

Case Management

Establish Case

CM – Case Management					
Establish Case					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information within a state Health Information Exchange (HIE).	SMA automates process to the full extent possible within the region and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information via a regional Health Information Exchange (HIE).	SMA automates process to the full extent possible nationally and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information nationally via the Nationwide Health Information Network (NwHIN).
Does the State Medicaid Agency	SMA focuses on meeting compliance	SMA applies a mix of HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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use standards in the process?	thresholds for state and federal regulations using state-specific standards.	specific standards.	standards, and other nationally recognized standards for state Health Information Exchange (HIE).	standards, and other nationally recognized standards for clinical and interstate information exchange of information to a regional Health Information Exchange (HIE).	standards, and other nationally recognized standards for national exchange of information via the NwHIN.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks. The process consists primarily of manual processes (e.g. telephone contacts, facsimile, letters) to gather and share information between social service agencies, physician offices and other provider types to	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. Permits authorized users to access other information bases and retrieve pertinent information about the member (i.e. eligibility, claims history) improving over Level 1.	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability improvements that maximize automation of routine operations shared across the NwHIN.

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	establish cases.				
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2. Process completes, on the average, within seven (7) business days.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional Health Information Exchange (HIE) interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies via NwHIN. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or	HIPAA standard transactions improve accuracy of information but the decision-making process may be	Automation of information collection increases the reliability of a state Health Information Exchange (HIE)’s	Automation of information collection increases the reliability of the regional SMA internal and external sources	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national

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	incorrect information. Stakeholders are unable to rely on information for decision-making.	erroneous or misleading. Accuracy is higher than at Level 1.	internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 99% or higher.	of information. SMA adopts MITA Framework for information exchange by regional Health Information Exchanges (HIE). Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1 information	SMA obtains information easily and exchanges with intrastate agencies and entities from a Health Information Exchange (HIE) based on MITA Framework. Accessibility information takes no more than three (3)	SMA obtains information easily and exchanges with regional agencies from an interstate regional Health Information Exchange (HIE) and entities. Accessibility takes no more than three (3) seconds.	SMA obtains information easily and exchanges with national agencies. Accessibility takes no more than three (3) seconds.

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			seconds.		
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for state Health Information Exchange (HIE) further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate and regional Health Information Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information via the NwHIN improving cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN improving efficiency to 98% or higher.

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	and SMA performance standards. Efficiency is low.		efficiency to 95% or higher.	improving efficiency to 98% or higher.	
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving accuracy to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies Health Information	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN improving stakeholder

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	process.	than Level 1.	Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	(HIE) and entities improving stakeholder satisfaction to 95% or higher.	satisfaction to 98% or higher.

Manage Case Information

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Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual, paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes	SMA automates process to the full extent possible within the intrastate Health	SMA automates process to the full extent possible across the interstate	SMA automates process to the full extent possible nationally via the

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	SMA subjectively determines decisions based on interventions.	to accomplish tasks.	Information Exchange (HIE). SMA produces audit trail of case determination 100% of the time.	by a regional Health Information Exchange (HIE).	Nationwide Health Information Network (NwHIN).
Does State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards to monitor compliance thresholds established by state and federal regulations, professional standards, or administrative business rules.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for a state Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of information via a regional Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information via the NwHIN.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the	Very little collaboration occurs with other agencies to standardize information exchange or business tasks. The process consists	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. An	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability

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process?	primarily of manual processes (e.g., telephone contacts, facsimile, letters) to gather and share information between social services agencies, physician offices, and other provider types to coordinate care.	automatic process documents care plan and tracks cases. SMA permits authorized users to access other information bases and retrieve pertinent information about the patient (i.e., eligibility, claims history).	standards, and to develop and share reusable business services.	share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	improvements that maximize automation of routine operations shared across the NwHIN.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. The process uses automatic reports for tracking compliance with state and federal guidelines for case management and for the delivery of care, improving timeliness	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. All information to manage the case is immediately available from a state Health Information Exchange (HIE).	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional Health Information Exchange (HIE) interoperability, which further improves	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies via the NwHIN. Most processes execute at the point of service. Results are almost immediate.

