
PART 1 - BUSINESS ARCHITECTURE

Appendix D- BUSINESS CAPABILITY MATRIX

DETAILS



Introduction

Part I, Appendix D contains the MITA Framework Business Capability Matrix (BCM) forms. Matrix refers both to the composite of all business capabilities displayed as a very large table, and the individual set of capabilities that map to a process. Each business process has a corresponding BCM representing 1-5 levels of maturity. When a state performs a self-assessment utilizing the MITA Framework, it starts by determining the As-Is operations (current) level of maturity of each process and the level it seeks to achieve in the To-Be environment (future).

The five (5) levels of maturity in the BCM originate from the definitions in the MITA Maturity Model (MMM) defined in Part I, Chapter 3, MITA Maturity Model. The business capabilities, along with the Logical Data Model (LDM) described in Part II, Chapter 4, Logical Data Model are the basic building blocks of the framework. Business capabilities describe information requirements defined in the LDM. It is possible to begin by defining the information model that in turn drives the definition of the business capability. The MITA Framework defines the processes and business capabilities first because of the availability of state process models.

The MITA Business Architecture (BA) discusses the business capabilities associated with a business process. Information capabilities (see Part II, Chapter 6, Information Capability Matrix) include data management strategies, data models, and data identified in the business capabilities that enable technical capabilities. Technical capabilities (see Part III, Chapter 7, Technical Capability Matrix) are enablers of business capabilities. Technical capabilities are enablers that support the business process at specific levels of maturity or technologies that promote MITA goals and objectives (e.g., flexibility, adaptability, and interoperability). There is no one-to-one match between business, information, and technical capabilities.

Business services (see Part III, Chapter 3, Business Services) define the physical implementation of a business capability. The main link between the BA and the Technical Architecture (TA) is the business capability to business service association. Both the business service and the business capability map to the LDM. See the Front Matter, Chapter 6, Introduction to the MITA Framework for more discussion of these interrelationships.

How to Read the BCM Form

Table D-1 shows the format of the BCM. The table title identifies the business area abbreviation, relevant business category, and the title of the process. A section provides business capability descriptions specific to the business process. The BCM defines six (6) business qualities for each business process:

- ❖ Timeliness of business process
- ❖ Data accuracy and accessibility

- ❖ Effort to perform business process; the efficiency of business process
- ❖ Cost effectiveness
- ❖ Accuracy of business process results
- ❖ Utility or value to stakeholders

Table D-1. Business Capability Matrix Form

<i>Business Area Abbreviation – Business Category Title</i>					
Business Process Title					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
This section provides general capabilities to identify the differences between the levels of maturity.					
Business Capability Question	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
How accessible is the information in the process?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
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?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.
Business Capability Quality: Utility or Value to Stakeholders					
How satisfied are the stakeholders ?	Describe Level 1 capabilities.	Describe Level 2 capabilities.	Describe Level 3 capabilities.	Describe Level 4 capabilities.	Describe Level 5 capabilities.

Performance Monitoring

The MITA Framework provides guidance for a basic three (3) tier performance monitoring structure that applies to the Business Process Template (BPT), BCM, and Technical Capability Matrix (TCM). See Part I, Chapter 5, Business Capability Matrix for more details on developing performance monitoring. The MITA measurement categories include:

- ❖ **Performance Standard** - A management-approved expression of the performance threshold(s), requirement(s), or expectation(s) that CMS expects States to meet in order to appraise at a particular level of performance.
- ❖ **Performance Measure** - Based on established Performance Standards and tracks past, present, and future business activity.
- ❖ **Performance Metric** - A measure of an organization's activities and performance also known as a Key Performance Indicator (KPI). Often closely tied in with outputs, performance metrics should usually encourage improvement, effectiveness and appropriate levels of control.

A process may have specific performance measures defined for relevant business capabilities in their respective BCM. For those performance standards that are unique for each of the levels of capabilities the following maturity indication is used:

- ❖ Level 1 – State Medicaid Agency (SMA) does not conduct performance monitoring.
- ❖ Level 2 – SMA defines performance standard(s).
- ❖ Level 3 – SMA defines Level 3 performance measure(s) and metric(s) with baseline performance targets.
- ❖ Level 4 – SMA defines Level 4 performance measure(s) and metric(s) with baseline performance targets.
- ❖ Level 5 – SMA defines Level 5 performance measure(s) and metric(s) with baseline performance targets.

For those performance standards that are the same for the each of the levels of capabilities the following maturity indication is used:

- ❖ Level 1 – SMA does not conduct performance monitoring.
- ❖ Level 2 – SMA defines performance standard(s).
- ❖ Level 3 – SMA defines performance measure(s) and metric(s) with baseline performance targets.
- ❖ Level 4 – SMA improves performance measure over Level 3.
- ❖ Level 5 – SMA improves performance measure over Level 4.

In the BCM, the processes represent the typical operations of a State Medicaid Agency (SMA). As the SMA matures, it transforms some processes and replaces others.

Stakeholders develop new business processes for effectiveness and efficiency. **Table D-2** provides basic ‘rules of thumb’ for defining business capabilities within each of the five (5) levels of maturity. A process may have specific performance measures defined for relevant business capabilities in their respective matrix.

Table D-2. MITA Business Capability Matrix

<i>Business Area Abbreviation – Business Category Title</i>					
	<i>Business Process Title</i>				
<i>Capability Question</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>
<i>Business Capability Descriptions</i> <i>This section provides general background on the process to identify the differences between the levels of maturity.</i>					
<i>MITA Level of Maturity definition</i>	SMA focuses on meeting compliance thresholds for state and federal regulations, aiming primarily at accurate enrollment of program eligibles and timely and accurate payment of claims for appropriate services.	SMA focuses on cost management and improving the quality of and access to care within structures to manage costs (e.g., managed care, catastrophic care management, and disease management).	SMA focuses on coordinating and collaborating with other agencies to adopt national standards, and to develop and share reusable processes to improve the cost effectiveness of health care service delivery. SMA promotes intrastate information exchange and business services.	SMA, with widespread and secure access to clinical information, improves health care outcomes, empowers members and provider stakeholders, measures objectives quantitatively, and focuses on program improvement. SMA promotes interstate information exchange and	SMA focuses on fine-tuning and optimizing program management, planning, and evaluation, with national (and international) interoperability improvements that maximize automation of routine operations.

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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.	SMA automates process to the full extent possible within the state.	SMA automates process to the full extent possible within the state.	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 Health Insurance Portability and Accountability Act (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 exchange of information.	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	Very little collaboration occurs with other agencies to standardize information	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to	SMA collaborates with other interstate agencies and entities to adopt national standards, and to	SMA collaborates with agencies and entities for national (and international) interoperability improvements that

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
performing the process?	exchange or business tasks.	Interchange (EDI) transactions.	develop and share reusable business services.	develop and share reusable processes including clinical information if appropriate.	maximize automation of routine operations.
<i>Business Capability Quality: Timeliness of Process</i>					
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, industry standards, and intrastate 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 federal agencies. Most processes execute at the point of service. Results are almost immediate.
<i>Business Capability Quality: Data Access and Accuracy</i>					

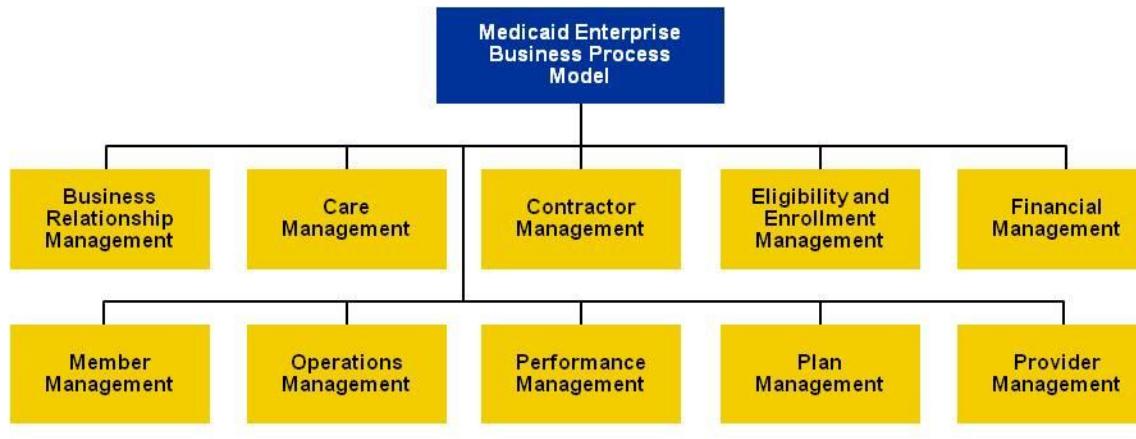
<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to 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 intrastate standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in	SMA stores information in	SMA stores information in	SMA obtains information easily	SMA obtains information easily	SMA obtains information easily

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process?	disparate systems including paper storage and obtains information manually.	disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	and exchanges with national agencies and entities. Accessibility is greater than Level 4.
<i>Business Capability Quality: Cost-Effectiveness</i>					
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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					ratio over Level 3. cost effectiveness ratio over level 4.
<i>Business Capability Quality: Effort to Perform; Efficiency</i>					
How efficient is the process?	Process is labor intensive. SMA waste 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.
<i>Business Capability Quality: Accuracy of Process Results</i>					
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	SMA adopts MITA Framework, industry standards and information exchange with	SMA adopts MITA Framework, industry standards and information exchange with	SMA adopts MITA Framework, industry standards and information exchange with

<i>Business Area Abbreviation – Business Category Title</i>					
<i>Business Process Title</i>					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	accuracy above Level 1.	intrastate agencies and entities improving accuracy to 90% or higher.	interstate agencies and entities improving accuracy to 98% or higher.	national agencies and entities improving accuracy to 98% or higher.	
<i>Business Capability Quality: Utility or Value to Stakeholders</i>					
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.

The BCM follows the same organization as the Business Process Model (BPM) in Appendix C. The high level view of the State Medicaid Enterprise is shown in **Figure D-1** below.



BA-D-1

Figure D-1. Medicaid Enterprise Business Process Model

Business Relationship Management

Standards Management

Establish Business Relationship

BR – Standards Management					
Establish Business Relationship					
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.	Uses a mix of manual and automatic processes to gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding the business relationship. Uses some electronic information interchange agreements and includes HIPAA requirements for information	SMA automates process to the full extent possible within the intrastate. All trading partners sign electronic information interchange agreements.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	exchange.				
Does 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 has a methodology to assist them in developing business relationships and their associated manual and electronic documentation.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information SMA defines in the Service Level Agreement (SLA) with trading partner.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of information SMA defines in the SLA with trading partner.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information SMA defines in the SLA with trading partner.
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 has informal agreements with business partners.	SMA uses business agreements with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA uses a formal SLA with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA uses a SLA with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA uses a SLA with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Timeliness of Process					
How timely is this 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 can require many weeks due to the need to customize each agreement.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes in a shorter timeframe than at Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. The process can complete in ten (10) business days or less.	Information is available in near real time. SMA has interstate interoperability. The process can complete in five (5) business days or less.	Information is available in real time. Processes improve further through connectivity with other States and federal agencies. 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 erroneous or	Automation of information collection increases the reliability of SMA internal information. External sources of information use MITA Framework and industry standards for	Automation of information collection increases the reliability of SMA internal and external sources of information. SMA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	information. Stakeholders are unable to rely on information for decision-making. Information Accuracy and consistency in the agreements have a low rating.	misleading. Business agreements result in higher accuracy in the terms and conditions. Accuracy is higher than at Level 1.	information exchange. Decision-making is automatic using standardized business rules definitions. Accessibility is 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. Accessibility is 99% or higher.	automatic using national standardized business rules definitions. Accessibility is 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Exchange of agreement information dependent on postal or other hard copy delivery services.	The process uses on-line access to agreements. Business partners request modifications via email. SMA stores information in disparate systems, but automation and HIPAA standards	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. SMA uses a standardized SLA. SMA uses electronic document communication standards to make modifications. Accessibility takes less	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.

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	increase accessibility than 60 seconds over Level 1.				
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process meets state budget. Cost effectiveness may not be measured.	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. The process demonstrates the improvement value projected by SMA.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets	Automation and state standards increase productivity. Efficiency is higher than Level 1.	Adoption of standardized agreements and MITA Framework, industry standards and information exchange with intrastate agencies and entities	Adoption of standardized agreements and MITA Framework, industry standards and information	Adoption of standardized agreements and MITA Framework, industry standards and information

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	minimum state process guidelines and SMA performance standards. Efficiency is low.		improve efficiency to 95% or higher.	exchange with interstate agencies and entities improve efficiency to 98% or higher.	exchange with national agencies and entities improve 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. Contractual agreements meet state policy and legal requirements but SMA does not adopt standards for accuracy. Accuracy is low.	Automation and standardized business rules definitions results in uniform terms and conditions reducing errors and improving accuracy above Level 2.	Adoption of standardized business rules definitions and MITA Framework, industry standards and information exchange with intrastate agencies and entities improve 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.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy	Stakeholders lack confidence in information	Automation and standardization provides clear and	SMA adopts MITA Framework, industry standards and information	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and

BR – Standards Management					
Establish Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
stakeholders?	negatively affecting stakeholder satisfaction with the process.	useful information. Stakeholder satisfaction is greater than Level 1.	exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Manage Business Relationship Communication

BR – Standards Management					
Manage Business Relationship Communication					
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 mix of manual and automatic processes to gather, record,	SMA automates process to the full extent possible within the intrastate. SMA supports automatic	SMA automates process to the full extent possible	SMA automates process to the full extent possible

BR – Standards Management					
Manage Business Relationship Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	SMA exchanges communications with other parties via mail, facsimile, or telephone.	communicate, and distribute information to SMA leadership, other state agencies, and participating providers.	communications with its trading partners (other agencies, entities, and providers) via a SMA web portal. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.	across the interstate.	across the nation.
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate communications are lacking because they are difficult and costly to produce.	Communication is functionally, linguistically, culturally, and competency appropriate, but at great expense, or SMA has state defined parameters (e.g., only two (2) languages used).	SMA automates process to the full extent possible across the intrastate. Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate communications more cost-effective.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.
Does State Medicaid Agency	SMA focuses on meeting compliance	SMA applies a mix of HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

BR – Standards Management					
Manage Business Relationship Communication					
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.	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.
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 for business partner communications.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services for business partner communications.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes for business partner communications.	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 this 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 reduces the timeframes of Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Process completes in less than	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Results are almost

BR – Standards Management					
Manage Business Relationship Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	or regulation). The process is dependent on normal timeframes found in using United States Postal Service, facsimile, or telephone.		one (1) business day.	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 internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using intrastate standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA 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	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

BR – Standards Management					
Manage Business Relationship Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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 to perform the process compared to the benefits of the 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 reduces the cost per unit of	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

BR – Standards Management					
Manage Business Relationship Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	communication.			over Level 3.	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					
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 and entities improving accuracy to 90% or	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

BR – Standards Management					
Manage Business Relationship Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Level 1.		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 Business Relationship Information

BR – Standards Management					
Manage Business Relationship 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 activity to accomplish tasks.	SMA uses mix of manual and automatic processes to gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding updating the business relationship.	SMA automates process to the full extent possible within the intrastate. SMA and its trading partners (other agencies, entities, and providers) agree to automatic updates to the Service Level Agreement (SLA) governing the exchange of health care information.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does 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 to modify and amend business relationships and their relevant manual	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 interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

BR – Standards Management					
Manage Business Relationship Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and electronic documentation.				
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 has informal agreements with other business partners.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. SMA has business partner agreements with other entities including terms for amending and modifying business partner agreements.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services for amending and modifying business partner agreements.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes for amending and modifying business partner agreements.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations for amending and modifying business partner agreements.
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time	Process timeliness improves through use of automation. Timeliness reduces the timeframes of Level 1.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies.

BR – Standards Management					
Manage Business Relationship Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	specified by law or regulation). The process can require many weeks due to the need to customize each agreement.		Process completes in five (5) business days or less.	3. Process completes in three (3) business days or less.	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 internal information. External sources of information use MITA Framework 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 internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

BR – Standards Management					
Manage Business Relationship 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. Process is dependent on postal or other hard copy delivery services.	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. Accessibility is no more than 60 seconds.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is no more than 30 seconds.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is no more than 15 seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the 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

BR – Standards Management					
Manage Business Relationship Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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					
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	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

BR – Standards Management					
Manage Business Relationship Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				to 90% or higher.	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.

Terminate Business Relationship

BR – Standards Management					
Terminate Business Relationship					
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 gather, record, communicate, and distribute information to SMA leadership, other state agencies, and participating providers regarding termination of the business relationship.	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 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.

BR – Standards Management					
Terminate Business Relationship					
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 this 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 completes within 30 business days.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes, on the average, in no more than ten (10) business days.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Process completes, on the average, in one (1) business day or less.	Information is available in near real time. SMA has interstate interoperability. Process completes, on the average, in twelve (12) hours or less.	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					

BR – Standards Management					
Terminate Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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.	State 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 internal information. External sources of information use MITA Framework 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 internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange. 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	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

BR – Standards Management					
Capability Question	Terminate Business Relationship				
	Level 1	Level 2	Level 3	Level 4	Level 5
	over Level 1.		Accessibility is greater than Level 2.	greater than Level 3.	greater than Level 4.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the 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	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	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

BR – Standards Management					
Terminate Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and SMA performance standards. Efficiency is low.		to 95% or higher.	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 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 termination issues	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 satisfaction to 95% or	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or

BR – Standards Management					
Terminate Business Relationship					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	are common.		higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Care Management

Case Management

Establish Case

CM – Case Management					
Establish Case					
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 and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information within a state Health Information Exchange (HIE).	SMA automates process to the full extent possible within the region and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information via a regional Health Information Exchange (HIE).	SMA automates process to the full extent possible nationally and targets members for assessments, treatment plans and outcome tracking, and disease management. SMA exchanges clinical information nationally via the Nationwide Health Information Network (NwHIN).
Does the State Medicaid Agency	SMA focuses on meeting compliance	SMA applies a mix of HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

CM – Case Management					
Establish Case					
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.	specific standards.	standards, and other nationally recognized standards for state Health Information Exchange (HIE).	standards, and other nationally recognized standards for clinical and interstate information exchange of information to a regional Health Information Exchange (HIE).	standards, and other nationally recognized standards for national exchange of information via the NwHIN.
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. The process consists primarily of manual processes (e.g. telephone contacts, facsimile, letters) to gather and share information between social service agencies, physician offices and other provider types to	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. Permits authorized users to access other information bases and retrieve pertinent information about the member (i.e. eligibility, claims history) improving over Level 1.	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability improvements that maximize automation of routine operations shared across the NwHIN.

CM – Case Management					
Capability Question	Establish Case				
	Level 1	Level 2	Level 3	Level 4	Level 5
establish cases.					
Business Capability Quality: Timeliness of Process					
How timely is this 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. Process completes, on the average, within seven (7) business days.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional Health Information Exchange (HIE) 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 via NwHIN. 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 a state Health Information Exchange (HIE)'s	Automation of information collection increases the reliability of the regional SMA internal and external sources	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national

CM – Case Management					
Establish Case					
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.	internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 99% or higher.	of information. SMA adopts MITA Framework for information exchange by regional Health Information Exchanges (HIE). Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 information	SMA obtains information easily and exchanges with intrastate agencies and entities from a Health Information Exchange (HIE) based on MITA Framework. Accessibility information takes no more than three (3) seconds.	SMA obtains information easily and exchanges with regional agencies from an interstate regional Health Information Exchange (HIE) and entities. Accessibility takes no more than three (3) seconds.	SMA obtains information easily and exchanges with national agencies. Accessibility takes no more than three (3) seconds.

CM – Case Management					
Capability Question	Establish Case				
	Level 1	Level 2	Level 3	Level 4	Level 5
	seconds.				
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the 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 for state Health Information Exchange (HIE) further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate and regional Health Information Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information via the NwHIN improving 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	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN improving efficiency to 98% or higher.

CM – Case Management					
Establish Case					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and SMA performance standards. Efficiency is low.		efficiency to 95% or higher.	improving efficiency to 98% or higher.	
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving accuracy to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN 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	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies Health Information	SMA adopts MITA Framework, industry standards and information exchange with interstate regional Health Information Exchange	SMA adopts MITA Framework, industry standards and information exchange with the NwHIN improving stakeholder

CM – Case Management					
Capability Question	Establish Case				
	Level 1	Level 2	Level 3	Level 4	Level 5
	process.	than Level 1.	Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	(HIE) and entities improving stakeholder satisfaction to 95% or higher.	satisfaction to 98% or higher.

Manage Case Information

CM – Case Management					
Capability Question	Manage Case Information				
	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	SMA automates process to the full extent possible within the intrastate Health	SMA automates process to the full extent possible across the interstate	SMA automates process to the full extent possible nationally via the

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	SMA subjectively determines decisions based on interventions.	to accomplish tasks.	Information Exchange (HIE). SMA produces audit trail of case determination 100% of the time.	by a regional Health Information Exchange (HIE).	Nationwide Health Information Network (NwHIN).
Does 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 to monitor compliance thresholds established by state and federal regulations, professional standards, or administrative business rules.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for a state Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of information via a regional Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information via the NwHIN.
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. The process consists	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions. An	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	primarily of manual processes (e.g., telephone contacts, facsimile, letters) to gather and share information between social services agencies, physician offices, and other provider types to coordinate care.	automatic process documents care plan and tracks cases. SMA permits authorized users to access other information bases and retrieve pertinent information about the patient (i.e., eligibility, claims history).	standards, and to develop and share reusable business services.	share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	improvements that maximize automation of routine operations shared across the NwHIN.
Business Capability Quality: Timeliness of Process					
How timely is this 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. The process uses automatic reports for tracking compliance with state and federal guidelines for case management and for the delivery of care, improving timeliness	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. All information to manage the case is immediately available from a state Health Information Exchange (HIE).	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional Health Information Exchange (HIE) interoperability, which further improves	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies via the NwHIN. Most processes execute at the point of service. Results are almost immediate.

