

Plan Administration

Develop Agency Goals and Objectives

<i>PL – Plan Administration</i>					
Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses tools to gather, record, analyze, formulate, communicate, and distribute information on goals and objectives to SMA leadership and other state agencies.	SMA automates process to the full extent possible within the intrastate. SMA uses brainstorming and automatic collaboration tools that enable statewide input to the goal setting process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the goals and objectives. SMA is unable to provide	SMA is able to develop and maintain goals and objectives with collaboration from	SMA develops and maintains goals and objectives with collaboration from other intrastate	SMA develops and maintains goals and objectives with collaboration from other interstate	SMA develops and maintains goals and objectives with collaboration from other intrastate

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Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	timely information to stakeholders.	other agencies that encourages flexibility.	agencies. SMA quickly distributes modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.
Are goals and objectives traceable throughout the organization?	SMA is unable to trace operational activities directly to goals and objectives.	SMA is able to trace some operational activities directly to goals and objectives.	SMA directly ties all relevant operational activities to goals and objectives within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to goals and objectives across the interstate.	SMA directly ties all relevant operational activities to goals and objectives across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

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Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). SMA develops goals and objectives in an ad hoc manner. Time to complete process is	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to goals and objectives. The process completes in less than one (1) month.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on goals and objectives in generally less than one (1) week.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.

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Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	indeterminate.				
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	SMA uses standard transactions to improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA’s internal information. External sources of information use MITA Framework and industry standards for information exchange. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA’s internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Goals and	Goals and objectives are up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is

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Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	objectives are vague and incomplete.	accessibility over Level 1.	standards. Goals and objectives are central, up-to-date and accurate. Accessibility is greater than Level 2.	greater than Level 3.	greater than Level 4.
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.

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Develop Agency Goals and Objectives					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.

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Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Maintain Program Policy

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses tools to gather, record, analyze, formulate, communicate, and distribute information on program policy to SMA leadership and other state agencies.	SMA automates process by brainstorming and using automatic collaboration tools, which enables statewide input to the policy setting process.	SMA enables regional input into the policy setting process by automating processes.	SMA uses automatic collaboration tools to automate processes which enables national input into the policy setting process.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the program policy and provide timely information to stakeholders.	SMA is able to develop and maintained policy with collaboration from other agencies that encourages flexibility.	SMA develops and maintains policy with collaboration from other intrastate agencies. SMA quickly distributes modifications to policy to	SMA develops and maintains policy with collaboration from other interstate agencies. SMA distributes in near-real time modifications to	SMA develops and maintains policy with collaboration from other intrastate agencies. SMA distributes in near-real time modifications to

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			stakeholders.	policy to stakeholders.	policy to stakeholders.
Are policies traceable throughout the organization?	SMA is unable to trace operational activities directly to program policy.	SMA is able to trace some operational activities directly to program policy.	SMA directly ties all relevant operational activities to program policy within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to program policy across the interstate.	SMA directly ties all relevant operational activities to program policy across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
How does the State Medicaid Agency collaborate with other agencies or entities in	Very little collaboration occurs with other agencies to standardize information	SMA collaborates with other agencies and entities to adopt standards and Electronic Data	SMA collaborates with other intrastate agencies and entities to adopt national standards,	SMA collaborates with other interstate agencies and entities to adopt national standards, and to	SMA collaborates with agencies and entities for national (and international) interoperability

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
performing the process?	exchange or business tasks.	Interchange (EDI) transactions.	and to develop and share reusable business services.	develop and share reusable processes including clinical information.	improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). SMA develops program policy in an ad hoc manner. Time to complete process is indeterminate.	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to program policy. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on program policy in less time than at Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	SMA uses standard transactions to improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Program policy is vague and	Program policy is up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase accessibility over	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Program	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	incomplete.	Level 1.	policy is central, up-to-date and accurate. Accessibility is greater than Level 2.		
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the	Process is labor intensive. There is	Automation and state standards increase	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	productivity. Efficiency is higher than Level 1.	standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy	Stakeholders lack confidence in	Automation and standardization	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

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Maintain Program Policy					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
stakeholders?	information negatively affecting stakeholder satisfaction with the process.	provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Maintain State Plan

