

Accounts Receivable Management

Manage Provider Recouptment

| FM – Accounts Receivable Management | | | | | |
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| Manage Provider Recouptment | | | | | |
| 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 across the interstate. | SMA automates process to the full extent possible across the nation. |
| What is the mode of communication? | SMA sends communications to providers and other payers via telephone, facsimile, and mail. | Communication to providers and other payers is via telephone, facsimile, and mail; plus, the use of e-mail is increasing and some agencies are sending Accredited Standards Committee (ASC) X12 837 Health Care Claim transactions directly to other payers rather than from payer to provider to request | SMA uses primarily electronic communications, using paper only as needed to reach individual providers. | SMA adopts MITA Framework, industry standards, and national standards across the interstate. | SMA adopts MITA Framework, industry standards, and national standards across the nation. |

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| Manage Provider Recoupment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | payment. | | | | |
| How does the State Medicaid Agency requests recoupment of monies in third party liability situations requested? | SMA accomplishes the recouping of monies in third party liability situations from payer-to-provider rather than payer-to-payer. | SMA still conducts recouping of monies from payer-to-provider but some payer-to-payer interchanges are taking place. | Payer-to-payer recoupment processing is the norm with payer-to-provider interchanges the exception. | SMA conducts payer-to-payer recoupment processing. | SMA conducts payer-to-payer recoupment processing. |
| How integrated is the process? | There is little coordination between the portions of SMA responsible for recoupments: third party liability, program integrity, and accounting. | There is regular communication and coordination between program integrity, third party liability, recoupments, accounting, and the Medicaid Fraud Control Unit (MFCU). | SMA integrates overlapping activities between program integrity, recoupments, third party liability, accounting, and the MFCU, and communication is immediate. | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process 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. | A mix of HIPAA including ASC X12 837 Health Care Claim transactions and state-specific standards are | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for | SMA adopts MITA Framework, industry standards, and other nationally recognized | SMA adopts MITA Framework, industry standards, and other nationally |

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| Manage Provider Recoupment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | specific standards. | applied. | intrastate exchange of information. | standards for clinical and interstate information exchange. | recognized standards for national exchange of 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 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). | 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 | Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate | Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most |

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| Manage Provider Recoupment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | Level 2. | interoperability, which further improves timeliness over Level 3. | 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 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. |

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| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | 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 and exchanges with interstate 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 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 |

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| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
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| 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 interstate 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 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 interstate agencies and entities improving accuracy | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 99% |

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| Manage Provider Recoupment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | 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 interstate 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 TPL Recovery

| FM – Accounts Receivable Management | | | | | |
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| Capability Question | Manage TPL Recovery | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Business Capability Descriptions | | | | | |
| Is the process manual or automatic? | The process consists primarily of manual activity to accomplish tasks. The process is primarily manual utilizing a mix of paper, telephone, facsimile, and some proprietary Electronic Data Interchange (EDI). | SMA uses a mix of manual and automatic processes to accomplish tasks. | SMA automates process to the full extent possible within the intrastate. The process uses MITA Framework, industry standards, for payer-to-payer Coordination of Benefits (COB) process reducing the burden to providers and optimizing timeliness. | SMA automates process to the full extent possible across the interstate. | SMA automates process to the full extent possible across the nation. |
| How does the State Medicaid Agency validate Third Party Liability (TPL) information? | SMA manually validates Information regarding third-party resources. | SMA uses electronic information from other payers for information matching and validating of member TPL information. | MITA interface standards support completely automatic validation of TPL information. | SMA automates process to the full extent possible across the interstate to validate TPL information. | SMA automates process to the full extent possible across the nation to validate TPL information. |

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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| How integrated is the process? | There is little coordination between the portions of SMA responsible for recoupments: third party liability, program integrity, and accounting. | SMA centralizes common processes to achieve economies of scale and increase coordination. | SMA fully integrates the process within SMA with MITA Framework, industry standards, used for electronic interchanges between agencies and other entities that are sources of TPL information (e.g., COB information is available via the Health Information Exchange (HIE). | SMA fully integrates the process interstate to the extent possible with information exchange via the regional Health Information Exchange (HIE). | SMA fully integrates the process nationally to the extent possible with information exchange 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. | 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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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| How does the State Medicaid Agency conduct coordination of benefits (COB)? | SMA primarily conducts TPL recovery via payer-to-provider COB. | Some TPL recovery is payer-to-provider and the remaining is payer-to-payer COB. | SMA conducts TPL recovery via payer-to-payer COB. SMA has communications available electronically to members and providers. | SMA conducts TPL recovery via payer-to-payer COB. | SMA conducts TPL recovery via payer-to-payer COB. |
| 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 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 timeliness improves through use of automation. Timeliness exceeds legal requirements. The process | 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 | Information is available in real time. Processes improve further through |