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	over Level 1.		Timeliness exceeds Level 2.	timeliness over Level 3.	
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 a state's Health Information Exchange (HIE) internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 99% or higher.	Automation of information collection increases the reliability of regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange via the NwHIN. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CM – Case Management					
Manage Case 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 from a state Health Information Exchange (HIE) based on MITA Framework and industry standards. Accessibility completes in less than three (3) seconds.	SMA obtains information easily and exchanges with regional agencies and entities from a regional Health Information Exchange (HIE). Accessibility completes in less than three (3) seconds.	SMA obtains information easily and exchanges with national agencies via the NwHIN. Accessibility completes in less than three (3) seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process meets state budget guidelines or	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 within a state Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards with a regional Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	established dollar thresholds for case savings.		Exchange (HIE). The process demonstrates the Return on Investment projected by SMA further improving cost effectiveness ratio over Level 2.	Exchange (HIE) improving cost effectiveness ratio over Level 3.	via the NwHIN improving 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 Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are	Manual processes	Automation and	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the results of the process?	result in greater opportunity for human error. The process meets state and federal expectations for member education, coordination of care between providers, and maintaining the plan of care. SMA decision-making is manual for the process is using established parameters and guidelines and may result in some subjective and inconsistent decisions. Accuracy is low.	standardized business rules definitions reduce error and improve accuracy above Level 1.	Framework, industry standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving accuracy to 95% or higher.	Framework, industry standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	Framework, industry standards and information exchange via the NwHIN 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

CM – Case Management					
Manage Case Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
stakeholders?	information negatively affecting stakeholder satisfaction with the process. SMA has few dedicated resources for improve and few measurements in place (e.g. reliance on complaints, legal mandates for action regarding improving stakeholder satisfaction.)	provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	standards and information exchange with intrastate Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	standards and information exchange with interstate regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

Manage Population Health Outreach

CM – Case Management					
Manage Population Health Outreach					
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 process tasks. SMA complies information with a mix of manually and automatic reports.	SMA automates process to the full extent possible within the intrastate. SMA automates the identification of the target population to enhance case management services. SMA automates the matching of individuals with programs and materials to meet their needs.	SMA fully automates the process regionally to the extent possible across the interstate.	SMA fully automates the process nationally 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	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 national

CM – Case Management					
Manage Population Health Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	state-specific standards.		intrastate exchange of outreach information.	and regional exchange of outreach information.	exchange of outreach 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 accesses a variety of information systems for research and reporting to identify members receiving medical care from multiple agencies simultaneously.	SMA collaborates with other intrastate agencies, and entities and the Regional Health Information Organization (RHIO) to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other regional agencies, and entities, and the RHIO to adopt national standards, and to develop and share reusable processes including clinical information shared via a regional Health Information Exchange (HIE).	SMA collaborates with national agencies, and entities, and the RHIO for national (and international) interoperability improvements that maximize automation of routine operations shared across the Nationwide Health Information Network (NwHIN).
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the	Process timeliness improves through use of automation. Timeliness exceeds	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 result in	Information is available in real time. Processes improve further through connectivity with

CM – Case Management					
Manage Population Health Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process achieves results within the time specified by law or regulation).	legal requirements.	regional information exchange hubs. Timeliness exceeds Level 2.	immediate action, response, and results. SMA has regional interoperability, which further improves timeliness over Level 3.	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 increases the reliability of SMA's internal information. External sources of information use MITA Framework 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 the regional SMA's internal and external sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy is 90% or higher.

CM – Case Management					
Manage Population Health Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					definitions. Accuracy is 90% 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, on average, no more than three (3) seconds.	SMA easily obtains and uses information from regional agencies and entities. Accessibility is, on average, no more than three (3) seconds.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is, on average, no more than three (3) seconds.
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the results?	High relative cost due to low number of automatic, standardized tasks. The process operates within state budget constraints. The benefits vary depending upon the types of studies	Automation improves process and allows focus on exception resolution. The use of automation increases efficiency that allows additional benefits by focusing on increases reporting, more effective outreach,	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA is able to measure the usefulness of the types of studies undertaken, the population studied,	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional information exchange improving 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

CM – Case Management					
Manage Population Health Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	undertaken, the population studied, and the outcome of the research and/or findings.	more directed outcomes, and automatic analysis. SMA increases the cost effectiveness ratio over Level 1.	and the outcome of the research and/or findings versus the cost of performing the process. SMA increases the cost effectiveness over Level 2.		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 regional 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.

CM – Case Management					
Manage Population Health Outreach					
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 99% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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.
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 regional 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 Registry

CM – Case Management					
Manage Registry					
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 the process regionally to the extent possible across the interstate.	SMA fully automates the process nationally 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.	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 registry information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of regional registry information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of registry 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 registry agencies and entities to adopt national standards, and to develop and share reusable	SMA collaborates with other regional registry agencies and entities to adopt national standards, and to develop and share reusable	SMA collaborates with national agencies and entities for national (and international) interoperability improvements that

CM – Case Management					
Capability Question	Manage Registry				
	Level 1	Level 2	Level 3	Level 4	Level 5
			business services.	processes including clinical information.	maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this 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 regional 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 the state SMA's internal information. External	Automation of information collection increases the reliability of the regional SMA's internal and external	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national

CM – Case Management					
Manage Registry					
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.	sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 easily obtains and uses information from intrastate registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA easily obtains and uses information from regional registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 3.	SMA easily obtains and uses information from national registry agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 4 information

CM – Case Management					
Capability Question	Manage Registry				
	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Cost Effectiveness					
What is the cost to perform the process compared to the benefits of the 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 regional registry exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) registry exchange improving 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	Automation and state standards increase productivity. SMA focuses more on analyzing information and issuing alerts for detected issues. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate registry agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry agencies and entities improving efficiency to 98% or higher.

CM – Case Management					
Capability Question	Manage Registry				
	Level 1	Level 2	Level 3	Level 4	Level 5
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 registry agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry 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 registry agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or	SMA adopts MITA Framework, industry standards and information exchange with regional registry agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national registry agencies and entities improving stakeholder satisfaction to 98% or higher.

CM – Case Management					
Capability Question	Manage Registry				
	Level 1	Level 2	Level 3	Level 4	Level 5
	questionnaire for information collection.				

Perform Screening and Assessment

CM – Case Management					
Capability Question	Perform Screening and Assessment				
	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 and includes more screenings and assessments for treatment and disease management.	SMA automates process to the full extent possible across the interstate region across via the regional Health Information Exchange (HIE).	SMA automates process to the full extent possible via the Nationwide Health Information Network (NwHIN).

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			The information is available via the state Health Information Exchange (HIE).		
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 information standards and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for a state Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange of clinical information via the regional Health Information Exchange (HIE).	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of clinical information via the NwHIN.
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	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI)	SMA collaborates with other intrastate state Health Information Exchange (HIE) and entities to adopt national standards,	SMA collaborates with other interstate regional Health Information Exchange (HIE) and entities to adopt national standards,	SMA collaborates with the NwHIN agencies and entities for national (and international) interoperability improvements that

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	business tasks.	transactions.	and to develop and share reusable business services.	and to develop and share reusable processes including clinical information.	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. Regional SMA has regional Health Information Exchange (HIE) interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity via the NwHIN. 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	Use of direct data entry for information	HIPAA standard transactions	Automation of information	Automation of information	SMA adopts MITA Framework for

CM – Case Management					
Perform Screening and Assessment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process?	collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	collection increases the reliability of state Health Information Exchange (HIE)'s internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	collection increases the reliability of regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate regional Health Information Exchange (HIE). Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange via the NwHIN. 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	SMA stores information in disparate systems,	SMA easily obtains and uses information from	SMA easily obtains and uses information from	SMA easily obtains and uses information via the NwHIN.

CM – Case Management					
Capability Question	Perform Screening and Assessment				
	Level 1	Level 2	Level 3	Level 4	Level 5
including paper storage and obtains information manually.	but automation and HIPAA standards increase accessibility over Level 1.	intrastate state Health Information Exchange (HIE) and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	interstate regional Health Information Exchange (HIE) and regional entities. Accessibility is greater than Level 3.	interstate regional Health Information Exchange (HIE) and regional entities. Accessibility is greater than Level 3.	Accessibility is greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards by state Health Information Exchange (HIE) further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards by the region for regional Health Information Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange via the NwHIN improving cost effectiveness ratio over level 4.

CM – Case Management					
Capability Question	Perform Screening and Assessment				
	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 state Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with the regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN 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 state Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange with the regional Health Information Exchange (HIE) and entities improving	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving accuracy to 98% or higher.

CM – Case Management					
Capability Question	Perform Screening and Assessment				
	Level 1	Level 2	Level 3	Level 4	Level 5
				accuracy to 90% 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 state Health Information Exchange (HIE) 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 regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

Manage Treatment Plans and Outcomes

CM – Case Management					
Manage Treatment Plans and Outcomes					
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 state Health Information Exchange (HIE).	SMA automates process to the full extent possible across the interstate region via the regional Health Information Exchange (HIE).	SMA fully automates the process nationally to the extent possible 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.	A mix of HIPAA information standards and state-specific standards are applied.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate state Health Information Exchange (HIE) exchange of clinical information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and regional Health Information Exchange (HIE) exchange of clinical information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of clinical information via the NwHIN.
How does the State	Very little	SMA collaborates	SMA collaborates	SMA collaborates	SMA collaborates with

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency collaborate with other agencies or entities in performing the process?	collaboration occurs with other agencies to standardize information exchange or business tasks.	with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	with other intrastate state Health Information Exchange (HIE) and entities to adopt national standards, and to develop and share reusable business services.	with other interstate regional Health Information Exchange (HIE) and entities to adopt national standards, and to develop and share reusable processes including clinical information.	the NwHIN 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 regional Health Information Exchange (HIE) interoperability, which further improves timeliness	Information is available in real time. Processes improve further through connectivity via the NwHIN. Most processes execute at the point of service. Results are almost immediate.

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	over Level 3.				
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 state Health Information Exchange (HIE)'s internal information. External sources of information use MITA Framework 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 regional Health Information Exchange (HIE)'s internal and external sources of information. SMA adopts MITA Framework for information exchange by regional Health Information Exchange (HIE). Decision-making is automatic using regional standardized business rules definitions.	SMA adopts MITA Framework for national information exchange via the NwHIN. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CM – Case Management					
Capability Question	Manage Treatment Plans and Outcomes				
	Level 1	Level 2	Level 3	Level 4	Level 5
	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 easily obtains and uses information from intrastate state Health Information Exchange (HIE) and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA easily obtains and uses information from interstate regional Health Information Exchange (HIE) and entities. Accessibility is greater than Level 3.	SMA easily obtains and uses information via the NwHIN. 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 by state Health Information Exchange (HIE) further improving	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional Health Information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange via the NwHIN

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			cost effectiveness ratio over Level 2.	Exchange (HIE) exchange improving cost effectiveness ratio over Level 3.	improving 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 state Health Information Exchange (HIE) and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the	Manual processes result in greater	Automation and standardized	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	opportunity for human error. Accuracy is low.	business rules definitions reduce error and improve accuracy above Level 1.	standards and information exchange with intrastate state Health Information Exchange (HIE) and entities improving accuracy to 90% or higher.	standards and information exchange with regional Health Information Exchange (HIE) and entities improving accuracy to 98% or higher.	standards and information exchange via the NwHIN 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 state Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information	SMA adopts MITA Framework, industry standards and information exchange with regional Health Information Exchange (HIE) and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange via the NwHIN improving stakeholder satisfaction to 98% or higher.

CM – Case Management					
Manage Treatment Plans and Outcomes					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	collection.				

Authorization Determination

Authorize Referral

CM – Authorization Determination					
Authorize Referral					
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. Primary care provider approves of services by other providers in keeping with state business	SMA uses a mix of manual and automatic processes to accomplish tasks. Primary care provider uses an on-line form to authorize the	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	rules.	referral.			
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 the Accredited Standards Committee (ASC) X12 278 Health Care Services Review Information transaction.	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 regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.
How easy is it to change the business rules of Authorize Referral?	Manual rule changes require many business days for approval and implementation.	Although there may be some automation of standardized business rules definitions, changes and maintenance are labor intensive.	Adoption of the separation of standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
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 regional agencies and entities	SMA collaborates with agencies and entities for national

CM – Authorization Determination					
Authorize Referral					
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 this 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 Authorize Referral may take many business days to complete.	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. The process requires five (5) minutes or less for routine requests. More complex requests may require 30 minutes to review documentation.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional interoperability. The process requires five (5) minutes or less for routine requests. More complex requests may require	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.

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	30 minutes to review documentation.				
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. Information	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 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 regional sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in	SMA stores information in disparate systems	SMA stores information in disparate systems,	SMA obtains information easily and exchanges with	SMA obtains information easily and exchanges with	SMA obtains information easily and exchanges with

CM – Authorization Determination					
Authorize Referral					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process?	including paper storage and obtains information manually.	but automation and HIPAA standards increase accessibility to less than one (1) hour.	intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is 30 seconds or less.	interstate agencies and entities. Accessibility is 30 seconds or less.	national agencies and entities. Accessibility is 30 seconds or less.
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 regional information exchange improving 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

CM – Authorization Determination					
Authorize Referral					
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 regional 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 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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

CM – Authorization Determination					
Authorize Referral					
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 regional 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.

Authorize Service

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process	The process consists	SMA uses a mix of	SMA automates	SMA automates	SMA automates

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
primarily manual or automatic?	primarily of manual activity to accomplish tasks. SMA receives authorize service request primarily via paper, telephone, or facsimile. SMA responses to authorize service request via paper, telephone, or facsimile.	manual and automatic processes to accomplish tasks. Authorize Service request is a mix of paper, telephone, facsimile and electronic media. SMA responses to authorize service request via paper, telephone, facsimile, or electronic media.	process to the full extent possible within the intrastate.	process to the full extent possible within the region.	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 develops its own unique paper forms to support this process; there may be different forms per provider type.	SMA applies a mix of HIPAA and state-specific standards. SMA adopts the Accredited Standards Committee (ASC) X12 277 Health Care Information Status Notification and 278 Health Care Services Review Information transactions. Web portals may support	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 regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	error free submissions with information validations, member-side edits, and pre-populated fields, thereby facilitating the process.				
How easy is it to change the business rules of Authorize Service?	Manual rule changes require many business days for approval and implementation.	Although there may be some automation of standardized business rules definitions, changes and maintenance are labor intensive.	Adoption of the separation of standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	Adoption of the separation of nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
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 regional 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 automation

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?		transactions.	services.	including clinical information.	of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is this 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. Process completes in less than 60 seconds.	Information is available in near real time. Processes that use clinical authorization determination information result in immediate action, response, and results. SMA has regional interoperability. Process completes in less than 30 seconds.	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	HIPAA standard transactions improve accuracy of information but the	Automation of information collection increases the reliability of SMA's	Automation of information collection increases the reliability of regional	SMA adopts MITA Framework for national information exchange. Decision-

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. Information	decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 95% or higher.	sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 from regional 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 to	High relative cost due	Automation improves	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CM – Authorization Determination					
Authorize Service					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
support the process to the benefits of the result?	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 regional information exchange improving 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. 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 regional 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.

CM – Authorization Determination					
Authorize Service					
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 regional 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 regional 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.

Authorize Treatment Plan

CM – Authorization Determination					
Authorize Treatment Plan					
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 within the region.	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 has developed its own unique paper forms to support this process; there may be different forms for each type of treatment plan.	SMA applies a mix of HIPAA and state-specific standards. SMA has adopted the Accredited Standards Committee (ASC) X12 277 Health Care Information Status Notification and 278 Health Care Services Review Information transactions.	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 regional information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national information exchange.
How easy is it to change the	Manual rule changes require many	Although there may be some automation	Adoption of the separation of	Adoption of the separation of	Adoption of the separation of

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
business rules of Authorize Treatment Plan?	business days for approval and implementation.	of standardized business rules definitions, changes and maintenance are labor intensive, especially in legacy applications.	standardized intrastate business rules definitions from core programming, available in both human and machine-readable formats.	regionally standardized business rules definitions from core programming, available in both human and machine-readable formats.	nationally standardized business rules definitions from core programming, available in both human and machine-readable formats.
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 regional 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 this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves	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	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation).	exchange hubs. Process completes in less than two (2) business days.	response, and results. SMA has regional interoperability. Process completes in less than one (1) business day.	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 increases the reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized	Automation of information collection increases the reliability of regional sources of information. SMA adopts MITA Framework for information exchange by regional agencies. Decision-making is automatic using	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			business rules definitions. Accuracy is 95% or higher.	regional standardized business rules 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 less than one (1) business day.	SMA obtains information easily from regional agencies and entities. Accessibility is less than one (1) business day.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is less than one (1) business day.
Business Capability Quality: Cost-Effectiveness					
What is the cost to support the process to the benefits of the result?	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 regional information exchange improving cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					over Level 3. 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 regional 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 improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

CM – Authorization Determination					
Authorize Treatment Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	1.	to 90% or higher.	to 98% or higher.	to 98% or higher.	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 regional 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.

Contractor Management

Contractor Information Management

Manage Contractor Information

CO – Contractor Information Management					
Capability Question	Manage Contractor Information				
	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. Staff receives instructions to update the contractor master file from many sources via paper and facsimile.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate. SMA produces audit trail of decisions 100% of the time.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How is the information regarding the Contractor information validated?	Validation is manual and subjective.	Validation is consistent and based on business rules definitions.	SMA adopts MITA Framework, industry standards, and national standards within the intrastate that use standardized business rules definitions for	SMA adopts MITA Framework, industry standards, and national standards across the interstate that use regional standardized business rules definitions for	SMA adopts MITA Framework, industry standards, and national standards across the nation that uses national standardized business rules definitions for

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			consistent validation.	consistent validation.	consistent validation.
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 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.	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 this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves	Process timeliness improves through use of automation. SMA scans and stores contracts, amendments, and	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. SMA has interstate interoperability, which further improves	Information is available in real time. Processes improve further through connectivity with other States and with

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation). Maintenance of contract files, contract amendment, and related documents is a manual process.	relevant documents. Timeliness exceeds legal requirements.	exchange hubs. Timeliness exceeds Level 2.	timeliness over Level 3.	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 increases the reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized	SMA adopts MITA Framework for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy is 98% or higher.

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				is 98% or higher.	business rules 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					
What is the cost of the process compared to the benefits of the 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

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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					
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	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

CO – Contractor Information Management					
Manage Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			to 90% 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.

Inquire Contractor Information

CO – Contractor Information Management					
Inquire Contractor 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 activity to accomplish tasks. The inquirer contacts SMA by telephone, facsimile, or mail and receives responses via the same modes.	SMA uses a mix of manual and automatic processes to accomplish tasks. Agencies provide web portals for inquiries and responses. Inquirers have access under the state mandatory requirements for access to public information regarding the contractor and contract.	SMA automates process to the full extent possible within the intrastate. SMA integrates web portals to improve access to Contractor information.	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	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of

CO – Contractor Information Management					
Inquire Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	standards.		of information.	exchange.	information.
What information does the inquiry and response convey?	Inquiries include the following: Does this entity have a current contract? What services does the contract cover? What is the end date of the contract?	Requestor may make inquiry via web on contractor name, address, start and end date, major services provided, and contact information.	SMA adopts MITA Framework messages and other nationally recognized standards for the exchange of information.	SMA adopts MITA Framework messages and other nationally recognized standards for interstate information exchange.	SMA adopts MITA Framework messages and other nationally recognized standards for national exchange of information.
How formalized is the process?	The process is informal and inconsistent.	The process is formal across state agencies with proper reviews to ensure correctness and legality. SMA keeps accurate logs of all inquiries.	SMA adopts automatic workflow within the intrastate to ensure accuracy and proper reviews. SMA stores and transfers relevant inquiry documents electronically.	SMA adopts automatic workflow across the interstate to ensure accuracy and proper reviews.	SMA adopts automatic workflow across the nation to ensure accuracy and proper reviews.
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	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	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with agencies and entities for national (and international) interoperability improvements that

CO – Contractor Information Management					
Inquire Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	or business tasks.	transactions.	reusable business services.	reusable processes including clinical information.	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). SMA answers inquiries within three (3) to seven (7) business days.	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. 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	HIPAA standard transactions improve accuracy of information but the decision-making	Automation of information collection increases the reliability of SMA's internal information.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework for national information exchange. Decision-making is automatic

CO – Contractor Information Management					
Inquire Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be erroneous or misleading. Accuracy is higher than at Level 1.	External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	sources of information. SMA adopts MITA Framework for information exchange by 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?	SMA stores information in disparate systems including paper storage and obtains information manually. Access to information is available only during business hours.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. The web portal is accessible according to a schedule. Web portal is functional beyond the normal	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is almost 24 hours per day, excepting during maintenance windows.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is almost 24 hours per day, excepting during maintenance windows.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is almost 24 hours per day, excepting during maintenance windows.

CO – Contractor Information Management					
Capability Question	Inquire Contractor Information				
	Level 1	Level 2	Level 3	Level 4	Level 5
	hours of the business day.				
Business Capability Quality: Cost-Effectiveness					
What is the cost to support the process to the value 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	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	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

CO – Contractor Information Management					
Inquire Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and SMA performance standards. Efficiency is low.		to 95% or higher.	to 98% or higher.	to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
What is accuracy of 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	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or

CO – Contractor Information Management					
Inquire Contractor Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Contractor Support

Manage Contractor Communication

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual activity to accomplish tasks. SMA conducts	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.