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses tools to gather, record, analyze, formulate, communicate, and distribute information on Medicaid State Plan to SMA leadership and other state agencies. SMA distributes Medicaid State Plan electronically to stakeholders.	SMA automates process to the full extent possible within the intrastate. SMA uses brainstorming and automatic collaboration tools, which enables statewide input to the Medicaid State Plan setting process.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
How adaptable is the process to change?	SMA is unable to adapt easily to changes to the Medicaid State Plan and provide timely	SMA is able to develop and maintained Medicaid State Plan with collaboration from	SMA develops and maintains Medicaid State Plan with collaboration from other intrastate	SMA develops and maintains Medicaid State Plan with collaboration from other interstate	SMA develops and maintains Medicaid State Plan with collaboration from other intrastate

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	information to stakeholders.	other agencies that encourages flexibility.	agencies. SMA quickly distributes modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.	agencies. SMA distributes in near-real time modifications to policy to stakeholders.
Is Medicaid State Plan traceable throughout the organization?	SMA is unable to trace operational activities directly to Medicaid State Plan.	SMA is able to trace some operational activities directly to Medicaid State Plan.	SMA directly ties all relevant operational activities to Medicaid State Plan within the intrastate. SMA uses business intelligence tools to monitor progress toward benchmarks.	SMA directly ties all relevant operational activities to Medicaid State Plan across the interstate.	SMA directly ties all relevant operational activities to Medicaid State Plan across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
How does the State	Very little	SMA collaborates	SMA collaborates	SMA collaborates	SMA collaborates

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Medicaid Agency collaborate with other agencies or entities in performing the process?	collaboration occurs with other agencies to standardize information exchange or business tasks.	with other agencies and entities to adopt standards and Electronic Data Interchange (EDI) transactions.	with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). SMA develops Medicaid State Plan in an ad hoc manner. Time to complete process is indeterminate.	Process timeliness improves through use of automation. SMA conducts more frequent review and modification to Medicaid State Plan. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. SMA develops, modifies, tracks, and report on Medicaid State Plan in less time than at Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	SMA uses standard transactions to improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Accuracy rating is at 99% or higher.	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. Medicaid State Plan is vague	Medicaid State Plan is up-to-date and more accurate. SMA stores information in disparate systems, but automation and standards increase accessibility over	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Medicaid	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	and incomplete.	Level 1.	State Plan is central, up-to-date and accurate. Accessibility is greater than Level 2.		
Business Capability Quality: Cost-Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					

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Maintain State Plan					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Health Plan Administration

Manage Health Plan Information

PL – Health Plan Administration

Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses business intelligence tools to analyze data to support maintenance of the health plans.	SMA automates process to the full extent possible within the intrastate. Health Plan information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the interstate. Health Plan information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information. SMA utilizes a Unique Health Plan Identifier.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange. SMA utilizes a Unique Health Plan Identifier.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information. SMA utilizes a Unique Health Plan Identifier.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the	Very little collaboration occurs with other agencies to standardize information exchange	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI)	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share	SMA collaborates with agencies and entities for national (and international) interoperability improvements that

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Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
process?	or business tasks.	transactions.	reusable business services.	reusable processes including clinical information.	maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). The health plan changes take a significant amount of time to complete, depending on the complexity and cost of coverage affected.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional Health Insurance Marketplace (HIX). Timeliness exceeds Level 2.	Information is available in near real time. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually	HIPAA standard transactions improve accuracy of	Automation of information collection increases the	Automation of information collection increases the	SMA adopts MITA Framework and industry standards for

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Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. SMA does not publish or widely distribute health plan details.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility over Level 1. SMA publishes health plans on state's web	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

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Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	site.				
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.

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Manage Health Plan Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	performance standards. Efficiency is low.				
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Health plans are inflexible and lock members into a single plan. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

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

Manage Performance Measures

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks. The process is manual and duplicated in multiple areas within the organization.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

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

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
performance measures?	performance measures and outcomes to other parties responsible for the activity.	measures and outcomes.	outcomes within the intrastate. Based on use of MITA Framework, industry standards, and information definitions States may share outcome measures with other States and federal agencies.	the interstate.	outcomes across the nation.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize performance measures or business tasks.	SMA collaborates with other agencies and entities to adopt nationally recognized performance measures.	SMA collaborates with other intrastate agencies and entities to adopt national performance measures as well as develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national performance measures as well as develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is	Process meets threshold or	Process timeliness improves through use	Timeliness improves via state and federal	Information is available	Information is

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
the end-to-end process?	mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	of automation. Timeliness exceeds legal requirements.	collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			business rules definitions. Accuracy rating is at 99% or higher.	standardized business rules definitions. Accuracy rating is at 99% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. SMA limits communications to paper, email, Compact Disc (CD) or publications.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility over Level 1. Communication occurs through email, Compact Disc (CD) or publication on state's website.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange.

