

## Introduction

Part I, Appendix C contains the MITA Framework artifacts of the Business Process Model (BPM). The MITA team identifies business processes for common State Medicaid Agency (SMA) operations corresponding to the ten (10) MITA Business Areas. Collaboration between the States and Centers for Medicare & Medicaid Services (CMS) is necessary to refine and improve all processes. Ongoing work in the MITA Business Architecture (BA) include mapping business processes to the Conceptual Data Model (CDM), reviewing and refining the details contained in the templates, and adding new processes identified by States.

Business processes are often a consolidation of several similar processes. For example, Determine Provider Eligibility is a single process accommodating any kind of provider. The process steps are similar for all provider types even though the specific information requirements and business rules are different from type to type. This consolidation allows the MITA team to keep the BPM at a manageable size and accommodate commonalities among States.

The BPM does not include the processes that manage **incoming** and outgoing transactions from any media, apply privacy and security rules, log and perform initial edits, and translate or prepare the information for subsequent processing. They belong to a special category of business and technical services defined in Part III, Technical Architecture.

Part I, Appendix D contains the companion Business Capability Matrix. Each business process has a set of corresponding business capabilities. The MITA team uses the business processes in conjunction with the business capabilities to define the boundaries of the activity in the Business Process Template (BPT).

## How to Read the Business Process Template

**Table C-1** below shows the format of the BPT utilized by the MITA team. The title and tier number of the business process link to the business areas shown in the next section.

In the BPM, the business processes represent the typical operations of a SMA. These processes evolve over time. As the SMA matures, some processes transform and others are replaceable. Stakeholders develop new business processes for effectiveness and efficiency.

**Table C-1** illustrates the MITA BPT.

**Table C-1. MITA Business Process Template**

<b>Tier 1: Business Area Abbreviation - Tier 2: Business Category Title</b>	
<b>Tier 3: Business Process Title</b>	
<b>Item</b>	<b>Details</b>
<b>Description</b>	A brief statement that describes active roles and the activity the role conducts

<b>Tier 1: Business Area Abbreviation - Tier 2: Business Category Title</b> <b>Tier 3: Business Process Title</b>	
<b>Item</b>	<b>Details</b>
	during the business process.
<b>Trigger Event</b>	<ul style="list-style-type: none"> <li>One or more events that directly start a business process (e.g., receive a request, phone call, or a scheduled date).</li> <li>The Trigger is defined information.</li> </ul>
<b>Result</b>	<ul style="list-style-type: none"> <li>One or more outcomes from the execution of the Business Rules (results define <i>data in motion</i> and are the immediate output from the business process, not the ultimate, downstream result).</li> <li>The Result is defined information.</li> </ul>
<b>Business Process Steps</b>	A sequence of steps that execute the successful completion of the business process (steps start with a verb).
<b>Shared Data</b>	<p>Shared data is <i>data at rest</i> (i.e., data stores accessed to complete a step in the business process).</p> <p>Shared data is a defined data store with specific information.</p>
<b>Predecessor</b>	The preceding business process to the activity conducted in this process. The result of the previous business process is a trigger to this business process.
<b>Successor</b>	The succeeding business process to the activity conducted in this process. The result of this business process is a trigger for the next business process.
<b>Constraints</b>	Conditions that CMS expects States to meet for this generalized process to execute (e.g., enrolling institutional providers requires different information from enrolling pharmacies).
<b>Failures</b>	<ul style="list-style-type: none"> <li>An identification of the exit points throughout the business process where the Business Rule specifies that the process terminates because of failure of one or more steps.</li> </ul>
<b>Performance Measures</b>	<p>A Key Performance Indicator (KPI) may include the following:</p> <ul style="list-style-type: none"> <li><b>Quantitative indicators</b> are usually numerical.</li> <li><b>Practical indicators</b> are those that interface with existing processes.</li> <li><b>Directional indicators</b> specify whether an agency is getting better or not.</li> <li><b>Actionable indicators</b> are sufficiently in an agency's control to effect change</li> <li><b>Financial indicators</b> are those the SMA and CMS use in performance measurement and when looking at an operating index</li> </ul> <p>Measures that describe what the SMA can measure, but that are not specific</p>

<b>Tier 1: Business Area Abbreviation - Tier 2: Business Category Title</b>	
<b>Tier 3: Business Process Title</b>	
<b>Item</b>	<b>Details</b>
	<p>measures themselves, such as the following examples:</p> <ul style="list-style-type: none"> <li>• Time to complete process (e.g. real-time response = within ____ seconds; batch response = within ____ days)</li> <li>• Accuracy of decisions = ____ %</li> <li>• Consistency of decisions and disposition = ____ %</li> <li>• Error rate = ____ % or less</li> </ul> <p>The MITA business template specifies the type of measure but not the actual benchmark. See Part I, Appendix D, Business Capability Matrix Details for specific benchmarks for business capabilities.</p>

The MITA team uses the following definitions when defining the BPT:

- ❖ Trigger designations:
  - **Environment-based** – An interaction caused by a staff interacting with a system or some other environmental occurrence (e.g., staff deciding to query a system; daily notification sent out at 2 A.M.). Environment based trigger events include a textual description of the real world event, as there is no more formal way of defining them.
  - **Interaction-based** – An interaction caused by the receipt of another interaction (e.g., query response). Interaction-based trigger events reference the interaction that triggers them.
  - **State transition-based** – An interaction caused by a change in status (e.g., putting a repeating order on hold to suspend action on that order). State transition-based trigger events reference the association with static model, class, and state transition.
- ❖ Transaction designations:
  - **Receive Inbound Transaction** – Receive message, validate, and authenticate inbound Electronic Data Interchange (EDI) transactions from internal or external system. Inbound messages contain encryption methods.
  - **Send Outbound Transaction** – Create message and send outbound EDI transactions to internal or external systems. Outbound messages contain encryption methods.
- ❖ Communication designations:
  - **EDI** – The automated exchange of data and documents in a standardized format.
  - **Email** – Electronic mail communicated electronically between systems.
  - **Facsimile** – A fax (short for facsimile) is a document sent over a telephone line.

- **Mail** - Letters and packages conveyed by the postal system.
  - **Mobile device** – A portable electronic device used for processing, receiving, and sending data without the need to maintain a wired connection with the internet.
  - **Publication** – A copy of a printed work offered for distribution.
  - **Telephone** – An electronic device used for two-way talking with other people. This also includes interactive voice response technology.
  - **Web** – An Internet site that offer text, graphics, sound, and animation resources through the hypertext transfer protocol.
- ❖ Message designations:
- **Notification** – A communication (e.g., EDI, email, fax, mobile device, publication, telephone, and web), which gives notice of event to a role (i.e., actor or system).
  - **Alert** – A signal created to indicate a condition exists within a system. Can be a variety of solutions such as flag marked, state change, report executed, or message sent.
- ❖ Business Process Step designations:
- **START** – The triggers for the business process to begin.
  - **END** – The results the business process achieves.

The MITA Framework BA includes ten (10) business areas with eighty (80) business processes.

**Table C-2** provides the complete MITA Framework BA with business areas, business categories, and business processes. Each process has an assigned sequential identification (e.g., BR01, BR02, BR03, etc.) to catalog each process. As the MITA Framework matures, there is movement of business activity to accommodate a consistently structured and streamlined enterprise framework. The MITA team incorporates additional business activity into the framework to provide full coverage of Medicaid business operations as expected by CMS, while other business activity is no longer necessary or has migrated to existing processes. The MITA team has retired some process identifications (i.e., OM01 through OM05), and added new process identifications (i.e., FM1 through FM19) to the process catalog.