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	process via paper, facsimile, and telephone.	The process increases the use of electronic methods. SMA accepts inquiries that contractor responds to online or by telephone.	including communication delivery by email, paper, mobile devices, Automatic Voice Response System (AVRS), telephone, facsimile, web portal or Electronic Data Interchange (EDI) transaction. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.		
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate communications are	Communication is functionally, linguistically, culturally, and competency appropriate, but at	SMA automates process to the full extent possible across the intrastate. Use of electronic communications	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	lacking because they are difficult and costly to produce.	great expense. SMA limits outreach material by state defined parameters (e.g., only two (2) languages used).	makes provision of functionally, linguistically, culturally, and competency appropriate communications more cost-effective.		
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 establishes a formal Communications Management Plan.	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 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 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.

CO – Contractor Support					
Capability Question	Manage Contractor Communication				
	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
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). SMA responds to requests in three (3) to seven (7) business days.	Process timeliness improves through use of automation. Contractors have access to self-services via a web portal resolving their inquiries themselves. Multiple web portals may exist as contractors may work with multiple agencies. Timeliness exceeds legal requirements. SMA answers most requests in 24 hours or less.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA integrates web portals so contractors have consistent way of communicating. SMA responds to most common inquiries in real-time. Exceptions may require 24 hours or less.	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	HIPAA standard transactions improve accuracy of	Automation of information collection increases the	Automation of information collection increases the	SMA adopts MITA Framework for national information

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	reliability of SMA's internal information. External sources of information use MITA Framework for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	reliability of SMA's internal and external sources of information. SMA adopts MITA Framework for information exchange by interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	exchange. 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.

CO – Contractor Support					
Capability Question	Manage Contractor Communication				
	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of the 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.

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
performance standards. Efficiency is low.					
Business Capability Quality: Accuracy of Process Results					
How accurate are the process results?	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					
How satisfied are the stakeholders with the process?	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.

CO – Contractor Support					
Manage Contractor Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
			SMA uses survey or questionnaire for information collection.	higher.	higher.

Perform Contractor Outreach

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	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. SMA conducts the process via mail, in person, and telephone for individual communications; and flyers, radio, TV,	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA conducts process via a web portal for existing contractors. SMA targets populations to receive	SMA automates process to the full extent possible within the intrastate. The process is electronic. Audience downloads, saves or prints publications. SMA also uses publications the law	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	newspapers, and publications for public media. SMA is not targeting contractor populations.	communications via mail, in person and telephone for individual communications; and flyers, radio, TV, newspapers, and publications public media.	requires to post solicitations. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.		
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate outreach and education materials are lacking because they are difficult and costly to produce.	Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense. SMA limits outreach material by state defined parameters (e.g., only two (2) languages used).	SMA automates process to the full extent possible across the intrastate. Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate outreach material more cost-effective.	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	SMA focuses on	SMA applies a mix of	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency use standards in the process?	meeting compliance thresholds for state and federal regulations using state-specific standards.	HIPAA and state-specific standards.	Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	Framework, industry standards, and other nationally recognized standards for national exchange of information.
How formalized is the process?	The process is informal and inconsistent.	The process is formal across SMA with proper reviews to ensure correctness and legality. SMA keeps accurate logs of all outreach initiatives.	SMA adopts automatic workflow within intrastate to ensure accuracy and proper reviews. SMA stores and transfers relevant inquiry documents electronically.	SMA adopts automatic workflow within interstate to ensure accuracy and proper reviews.	SMA adopts automatic workflow within nation to ensure accuracy and proper reviews.
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.

CO – Contractor Support					
Capability Question	Perform Contractor Outreach				
	Level 1	Level 2	Level 3	Level 4	Level 5
	information.				
Business Capability Quality: Timeliness of Process					
How timely is the process 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). Timeliness depends on the type of outreach. It is ad hoc in nature. Outreach activity duration is relatively lengthy.	Process timeliness improves through use of automation and web portal distribution of information. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA releases alerts and information immediately. 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	HIPAA standard transactions improve accuracy of information but the decision-making	Automation of information collection increases the reliability of SMA's internal information.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework and industry standards for information exchange with national

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be erroneous or misleading. Accuracy is higher than at Level 1.	External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 95% or higher.	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 95% or higher.	agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy is 95% 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					

CO – Contractor Support					
Perform Contractor Outreach					
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.

CO – Contractor Support					
Perform Contractor Outreach					
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. SMA launches outreach to a general audience but is unable to align content with targeted audience negatively affecting accuracy.	Automation and standardized business rules definitions reduce errors. Capability to match outreach with target audience improves the accuracy of the process. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. SMA uses methods to target outreach to contractors that met specific needs. Accuracy is 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					
How satisfied are the stakeholders with the process?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or

CO – Contractor Support					
Perform Contractor Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Manage Contractor Grievance and Appeal

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
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. The process is entirely paper based, which results in cumbersome document management and process inefficiencies.	SMA uses a mix of manual and automatic processes to accomplish tasks. The process conducts some of its activities electronically, except where federal and state regulations require paper documents. SMA is able to scan documents for capturing electronic information.	SMA automates process to the full extent possible within the intrastate. The process conducts the majority of its activities electronically, except where federal and state regulations require paper documents. SMA is able to scan documents for capturing electronic information.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How central is the grievance and appeals process?	Disparate programs file, manage, and resolve grievances and appeals from	Agencies begin to centralize or standardize the administration of the process to achieve	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

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	contractors. This contributes to inconsistent application of relevant laws and administrative policies inhibiting performance monitoring.	economies of scale, thereby increasing coordination and improving consistency of application of business rules and appeals disposed.	standards within intrastate further increases coordination and reuse of standardized grievance & appeal business services.	standards within interstate further increases coordination and reuse of standardized Grievance & Appeal business services.	standards within national further increases coordination and reuse of standardized Grievance & Appeal business services.
Do contractors know how to access the grievance and appeals process?	Contractors have difficulty finding the right door for filing grievances and appeals.	SMA clearly identifies the policy and procedures for filing grievances and appeals. SMA establishes a Review Board to review cases.	SMA standardizes the process across the intrastate.	SMA standardizes the process across the interstate.	SMA standardizes the process across the nation.
How does the State Medicaid Agency manage the process?	SMA follows guidelines for opening, documenting, and resolving the case.	SMA establishes a formal Management Plan.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan across the interstate.	SMA administers the process as part of SMA and manages it using a comprehensive Management Plan across the nation.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 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 this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Duration of process is 100	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation). Cases typically require months to complete. Duration of process is 180 business days or longer.	business days or less.	exchange hubs. Duration of process is 45 business days or less.	response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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.	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 MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy	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	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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			rating is at 99% or higher.	standardized business rules definitions. Accuracy rating is at 99% or higher.	
How accessible is the information required for the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Contractors have difficulty accessing program business rules to discern the merit of their grievance or appeal.	SMA stores information in disparate systems. Contractors have limited access to program business rules to discern whether their grievances or appeals have merit. 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. Contractors can electronically access program business rules to discern whether their grievances or appeals have merit. 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.

CO – Contractor Support					
Capability Question	Manage Contractor Grievance and Appeal				
	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Cost-Effectiveness					
What is the cost to perform 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 allowing for more time on improving process and working on exceptions. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process is consistent, orderly,	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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	performance standards. Efficiency is low. Cases may require months to complete.		and allows staff to spend even more time on quality outcomes and process improvement. Efficiency improves 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 and support business activity monitoring of performance measures, which in turn provide information needed for process improvements. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process collects information about the types of grievance and appeal it handles. SMA uses this information to discern program improvement opportunities that	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.

CO – Contractor Support					
Manage Contractor Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			may reduce the issues that give rise to grievances and appeals. Accuracy improves to 90% 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 that resolves cases in a shorter period. 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.

Contract Management

Produce Solicitation

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	The process is re-invented each time a solicitation is necessary. SMA stores the procurement information for manual reuse, and it is not possible to share information.	Contract information is in a central location and is electronic. There is coordination between agencies. Requirements tracking and maintenance are central.	SMA centralizes and automates contract information. Coordination between agencies eliminates duplication of contracted services.	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 activity to accomplish tasks. Production of a solicitation consists primarily of manual, paper-based steps. This requires manual	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA coordinates between agencies electronic contract information from	SMA automates process to the full extent possible within the intrastate. SMA automates contract information from central location.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

CO – Contract Management					
Capability Question	Produce Solicitation				
	Level 1	Level 2	Level 3	Level 4	Level 5
	compilation of information.	central location. Manual compilation of information remains a requirement in some cases. Publication of the solicitation uses electronic media (e.g., Web portal).			
What is the primary mechanism for publication of the solicitation and communication with potential respondents?	Publication of the solicitation and communication with potential respondents is primarily via paper, in person, mail and facsimile. Publication of the solicitation may be via electronic media. Potential respondents can use telephone, facsimile, in person, e-mail, or paper as a way to keep current on any updates during the produce solicitation process.	SMA centralizes contract information, and there is coordination between agencies. SMA automates the publication of the solicitation and communication concerning updates and solicitation status with potential respondents.	SMA automates the process. Some in person communication remains a part of the process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

CO – Contract Management					
Capability Question	Produce Solicitation				
	Level 1	Level 2	Level 3	Level 4	Level 5
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.
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. SMA uses web portals, email distribution and	Timeliness improves via state and federal collaboration, use of information sharing, standards, and	Information is available in near real time. SMA has interstate interoperability. The	Information is available in real time. Processes improve further through connectivity with

CO – Contract Management					
Produce Solicitation					
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 may require six (6) or more months to issue the solicitation	tracking, for respondent communications. Timeliness exceeds legal requirements. The process completes, on average, in six (6) months or less.	regional information exchange hubs. The process supports outcome oriented program management, ensures MITA compliance, and supports the shift to shared business services in both the production of solicitations and their content. The process on average requires less than three (3) months for completion.	process on average requires fewer than 60 business days to complete.	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 available to 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	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-

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	incorrect information. Stakeholders are unable to rely on information for decision-making.	process may be 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.	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. There is limited access to information by constraints of the manual process and updates to information.	SMA stores information in disparate systems, but automation and nationally recognized and state-specific standards increase accessibility over Level 1. Accessing information to research and compile solicitation content,	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. SMA has enhanced the process support outcome-oriented program	SMA obtains information easily and exchanges with interstate agencies and entities. Accessing information to research and compile solicitation content takes less than three (3) weeks.	SMA obtains information easily and exchanges with national agencies and entities. Accessing information to research/compile solicitation content takes less than three (3) weeks.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Accessing information to research and compile solicitation content can take more than six (6) months.	on average, takes less than three (3) months.	management and support the shift to shared business services in both the production of solicitations and their content. SMA can research exceptions through real-time access to information via industry messages.	Access to information to research and compile solicitation content takes less than one (1) month.	
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. Adoption of solicitation tools to manage	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA enhances process to	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international)

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		<p>requirements.</p> <p>Increases cost effectiveness ratio over Level 1.</p>	<p>support improvements in program management, and support the shift to shared business services in both the production of solicitations and their content. The primarily automatic, standardized process allows staff to focus on managing the production of solicitations and effectively communicating with potential respondents.</p> <p>Increases cost effectiveness ratio over Level 2.</p>	<p>exchange. SMA increases cost effectiveness ratio over Level 3.</p>	<p>information exchange. SMA increases cost effectiveness ratio over level 4.</p>

CO – Contract Management					
Capability Question	Produce Solicitation				
	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. Inconsistencies and ambiguities increase the number of respondent questions and can lead to post	SMA centralizes automation and standardized business rules definitions reduce error. SMA centralizes and coordinates contract information between	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. SMA enhances the process to support improved program	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.

CO – Contract Management					
Produce Solicitation					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	award protests. Accuracy is low.	agencies. The development of Medicaid specific policies and procedures for the process reduces confusion and provides accurate information within the solicitation. Accuracy improves above Level 1.	management, and support the shift to shared business services in both the production of solicitations and their content. Accuracy is improved to 90% 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	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.

CO – Contract Management					
Capability Question	Produce Solicitation				
	Level 1	Level 2	Level 3	Level 4	Level 5
	information collection.				

Award Contract

CO – Contract Management					
Capability Question	Award Contract				
	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. Respondent mails the paper proposal(s) to SMA. Manual validation, verification, and assessment of proposal information are required.	SMA uses a mix of manual and automatic processes to accomplish tasks. Submission of proposals is via electronic media (e.g., Web portal). SMA implements a centrally accessible electronic storage of proposal materials and internal	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.

CO – Contract Management					
Capability Question	Award Contract				
	Level 1	Level 2	Level 3	Level 4	Level 5
		electronic communication. Assessment of proposal information is manual.			
What is the primary mechanism for receipt of proposals and communication with respondents?	Receipt of proposals and communication with respondents is via paper, telephone, in person, and facsimile.	Receipt of proposals and communication with respondents utilizes electronic means of communication (e.g., submission of proposals via a Web portal, e-mail, or Compact Disc (CD)). SMA uses paper, telephone, in person, and facsimile for communications.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within the intrastate. SMA automates receipt of proposals and communication with respondents. The process still requires some in person communication.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards across the interstate.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards 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	SMA applies a mix of nationally recognized and state-specific.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange	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

CO – Contract Management					
Capability Question	Award Contract				
	Level 1	Level 2	Level 3	Level 4	Level 5
	standards.		of information.	information exchange.	information.
How does the State Medicaid Agency verify proposal information?	Staff contacts external and internal document verification sources via mail, telephone, or facsimile.	Some automatic verifications of Contractor information are available such as Employer Identification Number (EIN), status of tax payment.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification within the intrastate.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification across the interstate.	MITA Framework, industry standards, and other nationally recognized standards enable more automatic information verification across the nation.
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					

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 three (3) to seven (7) 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 available to 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. Use of standards set by the	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	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules

CO – Contract Management					
Award Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	decision-making. Manual processes allow gaps in the accuracy and completeness of proposal content.	state procurement office, implementation of internal information standards, implementation of centrally accessible electronic storage of proposal materials, and electronic communication mechanisms all contribute to increasing accuracy of information. Accuracy is higher than at Level 1.	exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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. SMA manually obtains or validates information.	SMA stores information in disparate systems, but adopts automation and nationally recognized standards. State procurement office increases standardization and the use of electronic	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.

CO – Contract Management					
Capability Question	Award Contract				
	Level 1	Level 2	Level 3	Level 4	Level 5
	storage of proposal materials and electronic communication mechanisms that simplify information access. Accessibility increases over Level 1.				
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

CO – Contract Management					
Award Contract					
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 and the process requires additional oversight to ensure compliance with state and federal procurement business rules.	Automation and standardized business rules definitions reduce error, level of oversight required, 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.

CO – Contract Management					
Capability Question	Award Contract				
	Level 1	Level 2	Level 3	Level 4	Level 5
Accuracy is low.					
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	<p>Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process. Staff is dissatisfied with the level of manual effort to validate, verify, and assess the proposal data, duplication of efforts across SMA, and the frequency that stakeholders appeal decisions.</p> <p>Respondents are dissatisfied with the burden of the process and the length of time.</p>	<p>Automation and standardization provides clear and useful information. Adoptions of state standards improve staff ability to validate, verify, and assess the proposal data, thus increasing staff satisfaction with the process. Respondent satisfaction improves with the ability to submit electronic proposals, increasing consistency in decisions and the reduction in turnaround time.</p> <p>Stakeholder satisfaction is greater</p>	<p>SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher.</p> <p>SMA uses survey or questionnaire for information collection.</p>	<p>SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.</p>	<p>SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.</p>

CO – Contract Management					
Capability Question	Award Contract				
	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>
		than Level 1.			

Manage Contract

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	SMA does not centralize contract management. Each SMA may interface with a state's procurement office but oversight of the management of a contract lies with SMA who requested the contract. There is little or no coordination among SMA programs for procurement or management of contracts.	SMA introduces central racking of contracts. The coordination between agencies increases the exchange of information and increases efficiency in contract management. Coordination among SMA programs for procurement or management of contracts is improved.	SMA adopts MITA Framework and industry standards and other national standards. There is full coordination among agencies in relation to the management of contracts. SMA automates central contract tracking, thus reducing duplication and increasing quality in managing contracts.	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	SMA uses a mix of manual and automatic processes to accomplish tasks. Contract SMA stores	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the	SMA automates process to the full extent possible across the nation.

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	accomplish tasks.	information electronically. SMA uses automatic contract management reports.		interstate.	
What is the primary mechanism for exchange of contract information?	Exchange of contract information is primarily a manual process via mail, telephone, in person, and facsimile.	Exchange of contract information utilizes some electronic 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.	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 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 interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

CO – Contract Management					
Manage Contract					
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 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 or regulation). Obtaining information to monitor or review contract and	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. 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.

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	interactions with contractors may require three (3) to seven (7) business days.				
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 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.	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.

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					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. Accessing information may take three to seven (7) business days.	SMA stores information in disparate systems, but automation of 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 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. Staff focuses on cost management and implementation of a higher quality improvement process within the contract management process. Cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. SMA automates the central tracking of contracts and supports complete coordination between SMA programs,	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

CO – Contract Management					
Manage Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		increases over Level 1.	eliminating duplication of effort. Staff focuses on improving the management of contracts. Cost effectiveness ratio increases over Level 2.	over Level 3.	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.

CO – Contract Management					
Capability Question	Manage Contract				
	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 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.
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%

CO – Contract Management					
Capability Question	Manage Contract				
	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>
			questionnaire for information collection.	or higher.	or higher.

Close Out Contract

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	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.

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	communications.				
What is the primary mechanism for exchange of contract information?	Exchange of contract information is primarily via mail, telephone, in person, and facsimile.	Exchange of contract information utilizes some electronic 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.	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 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	Very little collaboration occurs with other agencies to standardize	SMA collaborates with other agencies and entities to adopt nationally recognized	SMA collaborates with other intrastate agencies and entities to adopt national	SMA collaborates with other interstate agencies and entities to adopt national	SMA collaborates with agencies and entities for national (and international)

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
entities in performing the process?	information exchange or business tasks.	standards and Electronic Data Interchange (EDI) transactions.	standards, and to develop and share reusable business services.	standards, and to develop and share reusable processes including clinical information.	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 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					

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and nationally recognized and state-specific	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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.	standards increase accessibility over Level 1.	industry standards. Accessibility is greater than Level 2.	greater than Level 3.	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. Staff focuses on cost management and ongoing quality improvement. Cost effectiveness ratio increases over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards. Staff focuses on an outcome-oriented approach to closing out contracts. Increases 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					

CO – Contract Management					
Close Out Contract					
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 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 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. The central tracking of the	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

CO – Contract Management					
Close Out Contract					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		contracts simplify data access increasing the quality and consistency of the contract close out process. SMA improves accuracy above Level 1.	improving accuracy to 90% or higher.	improving accuracy to 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. Delays and disputes over close out issues are common.	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.

Eligibility and Enrollment Management

Eligibility and Enrollment Management

Determine Member Eligibility

EE – Member Enrollment					
Determine Member Eligibility					
<i>Capability Question</i>	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Level 4</i>	<i>Level 5</i>
Business Capability Descriptions					
NOTE: Applications and Accounts: An individual seeking health insurance applies online, via phone, via mail, or in person. Accepted application data is managed in an “account” by the receiving entity to enable access to this information during the verification and eligibility determination processes, as well as after the conclusion of the process to support enrollment, change reporting and for other purposes.					
Is the process primarily manual or automated?	All applications require human involvement. All verifications require applicants to submit paper documentation.	All applications require human involvement; staff accesses verification information from electronic data sources.	SMA adjudicates modified adjusted gross income (MAGI) eligibility for the majority of applicants without human involvement. SMA uses a well-developed automated interface with the Marketplace and CHIP agency.	SMA adjudicates MAGI eligibility for the majority of applicants without human involvement. SMA participates in a shared eligibility service with the Marketplace and CHIP agency that eliminates the need for any interfaces to support eligibility	SMA adjudicates MAGI eligibility for the majority of applicants without human involvement. SMA participates in a shared eligibility service with the Marketplace and CHIP agency that accommodates MAGI and non-MAGI eligibility.

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		<p>to transmit case information without human involvement.</p> <p>SMA automates verification for MAGI eligibility and integrates into online application.</p> <p>SMA automates verification for MAGI population to the maximum extent possible.</p> <p>SMA manually executes verification for non-MAGI eligibility.</p>	<p>based on MAGI.</p> <p>SMA automates verification for MAGI population to the maximum extent possible.</p> <p>SMA manually executes verification for non-MAGI eligibility.</p>	<p>SMA only utilizes manual processes when electronic verification is not possible.</p>	
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 national (e.g. HIPAA) and state-specific standards.	SMA adopts national standards (e.g. HIPAA, Administrative Simplification, Health Information Technology)	SMA adopts national standards (e.g. HIPAA, Administrative Simplification, Health Information Technology)	SMA adopts national standards (e.g. HIPAA, Administrative Simplification, Health Information Technology)

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			Enrollment and Standards Protocols) for exchange of eligibility information.	Enrollment and Standards Protocols) and actively participates in the ongoing development of related standards.	Enrollment and Standards Protocols), actively participates in the ongoing development of related standards, and works with other States and Federal Government to develop and adopt standards related to eligibility process, not limited to data 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.	The SMA collaborates with other agencies and entities to adopt HIPAA standards and EDI transactions.	SMA adopts a well-developed data sharing arrangement with the Marketplace and CHIP agency that includes a shared understanding of workflow and a process for issue resolution.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the shared eligibility service and to conduct joint planning and population management efforts.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the shared eligibility service and to conduct joint planning and population management efforts.