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		over Level 1.	Timeliness exceeds Level 2.	timeliness over Level 3.	
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of a state's Health Information Exchange (HIE) internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 99% or higher.	Automation of information collection increases the reliability of regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange via the NwHIN. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

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How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities from a state Health Information Exchange (HIE) based on MITA Framework and industry standards. Accessibility completes in less than three (3) seconds.	SMA obtains information easily and exchanges with regional agencies and entities from a regional Health Information Exchange (HIE). Accessibility completes in less than three (3) seconds.	SMA obtains information easily and exchanges with national agencies via the NwHIN. Accessibility completes in less than three (3) seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process meets state budget guidelines or	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within a state Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards with a regional Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange

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	established dollar thresholds for case savings.		Exchange (HIE). The process demonstrates the Return on Investment projected by SMA further improving cost effectiveness ratio over Level 2.	Exchange (HIE) improving cost effectiveness ratio over Level 3.	via the NwHIN improving cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are	Manual processes	Automation and	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

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the results of the process?	result in greater opportunity for human error. The process meets state and federal expectations for member education, coordination of care between providers, and maintaining the plan of care. SMA decision-making is manual for the process is using established parameters and guidelines and may result in some subjective and inconsistent decisions. Accuracy is low.	standardized business rules definitions reduce error and improve accuracy above Level 1.	Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving accuracy to 95% or higher.	Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	Framework, industry standards and information exchange via the NwHIN improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy	Stakeholders lack confidence in	Automation and standardization	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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stakeholders?	information negatively affecting stakeholder satisfaction with the process. SMA has few dedicated resources for improve and few measurements in place (e.g. reliance on complaints, legal mandates for action regarding improving stakeholder satisfaction.)	provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

Manage Population Health Outreach

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish process tasks. SMA complies information with a mix of manually and automatic reports.	SMA automates process to the full extent possible within the intrastate. SMA automates the identification of the target population to enhance case management services. SMA automates the matching of individuals with programs and materials to meet their needs.	SMA fully automates the process regionally to the extent possible across the interstate.	SMA fully automates the process nationally to the extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national

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	state-specific standards.		intrastate exchange of outreach information.	and regional exchange of outreach information.	exchange of outreach information.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. SMA accesses a variety of information systems for research and reporting to identify members receiving medical care from multiple agencies simultaneously.	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability improvements that maximize automation of routine operations shared across the Nationwide Health Information Network (NwHIN).
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the	Process timeliness improves through use of automation. Timeliness exceeds	Timeliness improves via state and federal collaboration, use of information sharing, standards, and	Information is available in near real time. Processes that use clinical information result in	Information is available in real time. Processes improve further through connectivity with

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Manage Population Health Outreach					
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	process achieves results within the time specified by law or regulation).	legal requirements.	regional information exchange hubs. Timeliness exceeds Level 2.	immediate action, response, and results. SMA has regional interoperability, which further improves timeliness over Level 3.	other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 90% or higher.	Automation of information collection increases the reliability of the regional SMA's internal and external sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy is 90% or higher.

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				definitions. Accuracy is 90% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is, on average, no more than three (3) seconds.	SMA easily obtains and uses information from regional agencies and entities. Accessibility is, on average, no more than three (3) seconds.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is, on average, no more than three (3) seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process operates within state budget constraints. The benefits vary depending upon the types of studies	Automation improves process and allows focus on exception resolution. The use of automation increases efficiency that allows additional benefits by focusing on increases reporting, more effective outreach,	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA is able to measure the usefulness of the types of studies undertaken, the population studied,	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional information exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio

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	undertaken, the population studied, and the outcome of the research and/or findings.	more directed outcomes, and automatic analysis. SMA increases the cost effectiveness ratio over Level 1.	and the outcome of the research and/or findings versus the cost of performing the process. SMA increases the cost effectiveness over Level 2.		over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 99% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving accuracy to 99% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 99% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Manage Registry

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Manage Registry					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual, paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate.	SMA automates the process regionally to the extent possible across the interstate.	SMA fully automates the process nationally to the extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of registry information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of regional registry information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of registry information.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate registry agencies and entities to adopt national standards, and to develop and share reusable	SMA collaborates with other regional registry agencies and entities to adopt national standards, and to develop and share reusable	SMA collaborates with national agencies and entities for national (and international) interoperability improvements that

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			business services.	processes including clinical information.	maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or	HIPAA standard transactions improve accuracy of information, but the decision-making process may be	Automation of information collection increases the reliability of the state SMA's internal information. External	Automation of information collection increases the reliability of the regional SMA's internal and external	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national

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	incorrect information. Stakeholders are unable to rely on information for decision-making.	erroneous or misleading. Accuracy is higher than at Level 1.	sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA easily obtains and uses information from intrastate registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA easily obtains and uses information from regional registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 3.	SMA easily obtains and uses information from national registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 4 information

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Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional registry exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) registry exchange improving cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency	Automation and state standards increase productivity. SMA focuses more on analyzing information and issuing alerts for detected issues. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate registry agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry agencies and entities improving efficiency to 98% or higher.

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	is low.				
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate registry agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate registry agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry agencies and entities improving stakeholder satisfaction to 98% or higher.

CM – Case Management					
Manage Registry					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			questionnaire for information collection.		

Perform Screening and Assessment

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate and includes more screenings and assessments for treatment and disease management.	SMA automates process to the full extent possible across the interstate region across via the regional Health Information Exchange (HIE).	SMA automates process to the full extent possible via the Nationwide Health Information Network (NwHIN).

