

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 contractors. This contributes to inconsistent application of	Agencies begin to centralize or standardize the administration of the process to achieve economies of scale, thereby increasing coordination and improving consistency of	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within intrastate further increases coordination and	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within interstate further increases coordination and	SMA adopts MITA Framework, industry standards, and other nationally recognized standards within national further increases coordination and

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	relevant laws and administrative policies inhibiting performance monitoring.	application of business rules and appeals disposed.	reuse of standardized grievance & appeal business services.	reuse of standardized Grievance & Appeal business services.	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.
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 nationally recognized 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	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for

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	state-specific standards.		intrastate exchange of information.	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 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). Cases typically require months to complete. Duration of process is 180 business days	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 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.

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	or longer.				
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 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	SMA stores information in	SMA stores information in disparate systems.	SMA obtains information easily	SMA obtains information easily	SMA obtains information easily

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required for the process?	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.	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.	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.	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.
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

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					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. Cases may require months to complete.	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 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	Manual processes result in greater opportunity for	Automation and standardized business rules definitions reduce	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and	SMA adopts MITA Framework, industry standards and

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process?	human error. Accuracy is low.	error and support business activity monitoring of performance measures, which in turn provide information needed for process improvements. SMA improves accuracy above Level 1.	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 may reduce the issues that give rise to grievances and appeals. Accuracy improves to 90% or higher.	information exchange with interstate agencies and entities improving accuracy to 98% or higher.	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	Automation and standardization provides clear and useful information that resolves cases in a shorter period.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies	SMA adopts MITA Framework, industry standards and information exchange with national agencies

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