implemented as planned; and results implications are clearly understood
- Work directly with agency collaborators to design and rigorously test interventions
- Perform data analysis and interpretation
- Distill findings into reports, policy memos, and academic publications
- Represent the team by presenting at government and external conferences and meetings

Apply on [oes.gsa.gov/opps](https://oes.gsa.gov/opps)!

Are you interested in applying insights from the social and behavioral sciences to solve pressing challenges?

Join our team! Learn more at [oes.gsa.gov/opps](https://oes.gsa.gov/opps)

# RECENTLY COMPLETED PROJECTS

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[Increasing Utilization of Family Planning Services in Mozambique Through an SMS Intervention](#)

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[A Behavioral Insights Guide for Improving Payment Integrity](#)

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[Increasing Requests for Wildfire Risk Assessments](#)

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[Project SOAR \(Students + Opportunities + Achievements = Results\)](#)

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[Reducing Concurrent Opioid-Benzodiazepine Prescriptions Through Provider Messages](#)

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[Community Toolkit for Addressing Health Misinformation](#)

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[Increasing Access to Small Business Grant and Loan Programs for Historically Underserved Groups](#)

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[How Documentation Burdens Affect the Equitable Distribution of Small Business Relief Funding](#)

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[Who Receives Access to Small Business Relief? A Simulation-based Approach](#)

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[Evaluation of San Diego Small Business Relief Fund](#)

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[Dallas Small Business Continuity Fund Impact Evaluation](#)

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[Synthesis: Challenges and Opportunities for Pursuing Equitable Distribution of Small Business Relief](#)

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# RECENTLY COMPLETED PROJECTS

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[Understanding and Improving How Policymakers Respond to Program Impact](#)

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[Increasing Vaccine Uptake Through Performance Feedback](#)

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[Using Large-Scale Data to Monitor Conditions in New York City Public Housing](#)

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[Reducing the Cost of Government Travel by Encouraging Earlier Travel Booking](#)

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[Increasing Voluntary Contributions at Congregate Meals Program Sites](#)

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[Improving Claiming Choices for Recipients of Social Security Spousal Benefits](#)

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[Increasing Flu Vaccine Uptake Among Veterans at the Dorn VA Medical Center via a Reminder Postcard](#)

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[Increasing Enrollment in Low-Income Medicare Programs](#)

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[Encouraging Active Plan Choice Among LIS Beneficiaries](#)

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