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			The information is available via the state Health Information Exchange (HIE).		
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA information standards and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for a state Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of clinical information via the regional Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of clinical information via the NwHIN.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the	Very little collaboration occurs with other agencies to standardize information exchange or	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI)	SMA collaborates with other intrastate state Health Information Exchange (HIE) and entities to adopt national standards,	SMA collaborates with other interstate regional Health Information Exchange (HIE) and entities to adopt national standards,	SMA collaborates with the NwHIN agencies and entities for national (and international) interoperability improvements that

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	business tasks.	transactions.	and to develop and share reusable business services.	and to develop and share reusable processes including clinical information.	maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. Regional SMA has regional Health Information Exchange (HIE) interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity via the NwHIN. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in	Use of direct data entry for information	HIPAA standard transactions	Automation of information	Automation of information	SMA adopts MITA Framework for

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process?	collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	collection increases the reliability of state Health Information Exchange (HIE)'s internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	collection increases the reliability of regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate regional Health Information Exchange (HIE). Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange via the NwHIN. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems	SMA stores information in disparate systems,	SMA easily obtains and uses information from	SMA easily obtains and uses information from	SMA easily obtains and uses information via the NwHIN.

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	including paper storage and obtains information manually.	but automation and HIPAA standards increase accessibility over Level 1.	intrastate state Health Information Exchange (HIE) and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	interstate regional Health Information Exchange (HIE) and regional entities. Accessibility is greater than Level 3.	Accessibility is greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards by state Health Information Exchange (HIE) further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards by the region for regional Health Information Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange via the NwHIN improving cost effectiveness ratio over level 4.

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with the regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving accuracy to 98% or higher.

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			accuracy to 90% or higher.	accuracy to 98% or higher.	
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

Manage Treatment Plans and Outcomes

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the state Health Information Exchange (HIE).	SMA automates process to the full extent possible across the interstate region via the regional Health Information Exchange (HIE).	SMA fully automates the process nationally to the extent possible via the Nationwide Health Information Network (NwHIN).
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	A mix of HIPAA information standards and state-specific standards are applied.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate state Health Information Exchange (HIE) exchange of clinical information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and regional Health Information Exchange (HIE) exchange of clinical information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of clinical information via the NwHIN.
How does the State	Very little	SMA collaborates	SMA collaborates	SMA collaborates	SMA collaborates with

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency collaborate with other agencies or entities in performing the process?	collaboration occurs with other agencies to standardize information exchange or business tasks.	with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	with other intrastate state Health Information Exchange (HIE) and entities to adopt national standards, and to develop and share reusable business services.	with other interstate regional Health Information Exchange (HIE) and entities to adopt national standards, and to develop and share reusable processes including clinical information.	the NwHIN agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional Health Information Exchange (HIE) interoperability, which further improves timeliness	Information is available in real time. Processes improve further through connectivity via the NwHIN. Most processes execute at the point of service. Results are almost immediate.

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	over Level 3.				
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of state Health Information Exchange (HIE)'s internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by regional Health Information Exchange (HIE). Decision-making is automatic using regional standardized business rules definitions.	SMA adopts MITA Framework for national information exchange via the NwHIN. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				Accuracy rating is at 99% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA easily obtains and uses information from intrastate state Health Information Exchange (HIE) and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA easily obtains and uses information from interstate regional Health Information Exchange (HIE) and entities. Accessibility is greater than Level 3.	SMA easily obtains and uses information via the NwHIN. Accessibility is greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards by state Health Information Exchange (HIE) further improving	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange via the NwHIN

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			cost effectiveness ratio over Level 2.	Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	improving cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the	Manual processes result in greater	Automation and standardized	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	opportunity for human error. Accuracy is low.	business rules definitions reduce error and improve accuracy above Level 1.	standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving accuracy to 90% or higher.	standards and information exchange with regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	standards and information exchange via the NwHIN improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			collection.		

Authorization Determination

Authorize Referral

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks. Primary care provider approves of services by other providers in keeping with state business	SMA uses a mix of manual and automatic processes to accomplish tasks. Primary care provider uses an on-line form to authorize the	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	rules.	referral.			
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards. SMA adopts the Accredited Standards Committee (ASC) X12 278 Health Care Services Review Information transaction.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.
How easy is it to change the business rules of Authorize Referral?	Manual rule changes require many business days for approval and implementation.	Although there may be some automation of standardized business rules definitions, changes and maintenance are labor intensive.	Adoption of the separation of standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
How does the State Medicaid Agency collaborate with	Very little collaboration occurs with other agencies	SMA collaborates with other agencies and entities to adopt	SMA collaborates with other intrastate agencies and entities	SMA collaborates with other regional agencies and entities	SMA collaborates with agencies and entities for national