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
			over Level 2.	effectiveness ratio over Level 3.	SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low. SMA conducts manual review and	Automation and standardized business rules definitions reduce error. Less manual review and verification of accuracy of	SMA adopts nationally recognized performance measures by intrastate agencies and entities improving accuracy to 90% or	SMA adopts nationally recognized performance measures by interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts nationally recognized performance measures by national agencies and entities improving accuracy to

PL – Health Plan Administration					
Manage Performance Measures					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	verification of accuracy of calculations prior to publication.	calculations is needed prior to publication. SMA improves accuracy above Level 1.	higher.		98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

Health Benefits Administration

Manage Health Benefit Information

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses business intelligence tools to analyze data to support maintenance of the health benefit packages.	SMA automates process to the full extent possible within the intrastate. Health Benefit information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the interstate. Health Benefit information is shared with Health Insurance Marketplace (HIX).	SMA automates process to the full extent possible across the nation.
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of nationally recognized and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
How flexible are the contents of the health benefit package?	Health benefit packages have pre-set services and provider types.	SMA structures waiver programs to permit more flexibility around selection of services and providers within a health benefit package.	The process is fully flexible to the extent possible across the intrastate All programs introduce flexibility within health benefit packages, enabling consumer driven health care with more choices among services and provider types.	The process is fully flexible to the extent possible across the interstate.	The process is fully flexible to the extent possible across the nation.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt nationally recognized standards and Electronic Data Interchange (EDI) transactions. SMA collaborates with Waiver programs, other agencies, Managed Care Organizations (MCOs) through a Memoranda of Understanding (MOU) to	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	define shared services.				
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation). The health benefit changes take a significant amount of time to complete, depending on the complexity and cost of coverage affected.	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to	HIPAA standard transactions improve accuracy of information but the decision-making process may be	Automation of information collection increases the reliability of SMA's internal information.	Automation of information collection increases the reliability of SMA's internal and external	SMA adopts MITA Framework and industry standards for information exchange with

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making.	erroneous or misleading. Accuracy is higher than at Level 1.	External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually. SMA does not publish or widely distribute the health benefit package.	SMA stores information in disparate systems, but automation and nationally recognized standards increase accessibility. SMA publishes the health benefit packages on state's web site. Accessibility is greater than Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.

PL – Health Benefits Administration					
Manage Health Benefit Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	performance standards. Efficiency is low.				
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Health benefit packages are inflexible and lock members into a single package. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90%	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95%	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98%

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

Maintain Reference Information

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks. SMA uses business intelligence tools to analyze data to support maintenance	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	of the reference information.				
Does the State Medicaid Agency use standards in the process?	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific standards.	SMA applies a mix of HIPAA and state-specific standards.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for intrastate exchange of information.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for clinical and interstate information exchange.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national exchange of information.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Timeliness of Process					
How timely is this end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or regulation).	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds Level 2.	Information is available in near real time. Processes that use clinical information result in immediate action, response, and results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies. Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	unable to rely on information for decision-making.	is higher than at Level 1.	and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules definitions. Accuracy rating is at 99% or higher.	business rules definitions. Accuracy rating is at 99% or higher.
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.

PL – Health Benefits Administration					
Maintain Reference Information					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	is low.				
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.

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

Manage Rate Setting

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
Business Capability Descriptions					
Is the process primarily manual or automatic?	The process consists primarily of manual paper-based activity to accomplish tasks.	SMA uses a mix of manual and automatic processes to accomplish tasks.	SMA automates process to the full extent possible within the intrastate.	SMA automates process to the full extent possible across the interstate.	SMA automates process to the full extent possible across the nation.
Does the State Medicaid Agency	SMA focuses on meeting compliance	SMA applies a mix of HIPAA and state-	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry	SMA adopts MITA Framework, industry