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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | process achieves results within the time specified by law or regulation). The process completes in multiple months. | completes in weeks. | regional information exchange hubs. The process completes in multiple business days. | result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3. The process completes within hours. | 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 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 and workflow 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 | 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 | 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 |

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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | business rules definitions. Accuracy is 99% or higher. | automatic using regional standardized business rules definitions. Accuracy rating is at 9% or higher. | 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 and exchanges with interstate 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 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 | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and |

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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | over Level 2. | information exchange. SMA increases cost effectiveness ratio over Level 3. | 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 interstate 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 | | | | | |

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| Manage TPL Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 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 higher. SMA uses survey or questionnaire for information collection. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 Estate Recovery

| FM – Accounts Receivable Management | | | | | |
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| Manage Estate Recovery | | | | | |
| 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 process to the full extent possible across the interstate. | SMA automates process to the full extent possible across the nation. |
| What is the media of communication with stakeholders involved in the recovery? | SMA communicates with stakeholders and members' personal representatives via telephone, in person, facsimile, e-mail and mail. | Communication to stakeholders and members personal representatives is a mix of telephone, facsimile, and mail, plus the use of e-mail and electronic interchange for exchange of larger or standardized sets of information. | SMA communicates with stakeholders via primarily electronic media; paper communications are the exception. | SMA adopts MITA Framework, industry standards, and national standards for communications across the interstate. | SMA adopts MITA Framework, industry standards, and national standards for communication across the nation. |
| How integrated is the process? | SMA has little coordination with other entities that are information sources. | Agencies are standardizing information to increase coordination | SMA adopts MITA Framework, industry standards, and other nationally recognized | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process to the extent possible across the nation. |

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| Manage Estate Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | Data is not standardized and is often paper based. | and consistency. SMA encourages other stakeholders, including families, attorneys, funeral homes, and others, to use standard information elements. This improves the ability to complete recovery and allows application-to-application updates (e.g., automatic updates of the Member data store and Payment data store). | standards for intrastate exchange of information. | | |
| 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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| Manage Estate Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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? Note: Due to the variables involved in estate recovery process (i.e., wills, lawsuits, claims and other procedural steps inherent in the probate process), it is difficult to estimate the end-to-end | 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 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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| Manage Estate Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| timeline. | | | | | |
| 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. Necessary records at the county and local level are difficult to find and are often not available. | 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 is 90% 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 is 90% 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 is 90% or higher. |
| How accessible is | SMA stores | SMA stores | SMA obtains | SMA obtains | SMA obtains |

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| Manage Estate Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| the information in the process? | information in disparate systems including paper storage and obtains information manually. | information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. | information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2. | information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3. | information easily and exchanges with national agencies and entities. 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. High cost of process needed to support and meet recoupment goals. | 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. |

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| Manage Estate Recovery | | | | | |
| 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 agencies and entities improving efficiency to 95% or higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 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 interstate 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. |

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| Manage Estate Recovery | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 interstate 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 Drug Rebate

| FM – Accounts Receivable Management | | | | | |
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| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |

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| Manage Drug Rebate | | | | | |
| 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 process to the full extent possible across the interstate. | SMA automates process to the full extent possible across the nation. |
| How integrated is the process? | Programs are not exchanging information so rebate process may be uncoordinated, e.g., mental health, waiver, and shared programs with health departments pay for drugs but may not participate in the Medicaid drug rebate program. | SMA centralizes program data to increase drug rebate coordination. | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information for all programs that pay for drugs. | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process 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 | SMA applies a mix of HIPAA and state-specific standards. | SMA adopts MITA Framework, industry standards, and other nationally | SMA adopts MITA Framework, industry standards, and other nationally | SMA adopts MITA Framework, industry standards, and other nationally |

