

## 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					
Manage Provider 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 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

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Business Capability Descriptions</b>					
<b>Is the process primarily manual or automatic?</b>	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).
<b>Does the State</b>	SMA focuses on	SMA applies a mix	SMA automates	SMA automates	SMA adopts MITA



<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Medicaid Agency use standards in the process?</b>	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.
<b>How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?</b>	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.

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Business Capability Quality: Timeliness of Process</b>					
<b>How timely is the end-to-end process?</b>	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.
<b>Business Capability Quality: Data Access and Accuracy</b>					
<b>How accurate is the information in the process?</b>	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

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
	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.
<b>How accessible is the information in the process?</b>	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.

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Business Capability Quality: Cost-Effectiveness</b>					
<b>What is the cost of the process compared to the benefits of its results?</b>	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.
<b>Business Capability Quality: Effort to Perform; Efficiency</b>					
<b>How efficient is the process?</b>	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

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
	and SMA performance standards. Efficiency is low.			to 98% or higher.	to 98% or higher.
<b>Business Capability Quality: Accuracy of Process Results</b>					
<b>How accurate are the results of the process?</b>	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.
<b>Business Capability Quality: Utility or Value to Stakeholders</b>					
<b>Does the business process satisfy stakeholders?</b>	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

<b>PM – Provider Information Management</b>					
<b>Terminate Provider</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
			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

<b>PM – Provider Support</b>					
<b>Manage Provider Communication</b>					
<b>Capability Question</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Business Capability Descriptions</b>					
<b>Is the process primarily manual or automatic?</b>	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.
<b>Is communication linguistically, culturally, and competency</b>	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
<b>process?</b>	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.
<b>How accessible is the information in the process?</b>	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 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 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.

PM – Provider Support					
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

PM – Provider Support					
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

PM – Provider Support					
Perform Provider Outreach					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
<b>automatic?</b>	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.
<b>Is communication linguistically, culturally, and competency appropriate?</b>	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.

PM – Provider Support					
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.		
<b>Does the State Medicaid Agency use standards in the process?</b>	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.
<b>How formalized is the process?</b>	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.
<b>How does the State Medicaid Agency collaborate with</b>	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

PM – Provider Support					
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



PM – Provider Support					
Perform Provider Outreach					
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.

PM – Provider Support					
Perform Provider Outreach					
Capability Question	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

PM – Provider Support					
Perform Provider Outreach					
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

PM – Provider Support					
Perform Provider Outreach					
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.