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
use standards in the process?	thresholds for state and federal regulations using state-specific standards.	specific standards.	standards, and other nationally recognized standards for intrastate exchange of information.	standards, and other nationally recognized standards for clinical and interstate information exchange.	standards, and other nationally recognized standards for national exchange of information.
How does the State Medicaid Agency collaborate with other agencies or entities in performing the process?	Very little collaboration occurs with other agencies to standardize information exchange or business tasks.	SMA collaborates with other agencies and entities to adopt HIPAA standards and Electronic Data Interchange (EDI) transactions.	SMA collaborates with other intrastate agencies and entities to adopt national standards, and to develop and share reusable business services.	SMA collaborates with other interstate agencies and entities to adopt national standards, and to develop and share reusable processes including clinical information.	SMA collaborates with agencies and entities for national (and international) interoperability improvements that maximize automation of routine operations.
Business Capability Quality: Timeliness of Process					
How timely is the end-to-end process?	Process meets threshold or mandated requirements for timeliness (i.e., the process achieves results within the time specified by law or	Process timeliness improves through use of automation. Timeliness exceeds legal requirements.	Timeliness improves via state and federal collaboration, use of information sharing, standards, and regional information exchange hubs. Timeliness exceeds	Information is available in near real time. Processes that use clinical information result in immediate action, response, and	Information is available in real time. Processes improve further through connectivity with other States and with federal agencies.

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
	regulation).		Level 2.	results. SMA has interstate interoperability, which further improves timeliness over Level 3.	Most processes execute at the point of service. Results are almost immediate.
Business Capability Quality: Data Access and Accuracy					
How accurate is the information in the process?	Use of direct data entry for information collection is manually intensive and susceptible to inconsistent or incorrect information. Stakeholders are unable to rely on information for decision-making. SMA uses manual selection that results in subjective information.	HIPAA standard transactions improve accuracy of information but the decision-making process may be erroneous or misleading. Accuracy is higher than at Level 1.	Automation of information collection increases the reliability of SMA's internal information. External sources of information use MITA Framework and industry standards for information exchange. Decision-making is automatic using standardized business rules definitions. Accuracy rating is at 99% or higher.	Automation of information collection increases the reliability of SMA's internal and external sources of information. SMA adopts MITA Framework and industry standards for information exchange with interstate agencies. Decision-making is automatic using regional standardized business rules	SMA adopts MITA Framework and industry standards for information exchange with national agencies. Decision-making is automatic using national standardized business rules definitions. Accuracy rating is at 99% or higher.

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				definitions. Accuracy rating is at 99% or higher.	
How accessible is the information in the process?	SMA stores information in disparate systems including paper storage and obtains information manually.	SMA stores information in disparate systems, but automation and HIPAA standards increase accessibility over Level 1.	SMA obtains information easily and exchanges with intrastate agencies and entities based on MITA Framework and industry standards. Accessibility is greater than Level 2.	SMA obtains information easily and exchanges with interstate agencies and entities. Accessibility is greater than Level 3.	SMA obtains information easily and exchanges with national agencies and entities. Accessibility is greater than Level 4.
Business Capability Quality: Cost Effectiveness					
What is the cost of the process compared to the benefits of its results?	High relative cost due to low number of automatic, standardized tasks.	Automation improves process and allows focus on exception resolution, improving cost effectiveness ratio over Level 1.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards further improving cost effectiveness ratio over Level 2.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for interstate information exchange. SMA increases cost effectiveness ratio over Level 3.	SMA adopts MITA Framework, industry standards, and other nationally recognized standards for national (and international) information exchange. SMA increases cost effectiveness ratio

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
					over level 4.
Business Capability Quality: Effort to Perform; Efficiency					
How efficient is the process?	Process is labor intensive. There is wasted effort or expense to accomplish tasks. Process meets minimum state process guidelines and SMA performance standards. Efficiency is low.	Automation and state standards increase productivity. Efficiency is higher than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving efficiency to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving efficiency to 98% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving efficiency to 98% or higher.
Business Capability Quality: Accuracy of Process Results					
How accurate are the results of the process?	Manual processes result in greater opportunity for human error. Accuracy is low.	Automation and standardized business rules definitions reduce error and improve accuracy above Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving accuracy to 90% or higher.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving accuracy	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving accuracy

PL – Health Benefits Administration					
Manage Rate Setting					
Capability Question	Level 1	Level 2	Level 3	Level 4	Level 5
				to 98% or higher.	to 98% or higher.
Business Capability Quality: Utility or Value to Stakeholders					
Does the business process satisfy stakeholders?	Stakeholders lack confidence in information negatively affecting stakeholder satisfaction with the process.	Automation and standardization provides clear and useful information. Stakeholder satisfaction is greater than Level 1.	SMA adopts MITA Framework, industry standards and information exchange with intrastate agencies and entities improving stakeholder satisfaction to 90% or higher. SMA uses survey or questionnaire for information collection.	SMA adopts MITA Framework, industry standards and information exchange with interstate agencies and entities improving stakeholder satisfaction to 95% or higher.	SMA adopts MITA Framework, industry standards and information exchange with national agencies and entities improving stakeholder satisfaction to 98% or higher.