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| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | regulations using state-specific standards. | | recognized standards for intrastate exchange of information. | recognized standards for clinical and interstate information exchange. | recognized standards for national exchange of 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 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 | 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. SMA posts invoices | Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has | Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most |

| FM – Accounts Receivable Management | | | | | |
|--|--|---|---|--|---|
| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | regulation). Reporting, analysis, and responses to pharmaceutical companies and CMS inquiries are largely a manual process. The manual generation of invoices relies on paper-based claim files for the necessary information. | | on Web portals for pharmaceutical company retrieval; SMA electronically transmits data files. Timeliness exceeds Level 2. | interstate interoperability, which further improves timeliness over Level 3. | 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 | 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 | 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 | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules |

| FM – Accounts Receivable Management | | | | | |
|--|---|--|---|--|--|
| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | decision-making. | | information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 98% or higher. | exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy is 98% or higher. | 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 greater than Level 2. | SMA obtains information easily and exchanges with interstate 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 | | | | | |

| FM – Accounts Receivable Management | | | | | |
|---|---|--|--|--|--|
| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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. Relatively high cost of process needed to support and meet rebate level goals. | 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 minimum state process guidelines and SMA performance | 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. Staff focuses on resolving disputes Improving efficiency to 95% or | SMA adopts MITA Framework, industry standards and information exchange with interstate 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. |

| FM – Accounts Receivable Management | | | | | |
|--|---|---|---|---|---|
| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | <p>standards. Non-standardized data and format makes any type of cross program management reporting and analysis for drug rebate purposes difficult and costly. Efficiency is low.</p> <p>higher.</p> | | | | |
| 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 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 | | | | | |

| FM – Accounts Receivable Management | | | | | |
|--|---|--|---|---|---|
| Manage Drug Rebate | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 interstate 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 Cost Settlement

FM – Accounts Receivable Management

Manage Cost Settlement

| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
|---|---|--|---|---|--|
| Business Capability Descriptions | | | | | |
| How integrated is the process? | SMA has no coordination among programs, between SMA and other intermediaries that produce the Medicare Cost Report. | SMA is centralizing common processes to achieve economies of scale, increase coordination, and improve the consistency of rule application. This improves the ability to process cost settlements. Application-to-application updates are possible in some cases (e.g., automatic updates of the Payment Information store.) | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information for cost settlement coordination. | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process 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 | 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 |

| FM – Accounts Receivable Management | | | | | |
|--|---|--|---|---|---|
| Manage Cost Settlement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | state-specific standards. | | intrastate exchange of information. | and interstate information exchange. | national exchange of 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 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 requires four (4) or more months | Process timeliness improves through use of automation. Timeliness exceeds legal requirements. The process requires four (4) or fewer weeks per settlement. | Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. The process requires ten (10) or fewer business days. | 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 | 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 |

| FM – Accounts Receivable Management | | | | | |
|--|---|---|--|---|---|
| Capability Question | Manage Cost Settlement | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | per settlement. | | | improves timeliness over Level 3. | 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 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 | SMA stores | SMA stores | SMA obtains | SMA obtains | SMA obtains |

| FM – Accounts Receivable Management | | | | | |
|---|--|--|---|--|--|
| Manage Cost Settlement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| the information in the process? | information in disparate systems including paper storage and obtains information manually. | information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. | information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2. | information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3. | information easily and exchanges with national agencies and entities. 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 is labor | Automation and state | SMA adopts MITA | SMA adopts MITA | SMA adopts MITA |

| FM – Accounts Receivable Management | | | | | |
|--|--|---|---|---|---|
| Manage Cost Settlement | | | | | |
| 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 interstate 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 90% 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 lack confidence in | Automation and standardization | SMA adopts MITA Framework, industry | SMA adopts MITA Framework, industry | SMA adopts MITA Framework, industry |

| FM – Accounts Receivable Management | | | | | |
|--|---|--|---|---|---|
| Manage Cost Settlement | | | | | |
| 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 interstate 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. |

Manage Accounts Receivable Information

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Business Capability Descriptions | | | | | |
| How integrated is the process? | There is little coordination between financial accounting requests for payments or refunds. There is limited information exchange between Medicaid Management Information System (MMIS) and state accounting system. | There is regular communication and coordination between state accounting system and SMA. | SMA fully integrates the process to the extent possible across the intrastate. SMA uses standardized Generally Accepted Accounting Principles (GAAP). | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process 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 | SMA applies a mix of HIPAA and state-specific standards. | SMA adopts MITA Framework, industry standards, and other nationally recognized | SMA adopts MITA Framework, industry standards, and other nationally recognized | SMA adopts MITA Framework, industry standards, and other nationally recognized |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | regulations using state-specific standards. | | standards for intrastate exchange of information. | standards for clinical and interstate information exchange. | standards for national exchange of 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 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). | 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 interstate interoperability, which | 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 |