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
other agencies or entities in performing the process?	to standardize information exchange or business tasks.	HIPAA standards and Electronic Data Interchange (EDI) transactions.	to adopt national standards, and to develop and share reusable business services.	to adopt national standards, and to develop and share reusable processes including clinical information.	(and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). The Authorize Referral may take many business days to complete.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. The process requires five (5) minutes or less for routine requests. More complex requests may require 30 minutes to review documentation.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional interoperability. The process requires five (5) minutes or less for routine requests. More complex requests may require	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				30 minutes to review documentation.	
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. Information	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of regional sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in	SMA stores information in disparate systems	SMA stores information in disparate systems,	SMA obtains information easily and exchanges with	SMA obtains information easily and exchanges with	SMA obtains information easily and exchanges with

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process?	including paper storage and obtains information manually.	but automation and HIPAA standards increase accessibility to less than one (1) hour.	intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is 30 seconds or less.	interstate agencies and entities. Accessibility is 30 seconds or less.	national agencies and entities. Accessibility is 30 seconds or less.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional information exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the	Process is labor	Automation and state	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	standards increase productivity. Efficiency is higher than Level 1.	Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	Framework, industry standards and information exchange with regional agencies and entities improving efficiency to 98% or higher.	Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy	Stakeholders lack confidence in	Automation and standardization	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
stakeholders?	information negatively affecting stakeholder satisfaction with the process.	provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	standards and information exchange with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Authorize Service

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process	The process consists	SMA uses a mix of	SMA automates	SMA automates	SMA automates

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
primarily manual or automatic?	primarily of manual activity to accomplish tasks. SMA receives authorize service request primarily via paper, telephone, or facsimile. SMA responses to authorize service request via paper, telephone, or facsimile.	manual and automatic processes to accomplish tasks. Authorize Service request is a mix of paper, telephone, facsimile and electronic media. SMA responses to authorize service request via paper, telephone, facsimile, or electronic media.	process to the full extent possible within the intrastate.	process to the full extent possible within the region.	process to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards. SMA develops its own unique paper forms to support this process; there may be different forms per provider type.	SMA applies a mix of HIPAA and state-specific standards. SMA adopts the Accredited Standards Committee (ASC) X12 277 Health Care Information Status Notification and 278 Health Care Services Review Information transactions. Web portals may support	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		error free submissions with information validations, member-side edits, and pre-populated fields, thereby facilitating the process.			
How easy is it to change the business rules of Authorize Service?	Manual rule changes require many business days for approval and implementation.	Although there may be some automation of standardized business rules definitions, changes and maintenance are labor intensive.	Adoption of the separation of standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI)	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business	SMA collaborates with other regional agencies and entities to adopt national standards, and to develop and share reusable processes	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?		transactions.	services.	including clinical information.	of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Process completes in less than 60 seconds.	Information is available in near real time. Processes that use clinical authorize determination information result in immediate action, response, and results. SMA has regional interoperability. Process completes in less than 30 seconds.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and	HIPAA standard transactions improve accuracy of information but the	Automation of information collection increases the reliability of SMA's	Automation of information collection increases the reliability of regional	SMA adopts MITA Framework for national information exchange. Decision-

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. Information	decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 95% or higher.	sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily from regional agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost to	High relative cost due	Automation improves	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
support the process to the benefits of the result?	to low number of automatic, standardized tasks.	process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	Framework, industry standards, and other nationally recognized standards for regional information exchange improving cost effectiveness ratio over Level 3.	Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Authorize Treatment Plan

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards. SMA has developed its own unique paper forms to support this process; there may be different forms for each type of treatment plan.	SMA applies a mix of HIPAA and state-specific standards. SMA has adopted the Accredited Standards Committee (ASC) X12 277 Health Care Information Status Notification and 278 Health Care Services Review Information transactions.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.
How easy is it to change the	Manual rule changes require many	Although there may be some automation	Adoption of the separation of	Adoption of the separation of	Adoption of the separation of

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
business rules of Authorize Treatment Plan?	business days for approval and implementation.	of standardized business rules definitions, changes and maintenance are labor intensive, especially in legacy applications.	standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other regional agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation).		exchange hubs. Process completes in less than two (2) business days.	response, and results. SMA has regional interoperability. Process completes in less than one (1) business day.	federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized	Automation of information collection increases the reliability of regional sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			business rules definitions. Accuracy is 95% or higher.	regional standardized business rules definitions. Accuracy is 98% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is less than one (1) business day.	SMA obtains information easily from regional agencies and entities. Accessibility is less than one (1) business day.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is less than one (1) business day.
Business Capability Quality: Cost-Effectiveness					
What is the cost to support the process to the benefits of the result?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional information exchange improving cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				over Level 3.	effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	1.		to 90% or higher.	to 98% or higher.	to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.