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		The SMA documents the arrangement in an agreement. The SMA maintains effective relationships with state and federal data sources to support verification.	The SMA documents the arrangement in an agreement that is dynamic and updated as conditions change.	The SMA documents the arrangement in an agreement that is dynamic and updated as conditions change.	The SMA works with state and national data sources to establish data exchanges and supporting activities with programs in other States.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	SMA sometimes meets threshold or mandated requirements for timeliness (e.g., the process achieves results within the time specified by law, or regulation).	SMA improves timeliness through use of automation. Timeliness always meets requirements. To the extent that SMA requires paper, it takes multiple weeks to complete	SMA improves timeliness through increased use of automation. When electronic data is available and consistent with an applicant's attestation,	SMA further improves timeliness through increased use of automation. When electronic data is available and consistent with an applicant's attestation,	SMA further improves timeliness through increased use of automation. When electronic data is available and consistent with an applicant's attestation,

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	SMA takes multiple weeks to complete paper handling and does not have the capacity to adjudicate eligibility without human intervention.	paper handling.	applicants who submit the single, streamlined application electronically receive a MAGI determination in near real-time.	applicants who submit the single, streamlined application electronically receive a MAGI determination in near real-time.	applicants who submit the single, streamlined application electronically receive a MAGI determination in near real-time.

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				over Level 3.	required to adjudicate documents for non-MAGI eligibility.
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.	SMA uses electronic information improving accuracy of information but the decision-making process may be erroneous or misleading and human involvement leads to incorrect information. Accuracy is higher than at Level 1.	SMA adopts automation of verification process and eligibility determination based on MAGI, which eliminates the vast majority of human error from the process.	SMA adopts automation of verification process and eligibility determination based on MAGI, which eliminates the vast majority of human error from the process.	SMA adopts automation of verification process and eligibility determination for MAGI and non-MAGI, which eliminates the vast majority of human error from the process.
			Accuracy challenges still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures.	SMA uses shared eligibility service to eliminate inaccuracy in application of rules across insurance affordability programs.	SMA uses shared eligibility service to eliminate inaccuracy in application of rules across insurance affordability programs.
				Accuracy challenges	Accuracy challenges

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures and increased reliance on electronic data.	Accuracy challenges still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures and maximum use of electronic data.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Verification requires manual contact via telephone, facsimile, or mail. Systems experience extended scheduled and unscheduled	SMA stores information in disparate systems, but use of electronic information, automation and HIPAA standards increase accessibility over Level 1. Systems experience extended scheduled and unscheduled downtime.	SMA easily exchanges and uses information from the Marketplace, CHIP, Basic Health Program (BHP), and local data sources upon request based on MITA Framework and industry standards. SMA maintains individual information in an electronic account	SMA has full access to Marketplace, CHIP, and BHP information through use of shared eligibility service. SMA maintains individual information in an electronic account shared across insurance affordability programs that is accessible to the	SMA has full access to Marketplace, CHIP, and BHP information through use of shared eligibility service. SMA maintains individual information in an electronic account shared across insurance affordability programs that is accessible to the

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	downtime.		that is accessible to the individual for review and self-service. Self-service for non-MAGI individuals is limited. Electronic account is available 24/7 through the portal except during state-approved maintenance timeframes.	individual for review and self-service. Self-service for non-MAGI individuals is limited. Electronic account is available 24/7 through the portal except during state-approved maintenance timeframes.	individual for review and self-service. Electronic account is 24/7 through the portal except during state-approved maintenance timeframes.
Business Capability Quality: Cost-Effectiveness					
What is the ratio for the cost of eligibility determination compared to the value of the results?	High relative cost due to low number of automated, standardized tasks.	Automation improves process and allows focus on exception resolution, increasing cost effectiveness ratio over Level 1.	SMA adopts Seven Standards and Conditions, MITA Framework, industry standards, and other nationally recognized standards further increasing cost effectiveness ratio	SMA participates in shared eligibility service. SMA adopts Seven Standards and Conditions, MITA Framework, industry standards, and other nationally recognized standards for	SMA adopts national (and international) standards for information exchange. SMA increases cost effectiveness ratio over level 4.

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			over Level 2.	regional information exchange. SMA increases cost effectiveness ratio 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 agency performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	Reliance on automated processes improves efficiency to 90% or higher.	Use of shared eligibility service for MAGI population improves efficiency to 95% or higher.	Use of shared eligibility services for all populations improves efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	SMA applies business rules manually and inconsistently,	SMA applies some automated business rules, which increases accuracy.	SMA automates the verification and eligibility determination for	SMA automates the verification and eligibility determination for	SMA automates the verification and eligibility determination for

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	producing inconsistent and incorrect results.	Results remain inconsistent based on mix of automated and manual processes. Accuracy is higher than at Level 1.	MAGI populations, eliminating the vast majority of human error from the process. Accuracy challenges still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures.	MAGI populations, eliminating the vast majority of human error from the process. SMA uses shared eligibility service, eliminating inaccuracy in application of rules across insurance affordability programs. Accuracy challenges still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures.	MAGI and non-MAGI populations, eliminating the vast majority of human error from the process. SMA uses shared eligibility service eliminating inaccuracy in application of rules across insurance affordability programs. Accuracy challenges still exist in the manual processing of documentation, but SMA reduces errors as much as possible through standard operating procedures.
Business Capability Quality: Utility or Value to Stakeholders					

EE – Member Enrollment					
Determine Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How satisfied are the 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.	Automation of MAGI process and reliance on electronic verification improve stakeholder satisfaction to 80% or higher.	Use of shared eligibility service increases the efficiency, speed, and accuracy of the process, improving stakeholder satisfaction to 90% or higher.	Use of shared eligibility service that incorporates non-MAGI eligibility increases the efficiency, speed, and accuracy of the process, improving stakeholder satisfaction to 98% or higher.

Enroll Member

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
Business Capability Descriptions					
<p>NOTE: Applications and Accounts: An individual seeking health insurance applies online, via phone, via mail, or in person. Accepted application data is managed in an “account” by the receiving program to enable access to this information during the verification and eligibility determination processes, as well as after the conclusion of the process to support enrollment, change reporting and for other purposes.</p>					
Is the process primarily manual or automated?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automated processes to accomplish tasks.	SMA provides electronic delivery system and plan selection opportunities for individuals that are eligible based on MAGI.	SMA provides electronic delivery system and plan selection opportunities for individuals that are eligible based on MAGI. SMA fully integrates with CHIP and Marketplace plan choice and enrollment process.	SMA provides electronic delivery system and plan selection opportunities for individuals that are eligible based on MAGI or non-MAGI. SMA fully integrates with CHIP and Marketplace plan choice and enrollment process.
Does the State Medicaid Agency use standards in	SMA focuses on meeting compliance thresholds for state and federal	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts national standards (e.g. HIPAA, Administrative	SMA adopts industry standards (e.g., HIPAA, Administrative	SMA adopts industry standards e.g., HIPAA, Administrative

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
the process?	regulations using state-specific standards.	Simplification, Health Information Technology Enrollment and Standards Protocols) for exchange of enrollment information.	Simplification, Health Information Technology Enrollment and Standards Protocols), and actively participates in the ongoing development of related standards.	Simplification, Health Information Technology Enrollment and Standards Protocols), actively participates in the ongoing development of standards, and works with other States and federal agencies to develop and adopt standards related to enrollment process, not limited to data exchange.	Simplification, Health Information Technology Enrollment and Standards Protocols), actively participates in the ongoing development of standards, and works with other States and federal agencies to develop and adopt standards related to enrollment process, not limited to data 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.	SMA collaborates with other agencies and entities to adopt HIPAA standards and EDI transactions.	SMA collaborates with agencies administering other insurance affordability programs to develop and implement common enrollment standards.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage a shared enrollment process for all MAGI populations and to	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage a shared enrollment process and to conduct joint planning and

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
				conduct joint planning and population management efforts. The SMA documents the arrangement in an agreement that is dynamic and updated as conditions change.	population management efforts. The SMA documents the arrangement in an agreement that is dynamic and updated as conditions change.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	SMA sometimes meets threshold or mandated requirements for timeliness (e.g., the process achieves results within the time specified by law, or regulation). SMA takes multiple weeks to complete paper handling, and does not have the capacity to process enrollments without	SMA improves timeliness through increased use of automation. Timeliness always meets legal requirements. To the extent that SMA requires paper, SMA takes multiple weeks to complete paper handling.	SMA improves timeliness through increased use of automation. When an individual utilizes the electronic delivery system and plan selection process, SMA notifies delivery system or plan in overnight batch processing.	SMA further improves timeliness through increased use of automation. When an individual utilizes the electronic delivery system and plan selection process, SMA notifies delivery system or plan in near real-time.	SMA further improves timeliness through increased use of automation. When an individual utilizes the electronic delivery system and plan selection process, SMA notifies delivery system or plan in near real-time and provides temporary ID card.

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
	human intervention.		paper handling.	72 hours of receipt.	paper requests within 24 hours of receipt.
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.	Electronic delivery system and plan selection process means that information is collected in a shared enrollment service and therefore is significantly more accurate than in a paper process.	Electronic delivery system and plan selection process means that information is collected in a shared enrollment service and therefore is significantly more accurate than in a paper process.	Electronic delivery system and plan selection process means that information is collected in a shared enrollment service and therefore is significantly more accurate than in a paper process.
		SMA's automation of MAGI eligibility determination results in more reliable information for use in enrollment process; automation of enrollment process	SMA's automation of MAGI eligibility determination results in more reliable information for use in enrollment process; automation of enrollment process	SMA's automation of MAGI and non-MAGI eligibility determination results in more reliable information for use in enrollment process; automation of enrollment process	SMA's automation of MAGI and non-MAGI eligibility determination results in more reliable information for use in enrollment process; automation of enrollment process

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
		<p>eliminates the vast majority of human error from the process.</p> <p>Accuracy challenges still exist for paper enrollment requests, but SMA reduces errors as much as possible through standard operating procedures.</p>	<p>eliminates the vast majority of human error from the process.</p> <p>SMA uses shared eligibility service for MAGI determinations to eliminate inaccuracy in application of rules across insurance affordability programs, which has a corresponding effect on enrollment accuracy.</p> <p>Accuracy challenges still exist for paper enrollment requests, but SMA reduces errors as much as possible through standard operating procedures.</p>	<p>eliminates the vast majority of human error from the process.</p> <p>SMA uses shared eligibility service for MAGI and non-MAGI determinations to eliminate inaccuracy in application of rules across insurance affordability programs, which has a corresponding effect on enrollment accuracy.</p>	<p>enrollment process eliminates the vast majority of human error from the process.</p> <p>SMA uses shared eligibility service for MAGI and non-MAGI determinations to eliminate inaccuracy in application of rules across insurance affordability programs, which has a corresponding effect on enrollment accuracy.</p>

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage. Systems experience extended scheduled and unscheduled downtime.	SMA stores information in disparate systems, but use of electronic information, automation, and HIPAA standards increase accessibility over Level 1. Systems experience extended scheduled and unscheduled downtime.	SMA easily exchanges information with delivery systems and plans based on MITA Framework and industry standards. SMA maintains individual information in an electronic account that is accessible to the individual for review and self-service. Self-service for non-MAGI populations is limited. Electronic account is accessible 24/7 through the portal except during state-approved maintenance	SMA easily exchanges information with delivery systems and plans based on MITA Framework and industry standards. SMA maintains individual information in an electronic account that is accessible to the individual for review and self-service. Self-service for non-MAGI populations has a greater level of automation than level 3. Electronic account is accessible 24/7 through the portal except during state-approved maintenance	SMA easily exchanges information with delivery systems and plans based on MITA Framework and industry standards. SMA maintains individual information in an electronic account that is accessible to the individual for review and self-service. Electronic account is accessible 24/7 through the portal except during state-approved maintenance timeframes.

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
					timeframes.
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 automated, standardized tasks.	Automation improves process and allows focus on exception resolution, increasing cost effectiveness ratio over Level 1.	SMA adopts Seven Standards and Conditions, MITA Framework, and intrastate standard messages and other nationally recognized standards further increasing cost effectiveness ratio over Level 2.	SMA adopts Seven Standards and Conditions, MITA Framework, regional standard messages and other nationally recognized standards for enrollment. SMA increases cost effectiveness ratio over Level 3.	SMA adopts Seven Standards and Conditions, MITA Framework, national standard messages and other nationally recognized standards for national enrollment. 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	Automation and state standards increase productivity. Efficiency is higher	SMA adopts automation of enrollment process improving efficiency	SMA adopts shared enrollment services for MAGI population, improving efficiency	SMA uses shared enrollment services for all populations, improving efficiency

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
	accomplish tasks. Process meets minimum state process guidelines and agency performance standards. Efficiency is low.	than Level 1.	to 90% or higher.	to 95% or higher.	to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	SMA applies business rules manually and inconsistently, producing inconsistent and incorrect enrollments.	SMA applies some automated business rules, which increases accuracy of enrollments. Results remain inconsistent based on mix of automated and manual processes. Accuracy is higher than at Level 1.	SMA automates enrollment for MAGI populations eliminating the vast majority of human error from the process. Accuracy challenges still exist in the manual processing of enrollment requests. SMA reduces errors as much as possible through standard operating	SMA automates enrollment for MAGI populations eliminating the vast majority of human error from the process. SMA uses shared enrollment service increasing standardization across insurance affordability programs. Accuracy challenges	SMA automates enrollment for MAGI and non-MAGI populations, eliminating the vast majority of human error from the process. SMA uses shared enrollment service to eliminate inaccuracy in application of rules across insurance affordability programs.

EE – Member Enrollment					
Enroll Member					
Capability Question	Level 1	Level 2	Level 3	Levels 4	Levels 5
			procedures.	still exist in the manual processing of enrollment requests, but SMA reduces errors as much as possible through standard operating procedures.	Accuracy challenges still exist in the manual processing of enrollment requests, but SMA reduces errors as much possible through standard operating procedures.
Business Capability Quality: Utility or Value to Stakeholders					
How satisfied are the 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.	Automation of MAGI eligibility process and reliance on electronic delivery system and plan selection improve stakeholder satisfaction to 80% or higher.	Use of shared enrollment service for MAGI populations increases the efficiency, speed, and accuracy of information improving stakeholder satisfaction to 90% or higher.	Use of shared enrollment service that incorporates MAGI and non-MAGI populations increases the efficiency, speed, and accuracy of information improving stakeholder satisfaction to 98% or higher.

Disenroll Member

EE – Member Enrollment					
Disenroll Member					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
NOTE: Applications and Accounts: An individual seeking eligibility for health insurance applies online, via phone, via mail, or in person.. Accepted application data is managed in an “account” by the receiving program to enable access to this information during the verification and eligibility determination processes, as well as after the conclusion of the process to support change reporting and for other purposes.					
Is the process primarily manual or automated?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automated processes to accomplish tasks.	SMA automates process through use of shared enrollment service to maximum extent possible with CHIP and the Marketplace.	SMA automates process through use of shared enrollment service integrated with CHIP and the Marketplace disenrollment process.	SMA automates process through use of shared enrollment service and is fully integrated with CHIP and Marketplace disenrollment process.
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 (e.g., HIPAA, Affordable Care Act) and other nationally recognized standards for intrastate exchange of member	SMA adopts MITA Framework, industry standards (e.g., HIPAA, Affordable Care Act) and other nationally recognized standards for interstate exchange of member	SMA adopts MITA Framework, industry standards e.g., HIPAA, Affordable Care Act), and other nationally recognized standards for national exchange of disenrollment information, actively

EE – Member Enrollment					
Capability Question	Disenroll Member				
	Level 1	Level 2	Level 3	Level 4	Level 5
			disenrollment information.	disenrollment information and actively participates in the ongoing development of related standards.	participates in the ongoing development of standards, and works with other States and federal agencies to develop and adopt standards related to disenrollment process.
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.	The agency collaborates with other agencies and entities to adopt HIPAA standards and EDI transactions.	SMA collaborates with insurance affordability programs to develop and implement common disenrollment standards. The SMA documents the arrangement in an agreement.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the disenrollment and to conduct joint planning and population management efforts.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the disenrollment and to conduct joint planning and population management efforts. The SMA works with state and national data sources, the Marketplace, and CHIP agency to establish data exchanges and supporting activities with programs in other

EE – Member Enrollment					
Capability Question	Disenroll Member				
	Level 1	Level 2	Level 3	Level 4	Level 5
	States.				
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	SMA sometimes meets threshold or mandated requirements for timeliness (e.g., the process achieves results within the time specified by law, or regulation). Disenrollment may take multiple business days.	SMA improves timeliness through use of automation. Timeliness always meets legal requirements. SMA completes disenrollment in one (1) business day.	Timeliness improves via Marketplace, state and federal collaboration, use of member disenrollment information sharing, and standards. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use interstate member disenrollment information result in immediate action, response, and results.	Information is available in real time. Processes improve further through connectivity with other regions, States and with federal agencies. Most processes execute at the point of service. Timeliness improves over Level 4.
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	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or	SMA automates the collection of member disenrollment information increasing the reliability of exchange. External sources of member	SMA adopts MITA Framework and industry standards for disenrollment information exchange with insurance affordability	SMA uses Marketplace, MITA Framework, and national standards for national disenrollment information exchange. Decision-making is automatic using

EE – Member Enrollment					
Disenroll Member					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	unable to rely on information for decision-making.	misleading. Accuracy is higher than at Level 1.	disenrollment information use MITA Framework and industry standards for information exchange. Decision-making is automatic using business rule engines. Accuracy is 90% or higher.	programs. Decision-making is automatic using business rule engines. Accuracy is 95% or higher.	business rule engines. 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. Systems experience extended scheduled and unscheduled downtime	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. Systems experience extended scheduled and unscheduled downtime	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards. Accessibility is greater than Level 3.	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards. Accessibility is greater than Level 4.

EE – Member Enrollment					
Capability Question	Disenroll Member				
	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 automated, standardized tasks.	Automation improves process and allows focus on exception resolution, increasing cost effectiveness ratio over Level 1.	SMA adopts Marketplace, MITA Framework, and intrastate standard messages and other nationally recognized standards further increasing cost effectiveness ratio over Level 2.	SMA adopts Marketplace, MITA Framework, regional standard messages and other nationally recognized standards for disenrollment information exchange. SMA increases cost effectiveness ratio over level 4.	SMA adopts Marketplace, MITA Framework, industry standards, and other nationally recognized standards for national disenrollment 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 agency	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts automation of disenrollment process improving efficiency to 90% or higher.	SMA adopts shared enrollment services improving efficiency to 95% or higher.	SMA uses shared enrollment services improving efficiency to 98% or higher.

EE – Member Enrollment					
Capability Question	Disenroll Member				
	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 results in greater opportunity for human error. Accuracy is low.	Automation and business rules reduce error and improve accuracy above Level 1.	SMA adopts standard messages for interacting with other state agencies and entities, improving accuracy to 90% or higher.	SMA adopts standard messages for interacting with agencies and entities across some states improving accuracy to 95% or higher.	SMA adopts standard messages for interacting with agencies and entities across all states improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
How satisfied are the 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 standard messages for interacting with other state agencies and entities, improving stakeholder satisfaction to 90% or higher.	SMA adopts standard messages for interacting with agencies and entities across some states, improving stakeholder satisfaction to 95% or higher.	SMA adopts standard messages for interacting with agencies and entities across all states, improving stakeholder satisfaction to 98% or higher.

Inquire Member Eligibility

EE – Member Enrollment					
Inquire Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
NOTE: Applications and Accounts: An individual seeking eligibility for health insurance applies online, via phone, via mail, or in person. Accepted application data is managed in an “account” by the receiving program to enable access to this information during the verification and eligibility determination processes, as well as after the conclusion of the process to support change reporting and for other purposes.					
Is the process primarily manual or automated?	The process consists primarily of manual activity to accomplish tasks.	SMA uses a mix of manual and automated processes to accomplish tasks.	SMA automates the inquire member eligibility process through use of shared enrollment service to maximum extent possible with CHIP and the Marketplace.	SMA automates the inquire member eligibility process through use of shared enrollment service integrated with CHIP and the Marketplace.	SMA automates the inquire member eligibility process through use of shared enrollment service and is fully integrated with CHIP and Marketplace.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards (e.g., HIPAA, Affordable Care Act) and other nationally recognized standards for	SMA adopts MITA Framework, industry standards (e.g., HIPAA, Affordable Care Act) and other nationally recognized standards for	SMA adopts MITA Framework, industry standards e.g., HIPAA, Affordable Care Act), and other nationally recognized standards for national exchange

EE – Member Enrollment					
Inquire Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	standards.		intrastate exchange of member eligibility information.	interstate exchange of member eligibility information and actively participates in the ongoing development of related standards.	of member eligibility information, actively participates in the ongoing development of standards, and works with other States and federal agencies to develop and adopt standards related to eligibility inquiry process.
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.	The agency collaborates with other agencies and entities to adopt HIPAA standards and EDI transactions.	SMA collaborates with insurance affordability programs to develop and implement common eligibility inquiry standards.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the eligibility inquiry process.	SMA participates in a joint governance effort with the Marketplace and CHIP agency to manage the eligibility inquiry process. The SMA works with state and national data sources, the Marketplace, and CHIP agency to establish data exchanges and supporting activities with programs in other

EE – Member Enrollment					
Capability Question	Inquire Member Eligibility				
	Level 1	Level 2	Level 3	Level 4	Level 5
	States.				
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	SMA sometimes meets threshold or mandated requirements for timeliness (e.g., the process achieves results within the time specified by law, or regulation). Eligibility inquiries may take multiple business days.	SMA improves timeliness through use of automation. Timeliness always meets legal requirements. SMA completes eligibility inquiries in less than two (2) business day.	SMA improves timeliness through use of automation. Timeliness always meets legal requirements. SMA completes eligibility inquiries in one (1) business day.	SMA improves timeliness through use of automation. Timeliness always meets legal requirements. Information is available in near real time.	Information is available in real time. Processes improve further through connectivity with other regions, States and with federal agencies. Most processes execute at the point of service. Timeliness improves over Level 4.
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	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or	SMA adopts MITA Framework and industry standards for eligibility inquiries. Decision-making is automatic using business rule	SMA adopts MITA Framework and industry standards for eligibility inquiries. Decision-making is automatic using business rule	SMA uses Marketplace, MITA Framework, and national standards for eligibility inquiries. Decision-making is automatic using

EE – Member Enrollment					
Inquire Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	unable to rely on information for decision-making.	misleading. Accuracy is higher than at Level 1.	engines Accuracy is 90% or higher.	engines. Accuracy is 95% or higher.	business rule engines. 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. Systems experience extended scheduled and unscheduled downtime	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. Systems experience extended scheduled and unscheduled downtime	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards.	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards.	SMA easily obtains and uses information from Marketplace and CHIP agency based on MITA Framework and industry standards. 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 automated, standardized tasks.	Automation improves process and allows focus on exception resolution, increasing cost effectiveness ratio over Level 1.	SMA adopts Marketplace, MITA Framework, and intrastate standard messages and other nationally recognized standards further increasing cost	SMA adopts Marketplace, MITA Framework, regional standard messages and other nationally recognized standards for information	SMA adopts Marketplace, MITA Framework, industry standards, and other nationally recognized standards for national information exchange. SMA increases cost

EE – Member Enrollment					
Inquire Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			effectiveness ratio over Level 2.	exchange increasing cost effectiveness ratio over Level 3.	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 agency performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts shared enrollment services improving efficiency to 90% or higher.	SMA adopts shared enrollment services improving efficiency to 95% or higher.	SMA uses shared enrollment services improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes results in greater opportunity for human error. Accuracy is low.	Automation and business rules reduce error and improve accuracy above Level 1.	SMA adopts standard messages for interacting with other state agencies and entities, improving accuracy	SMA adopts standard messages for interacting with agencies and entities across some states improving accuracy	SMA adopts standard messages for interacting with agencies and entities across all states improving accuracy to

EE – Member Enrollment					
Inquire Member Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			to 90% or higher.		
Business Capability Quality: Utility or Value to Stakeholders					
How satisfied are the 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 standard messages for interacting with other state agencies and entities, improving stakeholder satisfaction to 80% or higher.	SMA adopts standard messages for interacting with agencies and entities across some states, improving stakeholder satisfaction to 90% or higher.	SMA adopts standard messages for interacting with agencies and entities across all states, improving stakeholder satisfaction to 98% or higher.