| FM – Accounts Receivable Management | | | | | |
|--|---|---|--|---|---|
| Manage Accounts Receivable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | | further improves timeliness over Level 3. | 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 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. |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 and exchanges with interstate 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 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 national recognized standards further improving cost effectiveness ratio over Level 2. | SMA adopts MITA Framework, industry standards, and other national recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3. | SMA adopts MITA Framework, industry standards, and other national recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4. |

| FM – Accounts Receivable Management | | | | | |
|---|---|---|---|---|---|
| Manage Accounts Receivable Information | | | | | |
| 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 agencies and entities improving efficiency to 95% or higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 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 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. |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 interstate 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 Accounts Receivable Funds

| FM – Accounts Receivable Management | | | | | |
|--|--|--|--|--|--|
| Capability Question | Manage Accounts Receivable Funds | | | | |
| | 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 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. |
| 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 | SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations. |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Funds | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | information. | | | | |
| 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 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. |
| 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. | HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or | Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA | Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic |

| FM – Accounts Receivable Management | | | | | |
|--|---|--|---|---|--|
| Manage Accounts Receivable Funds | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | Stakeholders are unable to rely on information for decision-making. | misleading. Accuracy is higher than at Level 1. | Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher. | 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. | 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 and exchanges with interstate 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 | | | | | |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Funds | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 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 interstate 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. |

| FM – Accounts Receivable Management | | | | | |
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| Manage Accounts Receivable Funds | | | | | |
| 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 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 higher. SMA uses survey or questionnaire for information collection. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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. |

Prepare Member Premium Invoice

| FM – Accounts Receivable Management | | | | | |
|---|---|---|--|--|--|
| Prepare Member Premium Invoice | | | | | |
| 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. Invoicing and other accounting functions are manual processes requiring data entry for invoice processing and for the changes in member liability due to eligibility status. | 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. |

| FM – Accounts Receivable Management | | | | | |
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| Prepare Member Premium Invoice | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 takes one (1) | Process timeliness improves through use of automation. SMA generates invoices on a staggered monthly schedule. Timeliness exceeds legal requirements. | Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA generates invoices on any schedule desired by SMA. | Information is available in near real time. 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 |

| FM – Accounts Receivable Management | | | | | |
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| Prepare Member Premium Invoice | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | month to generate the invoices for the month. | | Timeliness exceeds Level 2. | | 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 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. |

| FM – Accounts Receivable Management | | | | | |
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| Prepare Member Premium Invoice | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 and exchanges with interstate 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 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 | | | | | |

| FM – Accounts Receivable Management | | | | | |
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| Prepare Member Premium Invoice | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 interstate 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 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 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. |

| FM – Accounts Receivable Management | | | | | |
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| Prepare Member Premium Invoice | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 interstate 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. |

Accounts Payable Management

Manage Contractor Payment

| FM – Accounts Payable Management | | | | | |
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| | Manage Contractor Payment | | | | |
| 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 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. |
| 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 interstate agencies and entities | SMA collaborates with agencies and entities for national |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|---|--|
| Manage Contractor Payment | | | | | |
| 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 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 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. |
| Business Capability Quality: Data Access and Accuracy | | | | | |
| How accurate is the information in the | Use of direct data entry for information | HIPAA standard transactions improve | Automation of information collection | Automation of information collection | SMA adopts MITA Framework and |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|--|---|
| Manage Contractor Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| process? | collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. | accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1. | 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. | 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. | 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 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 3. | SMA obtains information easily and exchanges with interstate 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. |

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| Manage Contractor Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | greater than Level 2. | | | | |
| 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 minimum state process guidelines and SMA | 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 interstate 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. |

| FM – Accounts Payable Management | | | | | |
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| Manage Contractor Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | performance standards. Efficiency 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 agencies and entities improving accuracy to 90% 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 higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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. |

| FM – Accounts Payable Management | | | | | |
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| Capability Question | Manage Contractor Payment | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | SMA uses survey or questionnaire for information collection. | higher. | higher. |

