

| FM – Accounts Receivable Management | | | | | |
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| 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. Data is not standardized and is often paper based. | Agencies are standardizing information to increase coordination and consistency. SMA encourages other stakeholders, including families, attorneys, funeral | SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information. | SMA fully integrates the process to the extent possible across the interstate. | SMA fully integrates the process to the extent possible across the nation. |

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| | <p>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).</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 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 | 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 | 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 |

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| process? | | 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? 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 timeline. | 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 | 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 |

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| | <p>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.</p> | <p>process may be erroneous or misleading. Accuracy is higher than at Level 1.</p> | <p>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.</p> | <p>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.</p> | <p>agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy is 90% or higher.</p> |
| 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. |

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| 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. |
| 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. |

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| 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 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. |