

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 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 the law requires paper documents. In this case, SMA scans the documents for electronic information capture.	SMA automates process to the full extent possible within the intrastate. The process conducts the majority of its activities electronically, except 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.	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.
How central is the grievance and appeals process?	Disparate programs file, manage, and resolve grievances and appeals from providers. This contributes to	Agencies begin to centralize or standardize the administration of the process to achieve economies of scale,	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within intrastate state further	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within interstate the region	SMA adopts MITA Framework, industry standards, and other nationally recognized standards across

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	inconsistent application of relevant laws and administrative policies inhibiting performance monitoring.	thereby increasing coordination and improving consistent application of business rules and appeals disposed.	increases coordination and reuse of standardized Grievance & Appeal business services.	further increases coordination and reuse of standardized Grievance & Appeal business services.	the national further increases coordination and reuse of standardized Grievance & Appeal 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	SMA focuses on meeting compliance thresholds for state	SMA applies a mix of nationally recognized and state-specific	SMA adopts MITA Framework, industry standards, and other	SMA adopts MITA Framework, industry standards, and other	SMA adopts MITA Framework, industry standards, and other

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process?	and federal regulations using state-specific standards.	standards.	nationally recognized standards for intrastate exchange of information.	nationally recognized standards for regional exchange of information.	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.
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	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	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has regional	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute

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	typically require months to complete. Duration of process is 180 business days or longer.		less. SMA distributes Notice of appeal rights 15 minutes or less 100% of the time.	interoperability, which further improves timeliness over Level 3.	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 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.

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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 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

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				over Level 3.	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.
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

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process?	opportunity for human error. Accuracy is low.	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.	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.	standards and information exchange with regional agencies and entities improving accuracy to 98% or higher.	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 that resolves cases in a shorter period. Stakeholder	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 stakeholder	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities

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	satisfaction is greater than Level 1.	satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	satisfaction to 95% or higher.	satisfaction to 95% or higher.	improving stakeholder satisfaction to 98% or higher.