Manage Member Financial Participation

| FM – Accounts Payable Management | | | | | |
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| Manage Member Financial Participation | | | | | |
| 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 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. |
| 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 | SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations. |

| FM – Accounts Payable Management | | | | | |
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| Manage Member Financial Participation | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | information. | | | | |
| 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 is complete in one (1) month. | Process timeliness improves through use of automation. Timeliness exceeds legal requirements. The process is complete in ten (10) or fewer business days. | Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. The process is complete in 24 hours or less. | 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. |
| 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. | HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or | Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA | Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|---|--|
| Manage Member Financial Participation | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | Stakeholders are unable to rely on information for decision-making. | misleading. Accuracy is higher than at Level 1. | Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher. | 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. | 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. Data access may take one (1) or more business day. | SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. Data access may take up to four (4) hours. | 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 and exchanges with interstate 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 | | | | | |

| FM – Accounts Payable Management | | | | | |
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| Manage Member Financial Participation | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 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 interstate 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. |

| FM – Accounts Payable Management | | | | | |
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| Manage Member Financial Participation | | | | | |
| 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 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 higher. SMA uses survey or questionnaire for information collection. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 Capitation Payment

| FM – Accounts Payable Management | | | | | |
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| Manage Capitation Payment | | | | | |
| 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 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. |
| What methodology does SMA use to prepare the Capitation Premium payments? | SMA identifies members assigned to a managed care organization, a benefit manager, or a primary care | SMA automates the calculation process more than at Level 1 and produces the information necessary to produce | SMA adopts MITA Framework, industry standards, that incorporate HIPAA premium payment schema for | SMA adopts MITA Framework, industry standards, that incorporate HIPAA premium payment schema for | SMA adopts MITA Framework, industry standards, that incorporate HIPAA premium payment schema for |

| FM – Accounts Payable Management | | | | | |
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| Manage Capitation Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | physician, and matches them to appropriate rate cells in order to calculate monthly payments. | a HIPAA compliant transaction. | identification of managed care program enrollees, and preparation of the capitation premium payments. | identification of managed care program enrollees, and preparation of the capitation premium payments. | identification of managed care program enrollees, and preparation of the capitation premium payments. |
| 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 | 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 | Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has | Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes |

| FM – Accounts Payable Management | | | | | |
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| Manage Capitation Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | regulation). Calculations require one (1) or more business day to complete. | | Level 2. | interstate interoperability, which further improves timeliness over Level 3. | 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 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. |

| FM – Accounts Payable Management | | | | | |
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| Manage Capitation Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | 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 and exchanges with interstate 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 of the process compared to the benefits of its results? | High relative cost due to low number of automatic, standardized tasks. Manual intervention is required to manage adjustments and reconciliations. | Automation improves process and allows focus on exception resolution. Focus shifts to oversight and quality control of the process. Increases 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. |

| FM – Accounts Payable Management | | | | | |
|---|---|--|---|---|---|
| Capability Question | Manage Capitation Payment | | | | |
| | 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 agencies and entities improving efficiency to 95% or higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 | 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 |

| FM – Accounts Payable Management | | | | | |
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| Manage Capitation Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | 1. | | improving accuracy to 95% or higher. | improving accuracy to 95% or higher. | improving accuracy to 95% 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 interstate 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 Incentive Payment

FM – Accounts Payable Management

Manage Incentive Payment

| 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 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. |
| 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 | Process meets | Process timeliness | Timeliness improves | Information is | Information is |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|--|---|
| Manage Incentive Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| end-to-end process? | threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). | improves through use of automation. Timeliness exceeds legal requirements. | via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2. | 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. | 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 incorrect information. Stakeholders are unable to rely on information for | 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 | 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 | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy |

| FM – Accounts Payable Management | | | | | |
|--|---|--|--|--|---|
| Manage Incentive Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | decision-making. | | exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher. | interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher. | 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 and exchanges with interstate 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 of the process compared to the benefits of its | High relative cost due to low number of automatic, | Automation improves process and allows focus on exception resolution, improving | SMA adopts MITA Framework, industry standards, and other nationally recognized | SMA adopts MITA Framework, industry standards, and other nationally | SMA adopts MITA Framework, industry standards, and other nationally |

| FM – Accounts Payable Management | | | | | |
|---|---|--|---|---|---|
| Manage Incentive Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| results? | standardized tasks. | cost effectiveness ratio over Level 1. | standards further improving cost effectiveness ratio over Level 2. | recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3. | 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 interstate 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 | | | | | |

| FM – Accounts Payable Management | | | | | |
|--|---|---|---|---|---|
| Manage Incentive Payment | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 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 higher. SMA uses survey or questionnaire for information collection. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 Accounts Payable Information

| FM – Accounts Payable Management | | | | | |
|--|--|--|---|--|--|
| Capability Question | Manage Accounts Payable Information | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Business Capability Descriptions | | | | | |
| How integrated is the process? | There is little coordination between financial accounting requests for accounts payables. There is limited information exchange between Medicaid Management Information System (MMIS) and state accounting system. | There is regular communication and coordination between state accounting system and SMA. | SMA fully integrates the process to the extent possible across the intrastate. SMA uses standardized Generally Accepted Accounting Principles (GAAP). | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process 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 | SMA focuses on meeting compliance thresholds for state and | SMA applies a mix of HIPAA and state-specific standards. | SMA adopts MITA Framework, industry standards, and other | SMA adopts MITA Framework, industry standards, and other | SMA adopts MITA Framework, industry standards, and |