Provider Enrollment

Determine Provider Eligibility

EE – Provider Enrollment					
Capability Question	Determine Provider Eligibility				
	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Does enrollment process meet state and federal regulations or policies?	Meets state and federal requirements for processing applications timely and accurately.	SMA exceeds state and federal requirements for processing applications timely and accurately.	SMA exceeds state and federal requirements for processing provider enrollment applications timely and accurately including includes one-stop collaboration across SMA including dual-eligibility with Medicare and CHIP as well as enhancing background check and screening by level of risk with federal agencies.	SMA exceeds state and federal requirements for processing provider enrollment applications timely and accurately. SMA collaborates with federal agencies for regional validation of background information and screening by level of risk in near-real time enrollment based on taxonomy.	SMA exceeds state and federal requirements for processing provider enrollment applications timely and accurately. SMA uses federated registries that identify providers across the country, who qualify to serve special populations or are disqualified based on criminal activity.
Is the process	The process	SMA uses a mix of	The enrollment	The enrollment	The enrollment

<i>EE – Provider Enrollment</i>					
Capability Question	Determine Provider Eligibility				
	Level 1	Level 2	Level 3	Level 4	Level 5
primarily manual or automatic?	consists primarily of manual activity to receive and process paper enrollments provider submits via mail.	manual and automatic processes to accomplish process paper and web-based applications.	application process is fully automatic to the extent possible within the intrastate. SMA receives a majority of Provider applications online. SMA produces audit trail of determination results 100% of the time.	application process is fully automatic to the extent possible within the region.	application process is fully automatic 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.	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, standard enrollment application interfaces, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, standard enrollment application interfaces, and other nationally recognized standards for regional exchange of information.	SMA adopts MITA Framework, standard enrollment application interfaces, and other nationally recognized standards for national exchange of information.
Does the State Medicaid Agency use required screening requirements?	SMA uses state-specific screening requirements.	SMA uses a mix of federal screening and state-specific requirements.	SMA adopts all federal screening requirements for low, medium and high risk providers	SMA adopts all federal screening requirements for low, medium and high risk providers	SMA adopts all federal screening requirements for low, medium and high risk providers

<i>EE – Provider Enrollment</i>					
Determine Provider Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			within the intrastate.	within the region.	across the nation.
What provider identifier is used?	SMA uses local identifier the state assigns to provider.	SMA cross-references National Provider Identifier (NPI) to state identification.	The NPI is the identification of record for all health care providers. SMA enumerates atypical providers differently. SMA retains legacy identifiers for some business purposes, but newly enrolled providers use national identifiers.	SMA widely uses the NPI for those providers that are required to do so. SMA uses atypical provider identification within the region.	SMA widely uses the NPI for those providers that are required to do so. SMA uses atypical provider identification across the nation.
How does the State Medicaid Agency verify credentials (e.g., college degree, license, certification, NPI, Employer Identification Number (EIN), Social Security Number (SSN))?	SMA manually validates information. Staff contact external and internal document verification sources via telephone, facsimile, mail. Decisions on information verifications take three (3) to seven (7) business days. Validation is manual	Many application validations are automatic SSN, address, birth certificate, etc.). Validation is consistent and based on business rules.	SMA adopts MITA Framework, enrollment application standard messages, and national standards within the intrastate that use standardized business rules definitions for consistent validation.	SMA adopts MITA Framework, enrollment application standard interfaces, and national standards across the interstate region that use a regional standardized business rules definitions for consistent validation.	SMA adopts MITA Framework, enrollment application standard messages, and national standards across the nation that use a national standardized business rules definitions for consistent validation.

<i>EE – Provider Enrollment</i>					
Determine Provider Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and subjective.				validation.
Is there a process for re-validation of credentials?	SMA re-enrolls providers as needed. SMA revalidates credentials manually.	SMA re-enrolls providers periodically and revalidates credentials via a mix of manual and automatic processes (consistent with enrollment process).	SMA revalidates credentials automatically within the intrastate and staff receive alerts when adverse results occur (e.g., provider license is terminated; provider is added to a criminal investigation list).	SMA revalidates credentials automatically across the interstate region and staff receives alerts when adverse results occur.	SMA revalidates credentials automatically across the nation and staff receives alerts when adverse results occur.
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. Information is verified manually using telephone, facsimile and mail.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions for information verification with credentialing organization and identification sources.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services for information verification.	SMA collaborates with other regional agencies and entities to adopt national standards, and to develop and share reusable enrollment application processes for information verification.	SMA collaborates with national agencies and entities for national (and international) interoperability improvements that maximize automation of routine enrollment application operations.

<i>EE – Provider Enrollment</i>					
Capability Question	Determine Provider Eligibility				
	Level 1	Level 2	Level 3	Level 4	Level 5
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). Average end-to-end process is completed in 30-60 business days.	Process timeliness improves through use of automation. Average end-to-end process completes in 15-30 business days.	Timeliness improves via state and federal collaboration, use of enrollment application information sharing, standards, and regional information exchange hubs. Turnaround time on application decision for 85% or higher of enrollments is no more than 24 hours. Exceptions may be those requiring extensive credentialing or site visits. SMA distributes eligibility determination notice of appeal rights within 15 minutes or less 100% of the time.	Enrollment application information and verification is available in near real time. SMA has regional interoperability. Turnaround time on application decision for 95% or higher of enrollments is no more than four (4) hours.	Enrollment application information is available in real time. Enrollment application processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.

<i>EE – Provider Enrollment</i>					
Determine Provider Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 enrollment application and verification information collection increases the reliability of SMA's internal information. External sources of enrollment application and verification information use MITA Framework and industry standards for information exchange and verification. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or	Automation of enrollment application and verification information collection increases the reliability of regional sources of information. SMA adopts MITA Framework and industry standards for information exchange and verification by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or	SMA adopts MITA Framework and industry standards for national enrollment application and verification information exchange and verification. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

<i>EE – Provider Enrollment</i>					
Determine Provider Eligibility					
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 enrollment application and verification information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. System produces enrollment reports showing status of entire Medicaid population in graphical format for management use. Accessibility is greater than Level 2.	SMA obtains enrollment application and verification information easily and exchanges with regional agencies and entities. Accessibility is greater than Level 3.	SMA obtains enrollment application and verification 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	High relative cost due to low number of automatic,	Automation improves process and allows focus on exception	SMA adopts MITA Framework, enrollment	SMA adopts MITA Framework, enrollment	SMA adopts MITA Framework, enrollment

<i>EE – Provider Enrollment</i>					
Determine Provider Eligibility					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
benefits of its results?	standardized tasks.	resolution, improving cost effectiveness ratio over Level 1.	application and verification standard interfaces, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	application and verification standard messages, and other nationally recognized standards for regional information exchange improving cost effectiveness ratio over Level 3.	application and verification standard messages, 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 and enrollment application and verification standard messages with intrastate agencies and entities improving efficiency to 99%.	SMA adopts MITA Framework and enrollment application and verification standard messages with by regional agencies and entities improving efficiency to 99%.	SMA adopts MITA Framework and enrollment application and verification standard messages with national agencies and entities improving efficiency to 99%.

<i>EE – Provider Enrollment</i>					
Capability Question	Determine Provider Eligibility				
	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 and enrollment application and verification standard messages with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework and enrollment application and verification standard messages with regional agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework and enrollment application and verification standard messages 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 and enrollment application and verification standard messages with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or	SMA adopts MITA Framework and enrollment application and verification standard messages with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework and enrollment application and verification standard messages with national agencies and entities improving stakeholder satisfaction to 98% or higher.

<i>EE – Provider Enrollment</i>					
Capability Question	Determine Provider Eligibility				
	Level 1	Level 2	Level 3	Level 4	Level 5
	questionnaire for information collection.				

Enroll Provider

<i>EE – Provider Enrollment</i>					
Capability Question	Enroll Provider				
	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Does enrollment process meet state and federal regulations or policies?	Meets state and federal requirements for processing applications timely and accurately.	SMA exceeds state and federal requirements for processing applications timely and accurately.	SMA exceeds state and federal requirements for processing applications enrollment timely and accurately including one-stop collaboration across SMA.	SMA fully automates the enrollment process within the region.	SMA fully automates the enrollment process across the nation.

<i>EE – Provider Enrollment</i>					
Enroll Provider					
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 adopts MITA Framework, enrollment standard messages, and national standards within the intrastate that use standardized business rules definitions for consistent enrollment. Provider Network information is shared with Health Insurance Marketplace (HIX). SMA produces audit trail of enrollment decision 100% of the time.	SMA automates the enrollment process to the extent possible within the region. SMA adopts MITA Framework, enrollment standard messages, and national standards within the region that use a regional standardized business rules definitions for consistent enrollment. Provider Network information is shared with Health Insurance Marketplace (HIX). SMA shares Meaningful Electronic Health Record information with the Registration	SMA automates the enrollment process to the extent possible across the nation. SMA adopts MITA Framework, enrollment standard messages, and national standards nationally that use a national standardized business rules definitions for consistent enrollment. Provider Network information is shared with Health Insurance Marketplace (HIX). SMA shares Meaningful Electronic Health Record information with the R&A

EE – Provider Enrollment					
Enroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					and Attestation (R&A) System.
How does the applicant complete and submit the application?	Applicant completes application on paper and submits via facsimile, in person, or mail.	Applicant may use state standardized paper application but also has choices of data entry at government offices and kiosks. Electronic submissions are available and used.	Applicants may complete and submit nationally standardized electronic application from any location that has internet access. Multiple intrastate programs, including Medicaid, Medicare, and CHIP conduct dual-eligibility determination.	SMA shares business services across interstate.	SMA shares business services 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, standard enrollment interfaces, and other nationally recognized enrollment standards for intrastate enrollment assignment and	SMA adopts MITA Framework, standard enrollment interfaces, and other nationally recognized enrollment standards for clinical and regional exchange of	SMA adopts MITA Framework, standard enrollment interfaces, and other nationally recognized enrollment standards for national exchange of enrollment

EE – Provider Enrollment					
Enroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			exchange of information.	enrollment assignment information.	assignment 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 regional agencies and entities to adopt national standards and to develop and share reusable enrollment assignment processes including clinical information.	SMA collaborates with national agencies and entities for national (and international) interoperability improvements that maximize automation of routine enrollment assignment 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 enrollment assignment information sharing, standards, and regional information	Enrollment assignment information is available in near real time. SMA has regional interoperability, which further improves	Enrollment assignment information is available in real time. Processes improve further through connectivity with other States and with

EE – Provider Enrollment					
Enroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	regulation).		exchange hubs. Timeliness exceeds Level 2.	timeliness over Level 3.	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.	SMA automatically collects enrollment assignment information increasing the reliability of SMA's internal information. External sources of enrollment assignment information use MITA Framework and industry standards for information exchange. Decision-	SMA automatically collects enrollment assignment information increasing the reliability of regional sources of information. SMA adopts MITA Framework and industry standards or information exchange by regional agencies. Decision-making is automatic using	SMA uses MITA Framework and industry standards for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

<i>EE – Provider Enrollment</i>					
Enroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	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 enrollment assignment information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Enrollment reports on the status of entire Medicaid population in graphical format for management use. Accessibility is greater than Level 2.	SMA obtains enrollment assignment information easily and exchanges with regional agencies and entities. Accessibility is greater than Level 3.	SMA obtains enrollment assignment 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

<i>EE – Provider Enrollment</i>					
Enroll Provider					
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, enrollment assignment standard messages, and other nationally recognized enrollment assignment standards further improving cost effectiveness ratio over Level 2.	Framework, enrollment assignment standard messages, and other nationally recognized enrollment assignment standards for regional information exchange improving cost effectiveness ratio over Level 3.	Framework, enrollment assignment standard messages, and other nationally recognized enrollment assignment 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 and enrollment assignment standard messages with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework and enrollment assignment standard messages with regional agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework and enrollment assignment standard messages with national agencies and entities improving efficiency to 98% or higher.

EE – Provider Enrollment					
Capability Question	Enroll Provider				
	Level 1	Level 2	Level 3	Level 4	Level 5
	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 and enrollment assignment standard messages with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework and enrollment assignment standard messages with regional agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework and enrollment assignment standard messages 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 and enrollment assignment standard messages with intrastate agencies and entities improving stakeholder satisfaction to 90% or	SMA adopts MITA Framework and enrollment assignment standard messages with regional agencies and entities improving stakeholder satisfaction to 95% or	SMA adopts MITA Framework and enrollment assignment standard messages with national agencies and entities improving stakeholder satisfaction to 98% or

<i>EE – Provider Enrollment</i>					
Enroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher. SMA uses survey or questionnaire for information collection.	higher.	higher.

Disenroll Provider

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
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 fully automates the provider disenrollment process within the intrastate. SMA shares Provider Network information with	SMA fully automates the provider disenrollment within the region. SMA shares Provider Network information with	SMA fully automates the provider disenrollment process across the nation. SMA shares Provider Network information with

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			Health Insurance Marketplace (HIX). SMA produces audit trail of disenrollment decision 100% of the time.	Health Insurance Marketplace (HIX). SMA shares Meaningful Electronic Health Record information with the Registration and Attestation (R&A) System.	Health Insurance Marketplace (HIX). SMA shares Meaningful Electronic Health Record information with the R&A System.
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, standard provider disenrollment interfaces, and other nationally recognized provider disenrollment standards for intrastate exchange of provider disenrollment information.	SMA adopts MITA Framework, standard provider disenrollment interfaces, and other nationally recognized provider disenrollment standards for regional exchange of provider disenrollment information.	SMA adopts MITA Framework, standard provider disenrollment interfaces, and other nationally recognized provider disenrollment standards for national exchange of provider disenrollment 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 HIPAA	SMA collaborates with other intrastate agencies and	SMA collaborates with other regional agencies and	SMA collaborates with agencies and entities for national

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
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.	standards and Electronic Data Interchange (EDI) transactions.	entities to adopt national provider disenrollment standards as well as develop and share reusable business services.	entities to adopt national provider disenrollment standards as well as develop and share reusable provider disenrollment processes including clinical information.	(and international) interoperability improvements that maximize automation of routine provider disenrollment 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 completes within ten (10) business days or	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes within five (5) business days or less.	Timeliness improves via state and federal collaboration, use of provider disenrollment information sharing, standards, and regional information exchange hubs. Process completes in 24 hours or less.	Provider disenrollment information is available in near real time. Provider disenrollment processes ensure immediate action, response, and results. SMA has regional interoperability,	Provider disenrollment information is available in real time. Provider disenrollment processes improve further through connectivity with other States and with federal agencies. Most

<i>EE – Provider Enrollment</i>					
Capability Question	Disenroll Provider				
	Level 1	Level 2	Level 3	Level 4	Level 5
	more.			which further improves timeliness over Level 3.	provider disenrollment 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.	SMA automates the collection of provider disenrollment increasing the reliability of SMA's internal information. External sources of provider disenrollment information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules	SMA automates the collection of provider disenrollment information increasing the reliability of regional sources of information. SMA adopts MITA Framework and provider disenrollment standards for information exchange with regional agencies. Decision-making is	SMA adopts MITA Framework and industry standards for national information exchange. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			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 provider disenrollment information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains provider disenrollment information easily and exchanges with regional agencies and entities. Accessibility is greater than Level 3.	SMA obtains provider disenrollment 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 cost	SMA adopts MITA Framework, provider disenrollment standard messages,	SMA adopts MITA Framework, provider disenrollment	SMA adopts MITA Framework, provider disenrollment standard interfaces,

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
results?	standardized tasks.	effectiveness ratio over Level 1.	and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	standard messages, and other nationally recognized provider disenrollment standards for regional information exchange improving cost effectiveness ratio over Level 3.	and other nationally recognized standards for national (and international) information exchange of provider disenrollment information improving 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 and provider disenrollment standard messages with intrastate agencies and entities improving efficiency to 95% or	SMA adopts MITA Framework and provider disenrollment standard messages with regional agencies and entities improving efficiency to 98% or	SMA adopts MITA Framework and provider disenrollment standard messages with national agencies and entities improving efficiency to 98% or

EE – Provider Enrollment					
Capability Question	Disenroll Provider				
	Level 1	Level 2	Level 3	Level 4	Level 5
performance standards. Efficiency is low.			higher.	higher.	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 and provider disenrollment standard messages with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework and provider disenrollment standard messages with regional SMA and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework and provider disenrollment standard messages 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 and provider disenrollment standard messages with intrastate agencies and entities improving	SMA adopts MITA Framework and provider disenrollment standard messages with regional agencies and entities improving	SMA adopts MITA Framework and provider disenrollment standard messages with national agencies and entities improving

<i>EE – Provider Enrollment</i>					
Disenroll Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			stakeholder 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.

Inquire Provider Information

<i>EE – Provider Enrollment</i>					
Inquire Provider 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 activity to accomplish tasks. SMA receives most requests via	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA submits	The inquire provider process is fully automatic to the extent possible within	The inquire provider process is fully automatic to the extent possible within	The inquire provider process is fully automatic to the extent possible

<i>EE – Provider Enrollment</i>					
Inquire Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	telephone, facsimile, or mail.	response via automatic voice response system, web portal, Electronic Data Interchange (EDI) transaction, personal computer, terminal connection or within batch response parameters.	the intrastate.	the region.	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, provider inquiry standard messages, and other nationally recognized provider inquiry standards for intrastate exchange of provider enrollment information.	SMA adopts MITA Framework, provider inquiry standard messages, and other nationally recognized provider inquiry standards for clinical and regional exchange of provider enrollment information.	SMA adopts MITA Framework, provider inquiry standard messages, and other nationally recognized provider inquiry standards or national exchange of provider enrollment information.
How does the State Medicaid Agency collaborate with other agencies or	Very little collaboration occurs with other agencies to standardize	SMA collaborates with other agencies and entities to adopt HIPAA standards and	SMA collaborates with other intrastate agencies and entities to adopt national	SMA collaborates with other regional agencies and entities to adopt provider	SMA collaborates with agencies and entities for national (and international)

EE – Provider Enrollment					
Capability Question	Inquire Provider Information				
	Level 1	Level 2	Level 3	Level 4	Level 5
entities in performing the process?	information exchange or business tasks.	EDI transactions.	provider inquiry standards as well as develop and share reusable business services.	inquiry national standards as well as develop and share reusable provider inquiry processes including clinical information.	interoperability improvements that maximize automation of routine provider inquiry operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end inquiry 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 provider inquiry information sharing, standards, and regional information exchange hubs. Timeliness is ten (10) seconds or less.	Information Provider enrollment information is available in near real time. Provider inquiry processes that use clinical provider inquiry information result in immediate action, response, and results. SMA has regional interoperability, which further improves timeliness over Level 3.	Provider enrollment information is available in real time. Provider inquiry processes improve further through connectivity with other States and with federal agencies. Most provider inquiry processes execute at the point of service. Results are almost immediate.

EE – Provider Enrollment					
Inquire Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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.	SMA automates the collection of provider inquiry information increasing the reliability of SMA's internal information. External sources of provider inquiry information use MITA Framework and industry standards for information verification submission. Decision-making is automatic using a statewide provider inquiry standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA automates the collection of provider inquiry information increasing the reliability of regional sources of information. SMA adopts MITA Framework and industry standards for information exchange verification by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and provider inquiry standards for national information verification submission. 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

EE – Provider Enrollment					
Inquire Provider Information					
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?	Process is labor intensive. There is wasted effort or	Automation and state standards increase productivity.	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and

EE – Provider Enrollment					
Inquire Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Efficiency is higher than Level 1.	information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	information exchange with interstate agencies and entities improving efficiency to 98% or higher.	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?	Stakeholders lack confidence in information negatively affecting stakeholder	Automation and standardization provides clear and useful information.	SMA adopts MITA Framework, industry standards and information exchange	SMA adopts MITA Framework, industry standards and information exchange	SMA adopts MITA Framework, industry standards and information exchange

EE – Provider Enrollment					
Inquire Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	satisfaction with the process.	Stakeholder satisfaction is greater than Level 1.	with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Financial Management

Accounts Receivable Management

Manage Provider Recouptment

FM – Accounts Receivable Management					
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.

