

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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

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				information 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

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	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 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.	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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				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 results?	High relative cost due to low number of automatic, standardized tasks. Process meets SMA goals for completing allocation of state funds. Cost benefit ratio may not be able to be calculated.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1. Staff focuses on analysis of the data, projections, and	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	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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		recommendations for improvements in allocation formulas.		over Level 3.	
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	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving

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		Level 1.	and entities improving accuracy to 90% or higher.	and entities improving accuracy to 98% or higher.	accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate 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.