| FM – Accounts Payable Management | | | | | |
|---|--|---|---|---|--|
| Manage Accounts Payable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| the process? | federal regulations using state-specific standards. | | nationally recognized standards for intrastate exchange of information. | nationally recognized standards for interstate information exchange. | other nationally recognized standards for national exchange of information. |
| What is the source of the information? | The source of the information is a mix of manual updates, data entry, Optical Character Recognition (OCR), and proprietary Electronic Data Interchange (EDI) edit, audit and payment processing. | Data sources are increasingly HIPAA Accredited Standards Committee (ASC) X12 837 Health Care Claim. SMA uses a mix of HIPAA compliant and proprietary business rules for encounter and waiver program payment history information | Claims attachments are compliant with the ASC X12 275 Patient Information. Premium payment information is compliant with the HIPAA ASC X12 834 Benefit Enrollment and Maintenance, in addition to MITA Framework, industry standards. | SMA adopts MITA Framework and industry standards across the interstate. | SMA adopts MITA Framework and industry standards, across the nation. |
| 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 EDI transactions. | SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business | SMA collaborates with other interstate 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 |

| FM – Accounts Payable Management | | | | | |
|--|--|--|---|---|--|
| Manage Accounts Payable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| process? | | | services. | including clinical information. | 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 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. |
| 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 | HIPAA standard transactions improve accuracy of information but the decision-making process may be | Automation of information collection increases the reliability of SMA's internal information. External sources of | Automation of information collection increases the reliability of SMA's internal and external sources of | SMA adopts MITA Framework and industry standards for information exchange with national agencies. |

| FM – Accounts Payable Management | | | | | |
|--|---|--|--|--|---|
| Manage Accounts Payable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | information. Stakeholders are unable to rely on information for decision-making. | erroneous or misleading. Accuracy is higher than at Level 1. | 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. | 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. | 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 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 and exchanges with interstate 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. |

| FM – Accounts Payable Management | | | | | |
|---|--|--|---|--|--|
| Manage Accounts Payable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 minimum state process guidelines and SMA performance standards. | 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 interstate agencies and entities improving efficiency | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency |

| FM – Accounts Payable Management | | | | | |
|--|---|---|---|--|--|
| Manage Accounts Payable Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | Efficiency is low. | | | 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 90% 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 higher. SMA uses survey or | SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% |

| FM – Accounts Payable Management | | | | | |
|---|--|----------------|---|----------------|----------------|
| Capability Question | Manage Accounts Payable Information | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | questionnaire for information collection. | or higher. | or higher. |

Manage Accounts Payable Disbursement

| FM – Accounts Payable Management | | | | | |
|---|--|--|--|---|--|
| 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 | 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 |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|---|---|
| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| | state-specific standards. | | intrastate exchange of information. | and interstate information exchange. | national exchange of 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 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 | 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 | 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 |

| FM – Accounts Payable Management | | | | | |
|--|---|---|--|---|---|
| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| | cycle. | | | improves timeliness over Level 3. | 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 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 | SMA stores | SMA stores | SMA obtains | SMA obtains | SMA obtains |

| FM – Accounts Payable Management | | | | | |
|---|--|--|---|--|--|
| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| the information in the process? | information in disparate systems including paper storage and obtains information manually. | information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. | information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2. | information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3. | information easily and exchanges with national agencies and entities. 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 | | | | | |

| FM – Accounts Payable Management | | | | | |
|--|---|---|---|---|---|
| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| 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 interstate 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 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 | | | | | |

| FM – Accounts Payable Management | | | | | |
|--|---|---|--|---|---|
| Manage Accounts Payable Disbursement | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 5 | Level 5 |
| 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 interstate 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 1099

| FM – Accounts Payable Management | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| Business Capability Descriptions | | | | | |

| FM – Accounts Payable Management | | | | | |
|--|--|---|--|---|--|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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. |
| 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. Programs do not share information; SMA may create multiple 1099s by different payment systems for the same | SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. SMA has agreements for common processes to achieve economies of scale and increase coordination. | 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. |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|---|--|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| provider. | | | | | |
| 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 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. |
| 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. | HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or | Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA | Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic |