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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.

FM – Accounts Receivable Management					
Manage Provider Recoupment					
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

FM – Accounts Receivable Management					
Manage Provider Recoupment					
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	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 99%

FM – Accounts Receivable Management					
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					
Manage TPL Recovery					
Capability Question	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.

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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 99% 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

FM – Accounts Receivable Management					
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					

FM – Accounts Receivable Management					
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					
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.

FM – Accounts Receivable Management					
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.

FM – Accounts Receivable Management					
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.

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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.

FM – Accounts Receivable Management					
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.

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

FM – Accounts Receivable Management					
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

FM – Accounts Receivable Management					
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

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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.

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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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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.

FM – Accounts Payable Management					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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					
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.

FM – Fiscal Management					
Generate Financial Report					
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.

FM – Fiscal Management					
Generate Financial Report					
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.

FM – Fiscal Management					
Generate Financial Report					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	questionnaire for information collection.				

Member Management

Member Information Management

NOTE: Due to the regulation rule-making efforts underway at CMS, the MITA Framework 3.0 does not include the Member Management business processes or business capability matrices. CMS will update the MITA Framework 3.0 with appropriate information from the final rules in a future release.

Member Support

NOTE: Due to the regulation rule-making efforts underway at CMS, the MITA Framework 3.0 does not include the Member Management business processes or business capability matrices. CMS will update the MITA Framework 3.0 with appropriate information from the final rules in a future release.

Operations Management

Payment and Reporting

Generate Remittance Advice

OM – Payment and Reporting					
Generate Remittance Advice					
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. Remittance Advice uses SMA specific format and data content and a mix of manual and automatic processes	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA continues to provide paper RAs to some providers.	SMA automates process to the full extent possible within the intrastate. All Providers and encounter submitters receive electronic transactions with some exceptions.	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.

OM – Payment and Reporting					
Generate Remittance Advice					
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.	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 further improves timeliness over Level 2.	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.

OM – Payment and Reporting					
Generate Remittance Advice					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	3.				
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.

OM – Payment and Reporting					
Generate Remittance Advice					
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.

OM – Payment and Reporting					
Capability Question	Generate Remittance Advice				
	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	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

OM – Payment and Reporting					
Generate Remittance Advice					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				to 90% or higher.	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.

Inquire Payment Status

OM – Payment and Reporting
Inquire Payment Status

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 associates inquiry with a specific claim document.	SMA uses a mix of manual and automatic processes to accomplish tasks. Automated Voice Response systems, direct data entry, web enabled direct data entry, point of service devices for electronic claim status responses, and submission of HIPAA Accredited Standards Committee (ASC) X12 transactions.	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 payment status and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
How integrated is the process?	Depending on the type of claim, providers should	SMA begins to centralize the process providing a more	SMA fully integrates the process to the extent possible	SMA fully integrates the process to the extent possible	SMA fully integrates the process to the extent possible

OM – Payment and Reporting					
Inquire Payment Status					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	contact different portions of the organization (e.g. provider call center, pharmacy call center, waiver programs).	central point of access for all types of claims.	across the intrastate.	across the interstate.	across the nation.
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	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes in	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

OM – Payment and Reporting					
Inquire Payment Status					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation). Process completes in two (2) business days.	one (1) business day or less.	exchange hubs. Timeliness exceeds Level 2.	response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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 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	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	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.

OM – Payment and Reporting					
Inquire Payment Status					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			higher.	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 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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international)

OM – Payment and Reporting					
Inquire Payment Status					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			effectiveness ratio over Level 2.	exchange. SMA increases cost effectiveness ratio over Level 3.	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					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error.	Automation and standardized business rules definitions reduce	SMA adopts MITA Framework, industry standards and information exchange	SMA adopts MITA Framework, industry standards and information exchange	SMA adopts MITA Framework, industry standards and information exchange

OM – Payment and Reporting					
Inquire Payment Status					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Accuracy is low.	error and improve accuracy above Level 1.	with intrastate agencies and entities improving accuracy to 90% or higher.	with interstate agencies and entities improving accuracy to 98% or higher.	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 Provider Payment

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	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	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

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
	services.			information.	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 30 or more business days to complete.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Process completes within weeks, rather than months.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2. The process takes fewer than 60 seconds to complete.	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

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	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.	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. Data access may take up to 30 business days.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. Data access may take three (3) to seven (7) hours.	SMA obtains information easily and exchanges with intrastate agencies and entities. 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.

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	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	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.

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	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 uses survey or	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or

OM – Payment and Reporting					
Prepare Provider Payment					
Capability Question	Level 1	Level 2	Level 3	Level 4 & 5	Level 5
			questionnaire for information collection.	higher.	higher.

Manage Data

OM – Payment and Reporting					
Manage Data					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	SMA has no automatic activity to accomplish Extract, Transform and Load (ETL) tasks.	SMA uses a mix of manual and automatic ETL processes to accomplish tasks.	SMA automates ETL process to the full extent possible within the intrastate.	SMA automates process to the full extent possible, across the interstate. SMA includes clinical information in the process.	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 industry and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

OM – Payment and Reporting					
Capability Question	Manage Data				
	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.	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 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

OM – Payment and Reporting					
Manage Data					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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.	Industry 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 industry standards for information exchange. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA uses industry standards for information exchange with interstate agencies. Accuracy rating is at 99% or higher.	SMA uses industry standards for information exchange with national agencies. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper	SMA stores information in disparate systems, but automation and	SMA obtains information easily and exchanges with intrastate agencies	SMA obtains information easily and exchanges with interstate agencies	SMA obtains information easily and exchanges with national agencies

OM – Payment and Reporting					
Manage Data					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	storage and obtains information manually.	industry standards increase accessibility over Level 1.	and entities based on industry standards. Accessibility is greater than Level 2.	and entities. Accessibility is greater than Level 3.	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?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards, and information exchange with intrastate agencies and entities	SMA adopts MITA Framework, industry standards, and information exchange with interstate agencies and entities	SMA adopts MITA Framework, industry standards, and information exchange with national agencies and entities

OM – Payment and Reporting					
Manage Data					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	minimum state process guidelines and SMA performance standards. Efficiency is low.		improving efficiency to 95% or higher.	improving efficiency to 98% or higher.	improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards, and information exchange with intrastate agencies and entities improving accuracy to 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

OM – Payment and Reporting					
Manage Data					
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.

Claims Adjudication

Process Claim

OM – Claims Adjudication					
Process Claim					
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 scans or manually enters claims into an electronic record format.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA continues to accept paper claims, but most providers submit claims electronically.	SMA automates process to the full extent possible within the intrastate. Providers submit claims electronically. SMA adjudicates claims via standardized business rules definitions according to methodologies of the National Correct Coding Initiative (NCCI).	SMA automates process to the full extent possible via regional standardized business rules definitions.	SMA automates process to the full extent possible across the nation via national standardized business rules definitions.

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 Accredited Standards Committee (ASC) X12 837 Health Care Claim and National Council for Prescription Drug Programs (NCPDP) and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards (e.g., code sets) for claim processing.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate claim processing.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national claim processing.
How integrated is the process?	There is little coordination between the portions of SMA responsible for claims processing.	SMA centralizes common processes to achieve economies of scale and increase coordination.	SMA fully integrates process between intrastate agencies and other entities.	SMA integrates process to the full extent possible across the interstate.	SMA integrates process to the full extent possible across the nation.
How easy is it to change edit business rules and criteria?	SMA embeds business rules and validations directly into the source code. Changes are difficult, lengthy, and costly to implement.	SMA has mix of automatic business rules definitions and embedded business rules and validation directly into the source code. Changes to edits, audits and pricing	SMA automates process to the full extent possible across the intrastate. Related processes are decoupled, allowing changes to editing, auditing and pricing standardized	SMA automates process to the full extent possible by using regional standardized business rules definitions. Average changes take less time than	SMA automates process to the full extent possible by using national standardized business rules definitions. Average changes take less time than

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		business rules results in unintended downstream processing consequences. Average change takes fewer business days than Level 1.	business rules definitions without affecting downstream processes. Average changes take less time than Level 2.	Level 3.	Level 4.
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	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Electronic claim	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information	Information is available in near real time. Processes that use clinical information result in immediate action,	Information is available in real time. Processes improve further through connectivity with other States and with

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	results within the time specified by law or regulation). Manual-processing steps may require multiple business days to complete claims edits, audits, or pricing. Suspended claims require lengthy manual resolution.	processing and Point of Sale (POS) adjudication greatly increase timeliness. The entire claim process completes within 24 hours or less.	exchange hubs. Timeliness exceeds Level 2.	response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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. It is difficult for reviewers to consistently	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	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-	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

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	interpret and apply adjudication business rules manually. Attachment data is unstructured, which increases inconsistency of the review process.		business rules definitions. Accuracy rating is at 99% or higher.	making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international)

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		ratio over Level 1.	effectiveness ratio over Level 2.	exchange. SMA increases cost effectiveness ratio over Level 3.	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, by intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards, by interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards, by 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	Automation and standardized business rules definitions reduce	SMA adopts MITA Framework, industry standards, and business rules	SMA adopts MITA Framework, industry standards, and business rules	SMA adopts MITA Framework, industry standards, and business rules

OM – Claims Adjudication					
Process Claim					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	low.	error and improve accuracy above Level 1.	engines by intrastate agencies and entities improving accuracy to 90% or higher.	engines by interstate agencies and entities improving accuracy to 98% or higher.	engines, by 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, by 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, by interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards, by national agencies and entities improving stakeholder satisfaction to 98% or higher.

Process Encounter

OM – Claims Adjudication					
Process Encounter					
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 scans or manually enters encounters into an electronic record format.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA continues to accept paper encounters, but most managed care organizations submit encounters electronically.	SMA automates process to the full extent possible within the intrastate. Managed care organizations and any other external processor (e.g., Pharmacy Benefits Management (PBM), mental health, dental or other agencies) submit all encounters electronically.	SMA automates process to the full extent possible via regional standardized business rules definitions.	SMA automates process to the full extent possible via national standardized business rules definitions.

OM – Claims Adjudication					
Capability Question	Process Encounter				
	Level 1	Level 2	Level 3	Level 4	Level 5
	(NCCI).				
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 Accredited Standards Committee (ASC) X12 837 Health Care Claim and National Council for Prescription Drug Programs (NCPDP) and state-specific standards. SMA receives encounter information electronically or via web sites.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards (e.g., code sets) for encounter processing.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate encounter processing.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national encounter processing.
How integrated is the process?	There is little coordination between the portions of SMA responsible for encounter processing.	SMA centralizes common processes to achieve economies of scale and increase coordination.	SMA fully integrates process between intrastate agencies and other entities.	SMA integrates process to the full extent possible across the interstate.	SMA integrates process to the full extent possible across the nation.
How easy is it to change edit business rules and	SMA embeds business rules and validations directly	SMA has mix of automatic business rules definitions and	SMA automates process to the full extent possible	SMA automates process to the full extent possible by	SMA automates process to the full extent possible by

OM – Claims Adjudication					
Process Encounter					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
criteria?	into the source code. Changes are difficult, lengthy, and costly.	embedded business rules and validation directly into the source code. Changes to edits, audits and pricing business rules results in unintended downstream processing consequences. Average change takes fewer business days than Level 1.	across the intrastate. Related processes are decoupled, allowing changes in the editing, auditing and pricing standardized business rules definitions without affecting downstream processes. Average changes take less time than Level 2.	using regional standardized business rules definitions.	using national standardized business rules definitions.
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.

OM – Claims Adjudication					
Capability Question	Process Encounter				
	Level 1	Level 2	Level 3	Level 4	Level 5
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). Manual processing steps may require multiple business days to complete encounter editing, auditing, or pricing. Suspended encounters require lengthy manual resolution.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Electronic encounter processing and point-of-sale adjudication greatly increase timeliness. The entire encounter process completes within 24 hours or less.	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					

OM – Claims Adjudication					
Process Encounter					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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. It is difficult for reviewers to consistently interpret and apply adjudication business rules manually. Unstructured attachment data increases inconsistency of the review process.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains	SMA stores information in disparate systems, but automation and HIPAA standards	SMA obtains information easily and exchanges with intrastate agencies and entities based on	SMA obtains information easily and exchanges with interstate agencies and entities.	SMA obtains information easily and exchanges with national agencies and entities.

OM – Claims Adjudication					
Capability Question	Process Encounter				
	Level 1	Level 2	Level 3	Level 4	Level 5
information manually.	increase accessibility over Level 1.	MITA Framework and industry standards. Accessibility is greater than Level 2.	Accessibility is greater than Level 3.	Accessibility is greater than Level 4.	
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards, by intrastate agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards, by interstate agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards, by national agencies and entities improving efficiency

OM – Claims Adjudication					
Capability Question	Process Encounter				
	Level 1	Level 2	Level 3	Level 4	Level 5
minimum state process guidelines and SMA performance standards. Efficiency is low.			to 95% or higher.	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 standardized business rules definitions by intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards, and regional standardized business rules definitions by interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards, and national standardized business rules definitions, by 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	Automation and standardization provides clear and useful information. Stakeholder	SMA adopts MITA Framework, industry standards, by intrastate agencies and entities	SMA adopts MITA Framework, industry standards, by interstate agencies and entities	SMA adopts MITA Framework, industry standards, by national agencies and entities

OM – Claims Adjudication					
Process Encounter					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process.	satisfaction is greater than Level 1.	improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	improving stakeholder satisfaction to 95% or higher.	improving stakeholder satisfaction to 98% or higher.

Calculate Spend-Down Amount

Note: Calculate Spend-Down Amount business operations are no longer relevant at Levels 4 and 5 maturities.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
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	SMA uses a mix of manual and automatic processes to accomplish	SMA automates process to the full extent possible within	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Capability Question	Calculate Spend-Down Amount				
	Level 1	Level 2	Level 3	Level 4	Level 5
	to accomplish tasks.	tasks.	the intrastate.		
What methodology is used for managing spend down calculations?	The member submits the claims and receipts to SMA. There is a manual process for tallying claim amounts, subtracting disallowed amounts, and determining if member has met the spend down in a given period.	An electronic tally adds member bills and reports on progress toward spend-down threshold.	Members are eligible for Medicaid coverage with a deductible amount equal to their spend-down requirements for the specified period. Spend down is essentially eliminated as a distinct process.	Maturity level is not applicable.	Maturity level is not applicable.
How does the member present proof that it has incurred and/or paid health care bills?	The member submits the claims/bill and/or receipts to SMA.	Members may submit electronic spend-down reports, and either scan, facsimile, or mail health care bills and receipts. SMA keys data into an electronic system. Providers submit claims and system automatically applies to spend down.	SMA uses SMA adopts MITA Framework, industry standards, and other nationally recognized standards for access to Health Information Exchange (HIE) for direct billing to payer.	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How does the State Medicaid Agency track payments for health care bills?	SMA tracks a member's costs for health services by tallying paper bills by staff and receipts until member meets spend-down amount for each period.	An electronic tally adds member's bills and reports on progress toward spend-down threshold. Staff enters information and the system calculates.	SMA tracks deductible until member meets spend-down threshold. System notifies staff and/or claims payment system when member meets spend-down the threshold.	Maturity level is not applicable.	Maturity level is not applicable.
How does the agency determine that the member has met the spend-down target?	Staff applies spend down business rules to decide whether the submitted costs are allowable and in the appropriate period to apply the costs, sometimes resulting in inconsistent determinations or controversy with the member. The process is manual.	SMA tests claims submitted by the member against Medicaid Program payment business rules. SMA identifies services and amounts that Medicaid will not pay.	The deductible calculation is automatic. SMA receives signal when member will soon reach or has reached the spend-down threshold.	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How does the State Medicaid Agency transmit that the member has met spend-down requirements to the claims payment processes and the provider community?	If member meets the spend-down, staff keys change in eligibility status into the member's record so that provider claims will pay for a specified period. Providers submit denied claims for billing to the member until member meets spend down.	If member meets spend down, staff keys change in eligibility status into the member's record so that subsequent claims will pay for a specified period. Providers have difficulty determining whether the member has met spend-down requirements and the remaining amount the member has to pay before the provider may bill Medicaid.	Providers are able to determine spend down amount when they verify eligibility. SMA automatically adjusts the member's spend-down amount during claims processing.	Maturity level is not applicable.	Maturity level is not applicable.
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.	Maturity level is not applicable.	Maturity level is not applicable.
How does the State Medicaid Agency	Very little collaboration occurs	SMA collaborates with other agencies and	SMA collaborates with other intrastate	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
collaborate with other agencies or entities in performing the process?	with other agencies to standardize information exchange or business tasks.	entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	agencies and entities to adopt national standards, and to develop and share reusable business services.		
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. Switch to auto-deductible accounting supports real-time reporting of spend down totals. Timeliness exceeds Level 2.	Maturity level is not applicable.	Maturity level is not applicable.
Business Capability Quality: Data Access and Accuracy					
How accurate is the	Use of direct data	HIPAA standard	Automation of	Maturity level is not	Maturity level is not

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
information in the process?	entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	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.	applicable.	applicable.
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.	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Capability Question	Calculate Spend-Down Amount				
	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. Auto-deductible accounting further improving cost effectiveness ratio over Level 2.	Maturity level is not applicable.	Maturity level is not applicable.
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	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	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process guidelines and SMA performance standards. Efficiency is low.				improving efficiency 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 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.	Maturity level is not applicable.	Maturity level is not applicable.
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	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	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Calculate Spend-Down Amount					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process.		improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.		

Submit Electronic Attachment

OM – Claims Adjudication					
Submit Electronic Attachment					
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	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

OM – Claims Adjudication					
Submit Electronic Attachment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	to accomplish tasks.	accomplish tasks.	the intrastate.	across the interstate.	across the nation.
How is clinical information requested and received when this information is required to process a transaction (claim, service authorization request, treatment plan) or for other processes?	SMA requests medical and dental records via telephone or mail and responder delivers copies in paper format (including X-rays) via mail certified mail and facsimile.	SMA receives a mix of paper and electronic attachments and returns a mix of electronic and paper formats.	SMA receives the majority of transactions and attachments electronically. SMA continues to accept paper attachments from a small number of providers who still submit paper transactions.	SMA no longer requires attachments because the payer has direct access to the clinical information stored in the Health Information Exchange (HIE).	Through the Nationwide Health Information Network (NwHIN), SMA can view clinical information stored in Clinical information in any location in the country. Attachments are no longer necessary.
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.
Does the clinical information accompany the	Submitter sends paper attachments (i.e., clinical records)	SMA automatically matches electronic attachments to	SMA requires electronic attachments for	Maturity level is not applicable.	Maturity level is not applicable.

OM – Claims Adjudication					
Submit Electronic Attachment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
transaction?	separately from the transaction, and then SMA matches the two (2) documents, requiring manual intervention.	corresponding claim. SMA may scan paper attachments, but still associate them manually with the applicable transaction.	electronically submitted transactions, and they accompany the transaction.		
Are validation activities manual or automatic?	Validation that the attachment provides the necessary information is a primarily manual process.	Some validation is automatic.	The implementation of the process as a service per industry standard interface requirements allows automatic validation of attachments.	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 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					

OM – Claims Adjudication					
Submit Electronic Attachment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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). It requires 30 or more business days for receipt of the requested records and associating them with the transaction.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. SMA may scan paper attachments, reducing the distribution time within SMA. It requires 24 hours or less to receive clinical attachment and associate with correct transaction.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional Health Information Exchange (HIE). 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	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using

OM – Claims Adjudication					
Submit Electronic Attachment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	unable to rely on information for decision-making.	1.	industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy is 99.9% or higher.	Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy is 99.9% or higher.	national standardized business rules definitions. Accuracy is 99.9% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Accessing clinical records generally requires 48 or more hours.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. SMA accesses clinical records in one (1) hour or less.	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	Automation improves	SMA adopts MITA	SMA adopts MITA	SMA adopts MITA

OM – Claims Adjudication					
Submit Electronic Attachment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the process compared to the benefits of its results?	due 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. 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 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 90% or higher.

OM – Claims Adjudication					
Submit Electronic Attachment					
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	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.

OM – Claims Adjudication					
Capability Question	Submit Electronic Attachment				
	Level 1	Level 2	Level 3	Level 4	Level 5
	information collection.				

Apply Mass Adjustment

OM – Claims Adjudication					
Apply Mass Adjustment					
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 produces audit trail of mass adjustments 100% of the time.	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 identify claims affected by a mass adjustment?	SMA staff manually produces reports to identify the claims affected by the adjustment.	SMA identifies claims affected by the mass adjustment through an automatic application.	SMA utilizes MITA Framework and industry standards and has the flexibility to change the criteria for identification of claims and application of the adjustment.	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 apply adjustment to	SMA staff manually applies the adjustment to each	Application of the adjustment is automatic.	The process uses automation and MITA Framework, industry	SMA automates process to the full extent possible	SMA automates process to the full extent possible

OM – Claims Adjudication					
Apply Mass Adjustment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the claims?	claim identified.		standards, to apply adjustments.	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 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 end-to-end	Process meets threshold or mandated	Process timeliness improves through use of automation.	Timeliness improves via state and federal collaboration, use of	Information is available in near real time. Processes that	Information is available in real time. Processes improve

OM – Claims Adjudication					
Apply Mass Adjustment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Timeliness exceeds legal requirements.	information sharing, standards, and regional Health Information Exchange (HIE) and Health Insurance Marketplace (HIX). Timeliness exceeds Level 2.	use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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 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	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	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.

