

| FM – Accounts Payable Management | | | | | |
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| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| Business Capability Descriptions | | | | | |
| What format does SMA use for payments? | SMA or Department of Finance uses an automatic check write process to produce a paper check. SMA mails to the provider. State does not use Electronic Funds Transfers (EFT). | SMA complies with state or industry standards for EFT and conforms to HIPAA requirements. SMA sends some paper checks to submitters. SMA encourages electronic billers to adopt EFT payment. | SMA uses MITA Framework, industry standards, for EFT transactions. All submitters receive EFT payment. | SMA fully automates the process with EFT payments to the extent possible across the interstate. | SMA fully automates the process with EFT payments to the extent possible across the nation. |
| 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 process to the full extent possible across the interstate. | 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 applies a mix of HIPAA and state-specific standards. | 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 interstate information exchange. | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information. |

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| 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 interstate 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 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).The process may require weeks to complete a cycle. | Process timeliness improves through use of automation. Timeliness exceeds legal requirements.The process requires no more than a week to complete a cycle. | 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 interstate 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. |

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| 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 and industry standards 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 SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher. | SMA adopts MITA Framework and industry standards for information exchange with national agencies. 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 including paper storage and obtains | SMA stores information in disparate systems, but automation and HIPAA standards | SMA obtains information easily and exchanges with intrastate agencies and entities based on | SMA obtains information easily and exchanges with interstate agencies and entities. | SMA obtains information easily and exchanges with national agencies and entities. |

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| | information manually. | increase accessibility over Level 1. | MITA Framework and industry standards. Accessibility is greater than Level 2. | 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 further improving cost effectiveness ratio over Level 2. | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases 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? | Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets | 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 | SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities |

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| | minimum state process guidelines and SMA performance standards. Efficiency is low. | | improving efficiency to 95% or higher. | improving efficiency to 98% 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 agencies and entities improving accuracy to 98% or higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 | SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder |

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| | | | higher. SMA uses survey or questionnaire for information collection. | satisfaction to 95% or higher. | satisfaction to 98% or higher. |