| FM – Accounts Payable Management | | | | | |
|--|---|--|---|---|--|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | Stakeholders are unable to rely on information for decision-making. | misleading. Accuracy is higher than at Level 1. | Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher. | 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. | 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 and exchanges with interstate 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 of | High relative cost due | Automation improves | SMA adopts MITA | SMA adopts MITA | SMA adopts MITA |

| FM – Accounts Payable Management | | | | | |
|---|---|--|---|--|--|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| the process compared to the benefits of its results? | 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 interstate information exchange. SMA increases 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. Activity peaks at year-end when 1099 production is | 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 interstate 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. |

| FM – Accounts Payable Management | | | | | |
|--|--|---|---|---|---|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | scheduled. Efficiency 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. The process meets SMA goals for numbers of 1099s produced on schedule, but manual processes may lead to inaccuracies. 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 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 | 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 |

| FM – Accounts Payable Management | | | | | |
|---|----------------|----------------|--|--------------------------------|--------------------------------|
| Manage 1099 | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection. | satisfaction to 95% or higher. | satisfaction to 98% or higher. |

Fiscal Management

Formulate Budget

| FM – Fiscal Management | | | | | |
|--|--|---|--|---|---|
| Formulate Budget | | | | | |
| 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 | SMA uses a mix of manual and automatic processes to | SMA automates process to the full extent possible within | SMA automates process to the full extent possible | SMA automates process to the full extent possible |

| FM – Fiscal Management | | | | | |
|---|---|--|--|--|--|
| Formulate Budget | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | accomplish tasks. SMA uses proprietary applications for expenditure forecasting calculations, budget models, and forecasting projections. | accomplish tasks. SMA uses Commercial Off-the-Shelf (COTS) predictive modeling and expenditure forecasting tools that it may implement in the Decision Support System (DSS). | the intrastate. | across the interstate. | 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 for budget development. | SMA applies a mix of nationally recognized 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. |
| 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 interstate agencies and entities to adopt national standards, and to develop and share reusable | SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize |

| FM – Fiscal Management | | | | | |
|--|---|--|---|---|--|
| Capability Question | Formulate Budget | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| process? | | transactions. | services. | processes including clinical information. | 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). Preparation of quarterly updates can require up to three (3) months. | 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 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. |
| 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 | Nationally recognized and state-specific standards improve accuracy of information but the decision-making process may | Automation of information collection increases the reliability of SMA's internal information. External sources of | Automation of information collection increases the reliability of SMA's internal and external sources of | SMA adopts MITA Framework and industry standards for information exchange with national agencies. |

| FM – Fiscal Management | | | | | |
|--|---|--|--|--|---|
| Capability Question | Formulate Budget | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | incorrect information. Stakeholders are unable to rely on information for decision-making. | be erroneous or misleading. Accuracy is higher than at Level 1. | information use nationally recognized standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher. | 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. | 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 information manually. | SMA stores information in disparate systems, but automation and nationally recognized 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 and exchanges with interstate 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. |

| FM – Fiscal Management | | | | | |
|---|---|--|---|--|--|
| Capability Question | Formulate Budget | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 minimum state process guidelines and SMA performance | 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 interstate agencies and entities improving efficiency | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency |

| FM – Fiscal Management | | | | | |
|--|---|---|---|---|---|
| Capability Question | Formulate Budget | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| standards. Efficiency is low. | | | | to 98% or higher. | 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 | SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving | SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving |

| FM – Fiscal Management | | | | | |
|-------------------------------|----------------|----------------|--|--|--|
| Formulate Budget | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection. | stakeholder satisfaction to 95% or higher. | stakeholder satisfaction to 98% or higher. |

Manage Budget Information

| FM – Fiscal Management | | | | | |
|--|--|---|--|--|--|
| Manage Budget Information | | | | | |
| 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 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 | SMA focuses on meeting compliance | SMA applies a mix of nationally recognized | SMA adopts MITA Framework, industry | SMA adopts MITA Framework, industry | SMA adopts MITA Framework, industry |

| FM – Fiscal Management | | | | | |
|--|--|--|--|---|--|
| Manage Budget Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| use standards in the process? | thresholds for state and federal regulations using state-specific standards for budget management. | and state-specific standards. | standards, and other nationally recognized standards for intrastate exchange of information. | standards, and other nationally recognized standards for clinical and interstate information exchange. | standards, and other nationally recognized standards for national exchange of 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 nationally recognized 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 | 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 | Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has | Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes |

| FM – Fiscal Management | | | | | |
|--|---|--|--|---|---|
| Manage Budget Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | or regulation). | | Level 2. | interstate interoperability, which further improves timeliness over Level 3. | 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. | Nationally recognized and state-specific standards 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 nationally recognized 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. |

| FM – Fiscal Management | | | | | |
|---|---|--|---|--|--|
| Manage Budget Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | 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 nationally recognized 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 and exchanges with interstate 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 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 |

| FM – Fiscal Management | | | | | |
|---|---|---|---|---|---|
| Capability Question | Manage Budget Information | | | | |
| | 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 agencies and entities improving efficiency to 95% or higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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 1. | SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to | 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 |

| FM – Fiscal Management | | | | | |
|--|---|---|--|---|---|
| Manage Budget Information | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | | 98% or higher. | 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 interstate 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 Fund

FM – Fiscal Management



| Manage Fund | | | | | |
|---|---|--|--|---|--|
| 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. Data is stored in electronic format, but the analysis and application of decisions regarding allocations and reporting are manual. | SMA uses a mix of manual and automatic processes to accomplish tasks. Use of Commercial Off-the-Shelf (COTS) products to support SMA financial functions improves ability to access information, analyze, and make decisions regarding allocation and reporting. | 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. | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information. |

| FM – Fiscal Management | | | | | |
|--|---|---|--|---|--|
| Manage Fund | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | exchange. | | | | |
| 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. Some collaboration is required in the allocation of federal funds where non-Medicaid agencies are involved. | SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. A Memoranda of Understanding (MOU) with other agencies provides a legal basis for allocation of funds. | 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 | 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. | Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA | Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes |

| FM – Fiscal Management | | | | | |
|--|---|---|--|---|---|
| Manage Fund | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | regulation). | | Timeliness exceeds Level 2. | has interstate interoperability, which further improves timeliness over Level 3. | 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. | Nationally recognized standards 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 nationally recognized standards for information exchange. Decision-making is automatic | 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 national agencies. Decision-making is automatic using national 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. |

| FM – Fiscal Management | | | | | |
|--|---|--|--|---|---|
| Manage Fund | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | | | using standardized business rules definitions. Accuracy rating is at 99% or higher. | automatic using regional 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 and exchanges with interstate 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 of the process compared to the benefits of its | High relative cost due to low number of automatic, standardized tasks. | Automation improves process and allows focus on exception | SMA adopts MITA Framework, industry standards, and other nationally | SMA adopts MITA Framework, industry standards, and other nationally | SMA adopts MITA Framework, industry standards, and other nationally recognized |

| FM – Fiscal Management | | | | | |
|---|---|---|---|---|---|
| Manage Fund | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| results? | Process meets SMA goals for completing allocation of state funds. Cost benefit ratio may not be able to be calculated. | resolution, improving cost effectiveness ratio over Level 1. Staff focuses on analysis of the data, projections, and recommendations for improvements in allocation formulas. | recognized standards further improving cost effectiveness ratio over Level 2. | recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3. | 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 interstate 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. |

| FM – Fiscal Management | | | | | |
|--|---|---|---|---|---|
| Manage Fund | | | | | |
| 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 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 higher. | SMA adopts MITA Framework, industry standards and information exchange with interstate 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. |

| FM – Fiscal Management | | | | | |
|-------------------------------|--|----------------|----------------|----------------|----------------|
| Capability Question | Manage Fund | | | | |
| | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | SMA uses survey or questionnaire for information collection. | | | | |

Generate Financial Report

| FM – Fiscal Management | | | | | |
|--|--|--|--|--|--|
| Generate Financial Report | | | | | |
| 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 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. |
| 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 | SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations. |

| FM – Fiscal Management | | | | | |
|--|--|--|--|--|--|
| Generate Financial Report | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | information. | | | | |
| 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. The generation of the financial report generally takes less than one (1) business day. | Information is available in near real time. 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. |
| 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 SMA's internal information. External sources of | Automation of information collection increases the reliability of SMA's internal and external sources of | SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is |

| FM – Fiscal Management | | | | | |
|--|---|--|--|--|--|
| Generate Financial Report | | | | | |
| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | incorrect information. Stakeholders are unable to rely on information for decision-making. | erroneous or misleading. Accuracy is higher than at Level 1. | 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. | 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. | 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 nationally recognized 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 and exchanges with interstate 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. |

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| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| 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 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 interstate 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 90% 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 higher. SMA uses survey or | SMA adopts MITA Framework, industry standards and information exchange with interstate 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. |

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| Capability Question | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| | questionnaire for information collection. | | | | |