OM – Claims Adjudication					
Apply Mass Adjustment					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			definitions. Accuracy rating is at 99% or higher.	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. Information access may take multiple business days.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1. Information access takes no more than one (1) hour for smaller batches (fewer than 1,000 claims) or four (4) hours for large batches (more than 1,000).	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2. Information access takes a maximum of one (1) hour for the largest batches.	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					

OM – Claims Adjudication					
Apply Mass Adjustment					
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.

OM – Claims Adjudication					
Capability Question	Apply Mass Adjustment				
	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.

Performance Management

Compliance Management

Identify Utilization Anomalies

PE – Compliance Management					
Identify Utilization Anomalies					
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 the portions of SMA responsible for identification of utilization anomalies.	SMA has central common processes to achieve economies of scale and increase coordination.	SMA fully integrates the process within SMA with MITA Framework, and uses industry standards for electronic interchanges between agencies and other entities.	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 enters parameters for identification of cases manually. Exception	SMA uses a mix of manual and automatic processes to accomplish tasks for case identification.	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.

PE – Compliance Management					
Identify Utilization Anomalies					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	processing is automatic.				
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					

PE – Compliance Management					
Identify Utilization Anomalies					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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 Health Information Exchange (HIE) and Health Insurance Marketplace (HIX). SMA uses automatic parameters, pattern recognition, and other tools to identify qualifying cases and provide faster turnaround. Standard, large volume processes require 24 hours or less. SMA executes a review in 60 seconds or less per request.	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					

PE – Compliance Management					
Identify Utilization Anomalies					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

PE – Compliance Management					
Capability Question	Identify Utilization Anomalies				
	Level 1	Level 2	Level 3	Level 4	Level 5
	information manually.	over Level 1.	and industry standards. Accessibility is greater than Level 2.	greater than Level 3.	greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets	Automation and state standards increase productivity. Efficiency is higher	SMA adopts MITA Framework, industry standards and information exchange with intrastate	SMA adopts MITA Framework, industry standards and information exchange with interstate	SMA adopts MITA Framework, industry standards and information exchange with national

PE – Compliance Management					
Identify Utilization Anomalies					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	minimum state process guidelines and SMA performance standards. Efficiency is low.	than Level 1.	agencies and entities improving efficiency to 95% or higher.	agencies and entities improving efficiency to 98% or higher.	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?	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

PE – Compliance Management					
Identify Utilization Anomalies					
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.

Establish Compliance Incident

PE – Compliance Management					
Establish Compliance Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	SMA has duplicate processes multiple parts of the organization. There is little coordination among SMA	SMA integrates the process within SMA. There is improved coordination between SMA and other stakeholders in	SMA integrates the process with state and federal law enforcement agencies, CMS, and providers to the	SMA receives requests for suppression of information or corrective action from federal and state law	SMA fully integrates the process with state, regional and federal law enforcement, CMS, providers, and other

PE – Compliance Management					
Establish Compliance Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	programs or between SMA and other stakeholders (e.g., other state agencies, CMS, intermediaries, other payers) in relation to the process.	relation to the process.	extent possible within the intrastate.	enforcement; compliance investigation information from CMS; and self-disclosure of actual or potential violations from providers.	federal agencies 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 with state and federal law enforcement agencies, CMS, and providers to the extent possible within the intrastate. SMA produces audit trail of compliance decision 100% of the time.	SMA automates process with state and federal law enforcement agencies, CMS, and providers to the full extent possible across the interstate.	SMA automates process with state and federal law enforcement agencies, CMS, and providers 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. Increases availability of information	SMA adopts MITA Framework, industry standards, state and federal law enforcement	SMA adopts MITA Framework, industry standards, state and federal law enforcement	SMA adopts MITA Framework, industry standards, state and federal law enforcement

PE – Compliance Management					
Establish Compliance Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	state-specific standards.	improves data usefulness for performance monitoring, management reporting and analysis over Level 1.	agencies, and CMS standards, and other nationally recognized standards for intrastate exchange of information.	agencies, and CMS standards, and other nationally recognized standards for compliance and interstate information exchange.	agencies, and CMS 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, e.g., state law enforcement, federal law enforcement agencies, and CMS to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities, state and federal law enforcement agencies, and CMS to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities, state and federal law enforcement agencies, CMS, and other federal 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 meets threshold or	Process timeliness improves through use	Timeliness improves via state and federal	Information is available in near real	Information is available in real time.

PE – Compliance Management					
Establish Compliance Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	of automation. Timeliness exceeds legal requirements.	collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2. SMA distributes Notice of appeal rights within 15 minutes or less 100% of the time.	time. Processes that use compliance incident information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules

PE – Compliance Management					
Capability Question	Establish Compliance Incident				
	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.	information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 state and federal law enforcement, CMS, providers, and other intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with state, district, and federal law enforcement, CMS, providers, interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with state and federal law enforcement, CMS, providers, federal 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

PE – Compliance Management					
Establish Compliance Incident					
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, state and federal law enforcement, CMS, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	Framework, industry standards, state and federal law enforcement, CMS and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	Framework, industry standards, state and federal law enforcement, CMS, 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 state and federal law enforcement, CMS, and intrastate agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law enforcement, CMS, and interstate agencies and entities	SMA adopts MITA Framework, industry standards and information exchange with state and federal law enforcement, CMS, and federal agencies and entities improving efficiency

PE – Compliance Management					
Establish Compliance Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	performance standards. Efficiency is low.		to 95% or higher.	improving efficiency 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 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 state and federal law enforcement, CMS, and intrastate agencies and entities improving stakeholder	SMA adopts MITA Framework, industry standards and information exchange with state, district, and federal law enforcement, CMS, and interstate agencies and entities improving	SMA adopts MITA Framework, industry standards and information exchange with state and federal law enforcement, CMS, and federal agencies and entities improving stakeholder

PE – Compliance Management					
Establish Compliance Incident					
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.	satisfaction to 98% or higher.

Manage Compliance Incident Information

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the process?	The duplicate process is in multiple parts of the organization. There is little coordination among SMA	SMA integrates the process within SMA. SMA improves coordination between SMA and other	SMA fully integrates the process with state and federal law enforcement, CMS, and other intrastate agencies to the	SMA fully integrates the process with state, district and federal law enforcement, CMS, and interstate	SMA fully integrates the process with state, district and federal law enforcement, CMS, and other federal

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	programs or between SMA and other stakeholders (e.g., other state agencies, CMS, intermediaries, other payers) in relation to the process.	stakeholders.	extent possible within the intrastate.	agencies to the extent possible across the interstate.	agencies 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 manually enters parameters for identification of cases. SMA automates exception processing.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process with state and federal law enforcement, CMS, and other intrastate agencies to the full extent possible within the intrastate. SMA produces audit trail of compliance decision 100% of the time.	SMA automates process with state, district and federal law enforcement, CMS, and interstate agencies to the full extent possible across the interstate.	SMA automates process with state, district and federal law enforcement, CMS, and federal agencies 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 exchange	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	state-specific standards.		exchange of information with state and federal law enforcement, CMS, and other intrastate agencies.	of information with state, district and federal law enforcement, CMS, and other interstate agencies.	national exchange of information with state, district, and federal law enforcement, CMS, and other federal agencies.
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 with state and federal law enforcement, CMS, and other intrastate agencies.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes with state, district and federal law enforcement, CMS, and other interstate agencies including compliance 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 meets threshold or	Process timeliness improves through use	Timeliness improves via state and federal	Information is available in near real	Information is available in real time.

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	of automation. Timeliness exceeds legal requirements.	collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	time. Processes that use compliance information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Processes improve further through connectivity with other States and 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	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	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	decision-making.	1.	exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 state and federal law enforcement, CMS, and other intrastate agencies and entities based on MITA Framework and industry standards. Access to information ranges from 24 hours to 60 seconds.	SMA obtains information easily and exchanges with state, district and federal law enforcement, CMS, and interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with state, district and federal law enforcement, CMS, and other federal agencies and entities. Accessibility is greater than Level 4.
Business Capability Quality: Cost-Effectiveness					

PE – Compliance Management					
Manage Compliance Incident Information					
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, state and federal law enforcement, CMS, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, state, district, and federal law enforcement, CMS, 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 with state and federal law enforcement, CMS, and other federal agencies. 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	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with state and federal law enforcement, CMS, and intrastate agencies and entities	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law enforcement, CMS, and interstate	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law enforcement, CMS, and other federal

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and SMA performance standards. Efficiency is low.		improving efficiency to 95% or higher.	agencies and entities improving efficiency to 98% or higher.	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 state and federal law enforcement, CMS, and intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law enforcement, CMS, and interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law enforcement, CMS, and federal 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	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater	SMA adopts MITA Framework, industry standards and information exchange with state and federal law enforcement,	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law	SMA adopts MITA Framework, industry standards and information exchange with state, district and federal law

PE – Compliance Management					
Manage Compliance Incident Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process.	than Level 1.	CMS, and intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	enforcement, CMS, and interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	enforcement, CMS, and federal agencies and entities improving stakeholder satisfaction to 98% or higher.

Determine Adverse Action Incident

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
How integrated or central is the	The duplicate process is in multiple parts of the	SMA integrates the process within SMA. SMA improves	SMA fully integrates the process with state and federal law	SMA fully integrates the process with state,	SMA fully integrates the process with state, district, and

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	organization. There is little coordination among SMA programs or between SMA and other stakeholders (e.g., other state agencies, CMS, intermediaries, other payers) in relation to the process.	coordination between SMA and other stakeholders.	enforcement, CMS, and intrastate agencies to the extent possible within the intrastate.	district, and federal law enforcement, CMS, and interstate agencies to the extent possible within the region.	federal law enforcement, CMS, and other federal agencies 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 with state and federal law enforcement, CMS, and intrastate agencies to the full extent possible within the intrastate. SMA produces audit trail of adverse action decision 100% of the time.	SMA automates process with state, district, and federal law enforcement, CMS, and interstate agencies to the full extent possible across the interstate.	SMA automates process with state, district and federal law enforcement, CMS, and other federal agencies to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the	SMA focuses on meeting compliance thresholds for state	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 other nationally

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	and federal regulations using state-specific standards.		nationally recognized standards for exchange of information with state and federal law enforcement, CMS, and intrastate agencies.	nationally recognized standards for exchange of information with state, district, and federal law enforcement, CMS, and interstate agencies.	recognized standards for exchange of information with state, district, and federal law enforcement, CMS, and other federal agencies.
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 with state and federal law enforcement, CMS, and intrastate agencies.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes with state, district, and federal law enforcement, CMS, and interstate agencies.	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

PE – Compliance Management					
Determine Adverse Action Incident					
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). Case management is primarily a manual process including a desk review of medical records and evidence, request for additional data, on-site audit of provider location, and final disposition and reporting. The process requires three (3) months or more from the time SMA identifies the case.	improves through use of automation. Timeliness exceeds legal requirements. From the time SMA identifies a case, the process completes in two (2) months or less.	via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2. The process requires 1 month or less to reach resolution. SMA distributes Notice of appeal rights within 15 minutes or less 100% of the time.	available in near real time. Processes that use adverse action incident 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	Use of direct data	HIPAA standard	Automation of	Automation of	SMA adopts MITA

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
information in the process?	entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	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.	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 s. Accuracy rating is at 99% or higher.	Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains	SMA stores information in disparate systems, but automation and HIPAA standards	SMA obtains information easily and exchanges with state and federal law enforcement, CMS,	SMA obtains information easily and exchanges with state, district, and federal law	SMA obtains information easily and exchanges with state, district, and federal law

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	information manually. SMA has limited access to data because of is inconsistent and untimely receipt of information. Data acquisition to support the case may take 60 business days or more.	increase accessibility over Level 1.	and intrastate agencies and entities based on MITA Framework and industry standards. Access to information takes 24 hours or less.	enforcement, CMS, and interstate agencies and entities. Accessibility is greater than Level 3.	enforcement, CMS, and other federal 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, state and federal law enforcement, CMS, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, state, district, and federal law enforcement, CMS, and other nationally recognized standards for interstate information exchange. SMA increases cost	SMA adopts MITA Framework, industry standards, state, district, and federal law enforcement, CMS, other federal agencies, and other nationally recognized standards for national (and international) information exchange. SMA

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				effectiveness ratio over Level 3.	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 state and federal law enforcement, CMS, and intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with state, district, and federal law enforcement, CMS, and interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with state, district, and federal law enforcement, CMS, and other federal 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	SMA adopts MITA Framework, industry standards and information exchange with state and federal law enforcement,	SMA adopts MITA Framework, industry standards and information exchange with state, district, and	SMA adopts MITA Framework, industry standards and information exchange with state, district, and federal

PE – Compliance Management					
Determine Adverse Action Incident					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		above Level 1.	CMS, and intrastate agencies and entities improving accuracy to 98% or higher.	federal law enforcement, CMS, and interstate agencies and entities improving accuracy to 98% or higher.	law enforcement, CMS, and other federal 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 state and federal law enforcement, CMS, and 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 state, district, and federal law enforcement, CMS, and interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with state, district, and federal law enforcement, CMS, and other federal agencies and entities improving stakeholder satisfaction to 98% or higher.

Prepare REOMB

PE – Compliance Management					
Prepare REOMB					
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 identifies the samples and generates Recipient Explanation of Medical Benefits (REOMB) manually. Distribution is via the mail.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses sampling enhancements to target selected populations.	SMA automates process to the full extent possible within the intrastate. SMA may integrate the REOMB with Personal Health Records (PHR). When SMA uses PHR, it enhances the sampling process to target selected populations. SMA generates EOBS automatically that are available via web portal.	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

PE – Compliance Management					
Prepare REOMB					
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.
If sampling is used, what sampling algorithm is used?	SMA complies with federal regulations to produce random samples of REOMB monthly.	SMA enhances the sampling process to target selected populations.	In addition to the targeted populations, SMA generates the sampling dynamically based on provider billing patterns and Surveillance Utilization Review System results.	Maturity level is not applicable.	Maturity level is not applicable.
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate outreach and education materials are lacking because they are difficult and costly to produce.	Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense. SMA limits outreach material by state defined parameters (e.g., only two (2)	SMA automates process to the full extent possible across the intrastate. Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate outreach	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

PE – Compliance Management						
Prepare REOMB						
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5	
		languages used).	material more cost-effective.			
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 further improves timeliness	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	

PE – Compliance Management					
Prepare REOMB					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	over Level 3.				
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. Members can review data online and report on a questionable service through a web interface 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. Members have direct access to Personal Health Records. 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.

PE – Compliance Management					
Capability Question	Prepare REOMB				
	Level 1	Level 2	Level 3	Level 4	Level 5
	higher.				
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. Effectiveness is 50% or below, associated with responses to the REOMB that lead to program savings.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1. Flexibility in targeting REOMB over manually identifying the sample improves effectiveness of responses to 75% or better.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2. Integration with Personal Health Record may increase effectiveness to 85% or better.	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	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. The member returns	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

PE – Compliance Management					
Prepare REOMB					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process guidelines and SMA performance standards. Efficiency is low.		REOMB electronically or responds to REOMB on the web portal improving efficiency to 95% or higher.	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 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.
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	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

PE – Compliance Management					
Prepare REOMB					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		than Level 1.	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.

Plan Management

Plan Administration

Develop Agency Goals and Objectives

PL – Plan Administration					
Capability Question	Develop Agency Goals and Objectives				
	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 uses tools to gather, record, analyze, formulate, communicate, and distribute information on goals and objectives to SMA leadership and other state agencies.	SMA automates process to the full extent possible within the intrastate. SMA uses brainstorming and automatic collaboration tools that enable statewide input to the goal setting process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the goals and objectives. SMA is unable to provide	SMA is able to develop and maintain goals and objectives with collaboration from	SMA develops and maintains goals and objectives with collaboration from other intrastate	SMA develops and maintains goals and objectives with collaboration from other interstate	SMA develops and maintains goals and objectives with collaboration from other intrastate

PL – Plan Administration					
Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	timely information to stakeholders.	other agencies that encourages flexibility.	agencies. SMA quickly distributes modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.
Are goals and objectives traceable throughout the organization?	SMA is unable to trace operational activities directly to goals and objectives.	SMA is able to trace some operational activities directly to goals and objectives.	SMA directly ties all relevant operational activities to goals and objectives within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to goals and objectives across the interstate.	SMA directly ties all relevant operational activities to goals and objectives 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.

PL – Plan Administration					
Develop Agency Goals and Objectives					
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 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). SMA develops goals and objectives in an ad hoc manner. Time to complete process is	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to goals and objectives. The process completes in less than one (1) month.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on goals and objectives in generally less than one (1) week.	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.

PL – Plan Administration					
Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	indeterminate.				
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.	SMA uses standard transactions to 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. 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. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. 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. Goals and	Goals and objectives are up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

<i>PL – Plan Administration</i>					
Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	objectives are vague and incomplete.	accessibility over Level 1.	standards. Goals and objectives are central, up-to-date and accurate. Accessibility is greater than Level 2.	greater than Level 3.	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 clinical and 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.

PL – Plan Administration					
Develop Agency Goals and Objectives					
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 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.

PL – Plan Administration					
Develop Agency Goals and Objectives					
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.

Maintain Program Policy

PL – Plan Administration					
Maintain Program Policy					
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 uses tools to gather, record, analyze, formulate, communicate, and distribute information on program policy to SMA leadership and other state agencies.	SMA automates process by brainstorming and using automatic collaboration tools, which enables statewide input to the policy setting process.	SMA enables regional input into the policy setting process by automating processes.	SMA uses automatic collaboration tools to automate processes which enables national input into the policy setting process.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the program policy and provide timely information to stakeholders.	SMA is able to develop and maintained policy with collaboration from other agencies that encourages flexibility.	SMA develops and maintains policy with collaboration from other intrastate agencies. SMA quickly distributes modifications to policy to	SMA develops and maintains policy with collaboration from other interstate agencies. SMA distributes in near-real time modifications to	SMA develops and maintains policy with collaboration from other intrastate agencies. SMA distributes in near-real time modifications to

<i>PL – Plan Administration</i>					
Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			stakeholders.	policy to stakeholders.	policy to stakeholders.
Are policies traceable throughout the organization?	SMA is unable to trace operational activities directly to program policy.	SMA is able to trace some operational activities directly to program policy.	SMA directly ties all relevant operational activities to program policy within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to program policy across the interstate.	SMA directly ties all relevant operational activities to program policy 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	Very little collaboration occurs with other agencies to standardize information	SMA collaborates with other agencies and entities to adopt standards and Electronic Data	SMA collaborates with other intrastate agencies and entities to adopt national standards,	SMA collaborates with other interstate agencies and entities to adopt national standards, and to	SMA collaborates with agencies and entities for national (and international) interoperability

PL – Plan Administration					
Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
performing the process?	exchange or business tasks.	Interchange (EDI) transactions.	and to develop and share reusable business services.	develop and share reusable processes including clinical information.	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). SMA develops program policy in an ad hoc manner. Time to complete process is indeterminate.	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to program policy. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on program policy in less time than at 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.

<i>PL – Plan Administration</i>					
Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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.	SMA uses standard transactions to 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. 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. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. 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. Program policy is vague and	Program policy is up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase accessibility over	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Program	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.

<i>PL – Plan Administration</i>					
Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	incomplete.	Level 1.	policy is central, up-to-date and accurate. Accessibility is 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 clinical and 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 intensive. There is	Automation and state standards increase	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

<i>PL – Plan Administration</i>					
Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	productivity. Efficiency is higher than Level 1.	standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	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 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

<i>PL – Plan Administration</i>					
Maintain Program Policy					
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.

Maintain State Plan

<i>PL – Plan Administration</i>					
Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5

<i>PL – Plan Administration</i>					
Maintain State Plan					
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 uses tools to gather, record, analyze, formulate, communicate, and distribute information on Medicaid State Plan to SMA leadership and other state agencies. SMA distributes Medicaid State Plan electronically to stakeholders.	SMA automates process to the full extent possible within the intrastate. SMA uses brainstorming and automatic collaboration tools, which enables statewide input to the Medicaid State Plan setting process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the Medicaid State Plan and provide timely	SMA is able to develop and maintained Medicaid State Plan with collaboration from	SMA develops and maintains Medicaid State Plan with collaboration from other intrastate	SMA develops and maintains Medicaid State Plan with collaboration from other interstate	SMA develops and maintains Medicaid State Plan with collaboration from other intrastate

PL – Plan Administration					
Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	information to stakeholders.	other agencies that encourages flexibility.	agencies. SMA quickly distributes modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.
Is Medicaid State Plan traceable throughout the organization?	SMA is unable to trace operational activities directly to Medicaid State Plan.	SMA is able to trace some operational activities directly to Medicaid State Plan.	SMA directly ties all relevant operational activities to Medicaid State Plan within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to Medicaid State Plan across the interstate.	SMA directly ties all relevant operational activities to Medicaid State Plan 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	Very little	SMA collaborates	SMA collaborates	SMA collaborates	SMA collaborates

<i>PL – Plan Administration</i>					
Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency collaborate with other agencies or entities in performing the process?	collaboration occurs with other agencies to standardize information exchange or business tasks.	with other agencies and entities to adopt standards and Electronic Data Interchange (EDI) transactions.	with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	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). SMA develops Medicaid State Plan in an ad hoc manner. Time to complete process is indeterminate.	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to Medicaid State Plan. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on Medicaid State Plan in less time than at 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.

<i>PL – Plan Administration</i>					
Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
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.	SMA uses standard transactions to 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. 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. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. 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. Medicaid State Plan is vague	Medicaid State Plan is up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase accessibility over	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Medicaid	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.

