

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	There is no central oversight of the contract close out within SMA. There is no coordination among SMA programs or between SMA and other state agencies in relation to closing out contracts.	SMA introduces central tracking of contracts and policies to oversee the close out process, and coordinate efforts between SMA programs.	SMA automates central tracking of contracts to the full extent possible. SMA coordinates the contract close out process with other SMA or other state agencies' programs.	SMA adopts MITA Framework, industry standards, and other national standards by interstate agencies and entities allow for shared business services.	SMA adopts MITA Framework, industry standards, and other national standards by national agencies and entities allow for shared business services.
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. The close out contract process uses electronic storage of contract information and internal electronic communications.	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 primary mechanism for exchange of	Exchange of contract information is primarily via mail,	Exchange of contract information utilizes some electronic	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

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contract information?	telephone, in person, and facsimile.	means (e.g., e-mail, web portals to push information) but mail, telephone, in person, and facsimile communication remains a significant part of the process.	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.	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 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.

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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 manual contract close out process can exceed three (3) months or more.	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. Stakeholders are unable to rely on information for	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	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-	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	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy

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	decision-making.	Level 1.	making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	with 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. The manual nature of the process causes delays in information retrieval, e.g., information in off-site storage may take up to two (2) weeks to retrieve.	SMA stores information in disparate systems, but automation and nationally recognized and state-specific 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	High relative cost due to low number of	Automation improves process and allows	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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compared to the benefits of its results?	automatic, standardized tasks.	focus on exception resolution. Staff focuses on cost management and ongoing quality improvement. Cost effectiveness ratio increases over Level 1.	standards, and other nationally recognized standards. Staff focuses on an outcome-oriented approach to closing out contracts. Increases cost effectiveness ratio over Level 2.	standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	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 The primarily manual contract close out process is often inefficient and results in disputes and delays in resolution. Efficiency is low.	Automation and state standards increase productivity. Staff is able to follow consistent steps in the close out process. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. Reusable services facilitate full coordination between SMA and other state SMA programs. The automation of the central tracking of contracts eliminates duplication of effort improving efficiency	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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			to 95% 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. The central tracking of the contracts simplify data access increasing the quality and consistency of the contract close out process. SMA improves 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. Delays and disputes over close	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder

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	out issues are common.		higher. SMA uses survey or questionnaire for information collection.	satisfaction to 95% or higher.	satisfaction to 98% or higher.