<i>PL – Plan Administration</i>					
Capability Question	Maintain State Plan				
	Level 1	Level 2	Level 3	Level 4	Level 5
	and incomplete.	Level 1.	State Plan is central, up-to-date and accurate. Accessibility is 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 clinical and 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					

PL – Plan Administration					
Maintain State Plan					
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 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					

<i>PL – Plan Administration</i>					
Maintain State Plan					
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.

Health Plan Administration

Manage Health Plan Information

PL – Health Plan Administration



Manage Health Plan 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 uses business intelligence tools to analyze data to support maintenance of the health plans.	SMA automates process to the full extent possible within the intrastate. Health Plan information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the interstate. Health Plan information is shared with Health Insurance Marketplace (HIX).	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 nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information. SMA utilizes a Unique Health Plan Identifier.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange. SMA utilizes a Unique Health Plan Identifier.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information. SMA utilizes a Unique Health Plan Identifier.
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	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	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with agencies and entities for national (and international) interoperability improvements that

PL – Health Plan Administration					
Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	or business tasks.	transactions.	reusable business services.	reusable processes including clinical information.	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 health plan changes take a significant amount of time to complete, depending on the complexity and cost of coverage affected.	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 Health Insurance Marketplace (HIX). Timeliness exceeds Level 2.	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	HIPAA standard transactions improve accuracy of	Automation of information collection increases the	Automation of information collection increases the	SMA adopts MITA Framework and industry standards for

PL – Health Plan Administration					
Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	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.	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.	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 does not publish or widely distribute health plan details.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility over Level 1. SMA publishes health plans on state's web	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.

PL – Health Plan Administration					
Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	site.				
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.

PL – Health Plan Administration					
Manage Health Plan Information					
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. Health plans are inflexible and lock members into a single plan. 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.

PL – Health Plan Administration					
Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			SMA uses survey or questionnaire for information collection.	higher.	higher.

Manage Performance Measures

PL – Health Plan Administration					
Manage Performance Measures					
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. The process is manual and duplicated in multiple areas within the organization.	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.

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific performance standards.	A mix of nationally recognized and state-specific performance standards is applied.	SMA adopts MITA Framework, industry standards, and other nationally recognized performance standards for monitoring intrastate business activity.	SMA adopts MITA Framework, industry standards, and other nationally recognized performance standards for monitoring interstate business activity.	SMA adopts MITA Framework, industry standards, and other nationally recognized performance standards for monitoring national business activity.
Does the State Medicaid Agency use Plan of Action with Milestones (POAM)?	SMA does not have a Service Level Agreement (SLA) or Key Performance Indicator (KPI).	SMA has put in place a SLA and some KPI are established, collected, and monitored.	SMA periodically evaluates operational business processes against an established intrastate SLA and KPI. When SMA does not meet targets, creates and executes a Plan of Action with Milestones (POAM).	SMA periodically evaluates operational business processes against an established interstate SLA and KPI. When SMA does not meet targets, creates and executes a POAM.	SMA periodically evaluates operational business processes against an established national SLA and KPI. When SMA does not meet targets, creates and executes a POAM.
How does the State Medicaid Agency publish	SMA manually produces and distributes	SMA electronically publishes performance	SMA fully publishes performance measures and	SMA fully publishes performance measures and outcomes across	SMA fully publishes performance measures and

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
performance measures?	performance measures and outcomes to other parties responsible for the activity.	measures and outcomes.	outcomes within the intrastate. Based on use of MITA Framework, industry standards, and information definitions States may share outcome measures with other States and federal agencies.	the interstate.	outcomes across the nation.
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 performance measures or business tasks.	SMA collaborates with other agencies and entities to adopt nationally recognized performance measures.	SMA collaborates with other intrastate agencies and entities to adopt national performance measures as well as develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national performance measures as well as 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	Process meets threshold or	Process timeliness improves through use	Timeliness improves via state and federal	Information is available	Information is

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the end-to-end process?	mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	of automation. Timeliness exceeds legal requirements.	collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	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 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	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	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.

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			business rules definitions. Accuracy rating is at 99% or higher.	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 limits communications to paper, email, Compact Disc (CD) or publications.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility over Level 1. Communication occurs through email, Compact Disc (CD) or publication on state's website.	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 information exchange. SMA increases cost	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange.

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				over Level 2.	effectiveness ratio over Level 3. 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					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low. SMA conducts manual review and	Automation and standardized business rules definitions reduce error. Less manual review and verification of accuracy of	SMA adopts nationally recognized performance measures by intrastate agencies and entities improving accuracy to 90% or	SMA adopts nationally recognized performance measures by interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts nationally recognized performance measures by national agencies and entities improving accuracy to

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	verification of accuracy of calculations prior to publication.	calculations is needed prior to publication. SMA improves accuracy above Level 1.	higher.		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.

Health Benefits Administration

Manage Health Benefit Information

PL – Health Benefits Administration					
Manage Health Benefit 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 uses business intelligence tools to analyze data to support maintenance of the health benefit packages.	SMA automates process to the full extent possible within the intrastate. Health Benefit information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the interstate. Health Benefit information is shared with Health Insurance Marketplace (HIX).	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 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.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How flexible are the contents of the health benefit package?	Health benefit packages have pre-set services and provider types.	SMA structures waiver programs to permit more flexibility around selection of services and providers within a health benefit package.	The process is fully flexible to the extent possible across the intrastate. All programs introduce flexibility within health benefit packages, enabling consumer driven health care with more choices among services and provider types.	The process is fully flexible to the extent possible across the interstate.	The process is fully flexible to the extent possible across the nation.
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 Waiver programs, other agencies, Managed Care Organizations (MCOs) through a Memoranda of Understanding (MOU) to	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.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	define shared services.				
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 health benefit changes take a significant amount of time to complete, depending on the complexity and cost of coverage affected.	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	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.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework and industry standards for information exchange with

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	erroneous or misleading. Accuracy is higher than at Level 1.	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.	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.	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 does not publish or widely distribute the health benefit package.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility. SMA publishes the health benefit packages on state's web site. Accessibility is greater than 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.

PL – Health Benefits Administration					
Manage Health Benefit 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	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.

PL – Health Benefits Administration					
Manage Health Benefit Information					
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. Health benefit packages are inflexible and lock members into a single package. 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%	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%

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			or higher. SMA uses survey or questionnaire for information collection.	or higher.	or higher.

Maintain Reference Information

PL – Health Benefits Administration					
Maintain Reference 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 uses business intelligence tools to analyze data to support maintenance	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.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	of the reference 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.
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.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Timeliness of Process					
How timely is this 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. Stakeholders are	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	unable to rely on information for decision-making.	is higher than at Level 1.	and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	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.	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.

PL – Health Benefits Administration					
Capability Question	Maintain Reference Information				
	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	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.

PL – Health Benefits Administration					
Capability Question	Maintain Reference Information				
	Level 1	Level 2	Level 3	Level 4	Level 5
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%	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			SMA uses survey or questionnaire for information collection.	or higher.	

Manage Rate Setting

PL – Health Benefits Administration					
Manage Rate Setting					
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 HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

PL – Health Benefits Administration					
Manage Rate Setting					
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.	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 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	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies.

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	regulation).		Level 2.	results. SMA has interstate interoperability, which further improves timeliness over Level 3.	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. SMA uses manual selection that results in subjective information.	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.	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.

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					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 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

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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					
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	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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.

Provider Management

Provider Information Management

Manage Provider Information

PM – Provider Information Management					
Manage Provider 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 and stores the enhanced provider background and screening information as well as application fees within the state. Provider Network information is shared with Health Insurance Marketplace (HIX). SMA produces audit trail of decision 100% of the time.	SMA automates process to the full extent possible across the interstate and stores the enhanced provider background and screening information as well as application fees within the region. Provider Network information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the nation. This process uses and stores the enhanced provider background and screening information as well as application fees in a federal repository. Provider Network information is shared with Health Insurance Marketplace (HIX).

PM – Provider Information Management					
Manage Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How does the State Medicaid Agency validate application information?	SMA manually validates information. Staff contacts external and internal document verification sources via telephone, facsimile, mail. Decisions on information verifications take multiple business days. Validation is manual and subjective.	Many application information validations are automatic (Social Security Number (SSN), address, birth certificate, etc.). Validation is consistent and based on business rules.	SMA adopts MITA Framework, industry standards, and national standards within the intrastate that use standardized business rules definitions for consistent validation within the state.	SMA adopts MITA Framework, industry standards, and national standards across the interstate that use regional standardized business rules definitions for consistent validation within the region.	SMA adopts MITA Framework, industry standards, and national standards across the nation that use national standardized business rules definitions for consistent validation.
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 of information on a regional basis.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information mandated by federal standards.
How does the State Medicaid Agency collaborate with	Very little collaboration occurs with other agencies to standardize	SMA collaborates with other agencies and entities to adopt	SMA collaborates with other intrastate agencies and entities	SMA collaborates with other regional agencies and entities	SMA collaborates with federal agencies and entities for

PM – Provider Information Management					
Manage Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
other agencies or entities in performing the process?	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.	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). Manual and semi-automatic steps delay updates; updates take from one week to one month. Notifications are inconsistent in regards to time, and in general, are not timely (i.e., five (5) or more business	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. On the average, updates occur daily (within 24 hours). Notifications are available on the day of the modification.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional Health Insurance Marketplace (HIX). Timeliness exceeds Level 2.	Information is available in near real time. SMA has regional 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.

PM – Provider Information Management					
Manage Provider Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	days later than the update).				
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 regional sources of information. SMA adopts MITA Framework and industry standards for information exchange by regional 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.

PM – Provider Information Management					
Manage Provider 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 regional 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. Requires numerous data entry staff to key new and updated information, and reconcile duplicates and data inconsistencies	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 regional information exchange improving 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.

PM – Provider Information Management					
Capability Question	Manage Provider 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 regional 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 regional 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.

PM – Provider Information Management					
Manage Provider 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 regional 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.

Terminate Provider

PM – Provider Information Management					
Terminate Provider					
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 and stores the provider termination information within the state. SMA automates process to the full extent possible within the intrastate. SMA shares Provider Network information with Health Insurance Marketplace (HIX). SMA produces audit trail of termination decision 100% of the time.	SMA automates process to the full extent possible and stores the provider termination information for the region. SMA automates process to the full extent possible across the interstate. SMA shares Provider Network information with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible This process uses and stores the provider termination information in a federal repository. SMA automates process to the full extent possible across the nation. SMA shares Provider Network information with Health Insurance Marketplace (HIX).
Does the State	SMA focuses on	SMA applies a mix	SMA automates	SMA automates	SMA adopts MITA

PM – Provider Information Management					
Terminate Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency use standards in the process?	meeting compliance thresholds for state and federal regulations using state-specific standards.	of HIPAA and state-specific standards.	process to the full extent possible and stores the provider background and screening termination information within the state. SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	process to the full extent possible and stores the provider background and screening termination information for the region standard messages and other nationally recognized standards for clinical and interstate information exchange.	Framework, industry standards, and national standards for consistent validation at a federal level and stored in a federal repository standard messages 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 regional agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with federal agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

PM – Provider Information Management					
Capability Question	Terminate Provider				
	Level 1	Level 2	Level 3	Level 4	Level 5
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 regional 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 misleading.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using

PM – Provider Information Management					
Terminate Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	Stakeholders are unable to rely on information for decision-making.	Accuracy is higher than at Level 1.	MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Framework and industry standards for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	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 regional 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.

PM – Provider Information Management					
Capability Question	Terminate Provider				
	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 regional information exchange improving 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	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 regional agencies and entities improving efficiency	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency

PM – Provider Information Management					
Terminate Provider					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and SMA performance 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 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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 regional agencies and entities improving	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving

<i>PM – Provider Information Management</i>					
Capability Question	Terminate Provider				
	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.

Provider Support

Manage Provider Communication

PM – Provider Support					
Capability Question	Manage Provider Communication				
	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	SMA uses a mix of manual and automatic processes	SMA automates process to the full extent possible within	SMA automates process to the full extent possible within	SMA automates process to the full extent possible

PM – Provider Support					
Manage Provider Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	tasks. SMA conducts this process primarily via paper, facsimile, and telephone.	to accomplish tasks. The process increases the use of electronic methods. SMA accepts inquiries that provider responds to online or by telephone.	the intrastate including communication delivery by email, paper, mobile devices, Automatic Voice Response System (AVRS), telephone, facsimile, web portal or Electronic Data Interchange (EDI) transaction. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.	the region.	across the nation.
Is communication linguistically, culturally, and competency	Functionally, linguistically, culturally, and competency	Communication is functionally, linguistically, culturally, and	SMA automates process to the full extent possible across the intrastate.	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

PM – Provider Support					
Manage Provider Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
appropriate?	appropriate communications are lacking because they are difficult and costly to produce.	competency appropriate, but at great expense. SMA limits outreach material by state defined parameters (e.g., only two (2) languages used).	Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate communications more cost-effective.		
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 establishes a formal Communications Management Plan.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate state exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional exchange of information.	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 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 regional state agencies and entities to adopt national standards, and to develop and share reusable	SMA collaborates with federal agencies and entities for national (and international) interoperability improvements that

PM – Provider Support					
Manage Provider Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?		services.		processes including clinical information.	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). Requests may take multiple business days.	Process timeliness improves through use of automation. Providers have access to self-services via a web portal resolving their inquiries themselves. SMA answers most requests in 24 hours or less. Multiple web portals may exist as providers may work with multiple agencies. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA responds to most common inquiries in real-time. Exceptions may require 24 hours or less. SMA integrates web portals so providers have consistent way of communicating.	Information is available in near real time. SMA has regional 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

PM – Provider Support					
Manage Provider Communication					
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 regional agencies' internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange by regional 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 2.	SMA obtains information easily and exchanges with regional 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.

PM – Provider Support					
Manage Provider Communication					
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 the 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 regional information exchange improving 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 regional 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.

PM – Provider Support					
Manage Provider Communication					
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 process results?	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 regional 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 regional 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.

PM – Provider Support					
Manage Provider Communication					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			SMA uses survey or questionnaire for information collection.	higher.	higher.

Manage Provider Grievance and Appeal

PM – Provider Support					
Manage Provider Grievance and Appeal					
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. The process is entirely paper-based, which results in cumbersome document	SMA uses a mix of manual and automatic processes to accomplish tasks. The process conducts some of its activities electronically, except where the law	SMA automates process to the full extent possible within the intrastate. The process conducts the majority of its activities electronically, except	SMA fully automates the process regionally to the extent possible across the interstate.	SMA fully automates the process nationally to the extent possible across the nation.

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	management and process inefficiencies.	requires paper documents. In this case, SMA scans the documents for electronic information capture.	where the law requires paper documents. In this case, SMA scans documents for electronic information capture. SMA produces audit trail of grievance and appeal decision 100% of the time.		
How central is the grievance and appeals process?	Disparate programs file, manage, and resolve grievances and appeals from providers. This contributes to inconsistent application of relevant laws and administrative policies inhibiting performance	Agencies begin to centralize or standardize the administration of the process to achieve economies of scale, thereby increasing coordination and improving consistent application of business rules and	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within intrastate state further increases coordination and reuse of standardized Grievance & Appeal business services.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within interstate the region further increases coordination and reuse of standardized Grievance & Appeal business services.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards across the national further increases coordination and reuse of standardized Grievance & Appeal

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	monitoring.	appeals disposed.			business services.
Do providers know how to access the grievance and appeals process?	Providers have difficulty finding the right door for filing grievances and appeals.	SMA clearly identifies the policy and procedures for filing grievances and appeals. SMA establishes a Review Board to review cases.	SMA standardizes the process within the state.	SMA standardizes the process within the region.	SMA standardizes the process across the nation.
How does the State Medicaid Agency manage the process?	SMA follows guidelines for opening, documenting, and resolving the case.	SMA establishes a formal Management Plan.	SMA administers the process as part of the Medicaid Enterprise using a comprehensive Management Plan.	SMA administers the process as part of the Medicaid Enterprise using a comprehensive Management Plan within the region.	SMA administers the process as part of the Medicaid Enterprise using a comprehensive Management Plan 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 regional exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	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 regional agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with federal 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). Cases typically require	Process timeliness improves through use of automation. Timeliness exceeds legal requirements. Duration of process is 100 business days or less.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Duration of process is 45 business days or less.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional 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

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	months to complete. Duration of process is 180 business days or longer.		SMA distributes Notice of appeal rights 15 minutes or less 100% of the time.	further improves timeliness over Level 3.	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 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 by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or	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.

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	higher.				
How accessible is the information required for the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Contractors have difficulty accessing program business rules to discern the merit of their grievance or appeal.	SMA stores information in disparate systems. Contractors have limited access to program business rules to discern whether their grievances or appeals have merit. 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. Contractors can electronically access program business rules to discern whether their grievances or appeals have merit. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with regional 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 to perform 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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for regional information exchange	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for

PM – Provider Support					
Manage Provider Grievance and Appeal					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
		ratio over Level 1.	effectiveness ratio over Level 2.	improving cost effectiveness ratio over Level 3.	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. Cases may require months to complete. Efficiency is low.	Automation and state standards increase productivity allowing for more time on improving process and working on exceptions. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process is consistent, orderly, and allows staff to spend even more time on quality outcomes and process improvement. Efficiency improves to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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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Manage Provider Grievance and Appeal					
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 support business activity monitoring of performance measures, which in turn provide information needed for process improvements. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. The process collects information about the types of grievance and appeal it handles and uses it to discern program improvement opportunities that may reduce the issues that give rise to grievances and appeals. Accuracy improves to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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

PM – Provider Support					
Manage Provider Grievance and Appeal					
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 that resolves cases in a shorter period. 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 regional 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.

Perform Provider Outreach

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Perform Provider Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process manual or	The process consists primarily of manual	SMA uses a mix of manual and automatic	SMA automates process to the full	SMA automates process to the full	SMA automates process to the full

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Perform Provider Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
automatic?	activity to accomplish tasks. SMA primarily conducts the process via mail, in person and telephone for individual communications; and flyers, radio, TV, newspapers, and publications for public media. At this level, there is no targeting of providers.	processes to accomplish tasks. SMA conducts process via a web portal for existing providers. SMA target populations to receive communications via mail, in person and telephone for individual communications; and flyers, radio, TV, newspapers, and publications public media.	extent possible within the state. The process is electronic. Audience downloads, saves or prints publications. Portal includes usability features or functions that accommodate the needs of persons with disabilities, including those who use assistive technology.	extent possible within the region.	extent possible across the nation.
Is communication linguistically, culturally, and competency appropriate?	Functionally, linguistically, culturally, and competency appropriate outreach and education materials are lacking because they are difficult and costly to produce.	Outreach material is functionally, linguistically, culturally, and competency appropriate, but at great expense. SMA limits outreach material by state defined parameters	SMA automates process to the full extent possible across the intrastate. Use of electronic communications makes provision of functionally, linguistically, culturally, and competency appropriate outreach	SMA automates process to the full extent possible within the region.	SMA automates process to the full extent possible across the nation.

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Perform Provider Outreach						
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5	
		(e.g., only two (2) languages used).	material more cost-effective.			
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 of information within the region.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.	
How formalized is the process?	The process is informal and inconsistent.	The process is formal across SMA with proper reviews to ensure correctness and legality. SMA keeps accurate logs kept of all outreach initiatives.	SMA adopts automatic workflow within the intrastate to ensure accuracy and proper reviews. SMA transfers and stores the documents electronically.	SMA adopts automatic workflow within the region to ensure accuracy and proper reviews.	SMA adopts national automatic workflow to ensure accuracy and proper reviews.	
How does the State Medicaid Agency collaborate with	Very little collaboration occurs with other agencies to standardize	SMA collaborates with other agencies and entities to adopt HIPAA standards and	SMA collaborates with other intrastate agencies and entities to adopt national	SMA collaborates with other regional agencies and entities to adopt national	SMA collaborates with federal agencies and entities for national (and	

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Perform Provider Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
other agencies or entities in performing the process?	information exchange or business tasks.	Electronic Data Interchange (EDI) transactions.	standards, and to develop and share reusable business services.	standards, and to develop and share reusable processes including clinical information.	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). Timeliness depends on the type of outreach. It is ad hoc in nature. Outreach activity duration is relatively lengthy.	Process timeliness improves through use of automation and web portal distribution of information. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA releases alerts and information immediately. 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 regional 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	Use of direct data	HIPAA standard	Automation of	Automation of	SMA adopts MITA

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the information in the process?	entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	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 95% or higher.	information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange by regional agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy is 95% or higher.	Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy is 95% 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	SMA obtains information easily and exchanges with regional 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	Perform Provider Outreach				
	Level 1	Level 2	Level 3	Level 4	Level 5
	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 regional information exchange improving 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	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	SMA adopts MITA Framework, industry standards and information exchange with regional agencies and entities	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	process guidelines and SMA performance standards. Efficiency is low.		higher.	improving efficiency 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. SMA launches outreach to a general audience but does not align content with target audience negatively affecting accuracy.	Automation and standardized business rules definitions reduce errors. Capability to match outreach with target audience improves the accuracy of the process. SMA improves accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities. SMA uses methods to target outreach to contractors that met specific needs. Accuracy is 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with regional 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					
How satisfied are the stakeholders?	Stakeholders lack confidence in information negatively affecting	Automation and standardization provides clear and useful information.	SMA adopts MITA Framework, industry standards and information exchange	SMA adopts MITA Framework, industry standards and information	SMA adopts MITA Framework, industry standards and information exchange

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	stakeholder satisfaction with the process.	Stakeholder satisfaction is greater than Level 1.	with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	exchange with regional agencies and entities improving stakeholder satisfaction to 95% or higher.	with national agencies and entities improving stakeholder satisfaction to 98% or higher.