

# **Medicaid Information Technology Architecture**

# Table of contents

<b>What is MITA</b>	<b>8</b>
Standards and Conditions . . . . .	9
MITA 4.0 Goals . . . . .	9
MITA 4.0 Design Principles . . . . .	9
<b>Versions of MITA</b>	<b>11</b>
Concepts . . . . .	11
<b>Introduction to MITA 4.0</b>	<b>12</b>
<b>MITA Capability Model</b>	<b>15</b>
Model Objective . . . . .	15
Model Definition . . . . .	15
MITA 3.0 vs. MITA 4.0 Capabilities . . . . .	15
Model Structure . . . . .	16
Model Application . . . . .	16
Model Contents . . . . .	17
Purpose . . . . .	18
Update to MITA 3.0 . . . . .	18
Relationship of MITA Capabilities to Outcomes . . . . .	19
Capability Mapping . . . . .	21
Organizing Capabilities . . . . .	22
MITA Capability Models . . . . .	23
Relationship of MITA Capabilities to Maturity . . . . .	24
Using Capability Maps for Heat Mapping Strategic Priorities and Identifying Gaps with the MITA Maturity Model . . . . .	25
Guidance on reuse of the MITA Capability Model . . . . .	27
<b>ORBIT Overview</b>	<b>29</b>
—	30

<b>MITA 4.0 Process</b>	<b>31</b>
<b>Solution Planning Lifecycle</b>	<b>32</b>
MITA 4.0 Enterprise Strategic Planning . . . . .	32
<b>Output of Outcomes Based Planning</b>	<b>33</b>
<b>Step 2: Identify Capabilities</b>	<b>34</b>
<b>Step 3: Identify Roles, Process, Information, Technology</b>	<b>35</b>
<b>Define Capability Architecture</b>	<b>36</b>
<b>Source</b>	<b>37</b>
<b>Step 5: Assess Maturity</b>	<b>38</b>
<b>Assess Maturity</b>	<b>39</b>
<b>Source</b>	<b>40</b>
—	<b>41</b>
<b>MITA 4.0 Companion Guide</b>	<b>42</b>
<b>Overview</b>	<b>43</b>
Purpose . . . . .	43
Reference(s) . . . . .	43
Audience . . . . .	43
<b>Introduction</b>	<b>44</b>
Enterprise Architecture Introduction . . . . .	44
Business Architecture Introduction . . . . .	44
Information Architecture Introduction . . . . .	44
Technical Architecture Introduction . . . . .	45
Goals . . . . .	45
Outcome . . . . .	45
Principles . . . . .	46
Business Architecture Principles . . . . .	46
Information Architecture Principles . . . . .	46
Technical Architecture Principles . . . . .	46

<b>Develop Capability Architecture Process</b>	<b>47</b>
Define Architectural Approach . . . . .	47
Define Business Architecture Approach . . . . .	47
Define Information Architecture Approach . . . . .	47
Develop Baseline Capability Architecture . . . . .	48
Develop Baseline Capability Business Architecture . . . . .	48
Develop Baseline Capability Information Architecture . . . . .	48
Develop Baseline Capability Technical Architecture . . . . .	48
Define Target Capability Architecture . . . . .	49
Develop Target Capability Business Architecture . . . . .	49
Develop Target Capability Information Architecture . . . . .	49
Develop Target Capability Technical Architecture . . . . .	49
Align Architecture & Compile Concept of Operations . . . . .	49
Perform Gap Analysis . . . . .	49
Perform Business Architecture Gap Analysis . . . . .	49
Perform Information Architecture Gap Analysis . . . . .	49
<b>Using the Capability Architecture</b>	<b>51</b>
Using the Capability Business Architecture . . . . .	51
Using the Capability Information Architecture . . . . .	51
Using the Capability Technical Architecture . . . . .	51
<b>MITA 3.0 vs. 4.0 Architecture Development Process</b>	<b>52</b>
Seven Standards and Conditions . . . . .	52
Appendix A . . . . .	52
—	53
<b>MITA Reference Models</b>	<b>54</b>
<b>MITA Capability Model</b>	<b>55</b>
<b>Core Capabilities</b>	<b>56</b>
<b>Strategic Capabilities</b>	<b>57</b>
<b>Support Capabilities</b>	<b>58</b>
<b>Role Reference Model</b>	<b>59</b>
<b>Business Reference Model</b>	<b>60</b>

<b>MITA Capability Model</b>	<b>61</b>
Introduction to Business Capability Models . . . . .	61
Purpose . . . . .	62
Update to MITA 3.0 . . . . .	62
The MITA Definition of Capability . . . . .	63
Structure of the MITA Capability Model . . . . .	63
Relationship of MITA Capabilities to Outcomes . . . . .	65
Capability Mapping . . . . .	68
Organizing Capabilities . . . . .	69
MITA Capability Models . . . . .	70
Relationship of MITA Capabilities to Maturity . . . . .	71
Using Capability Maps for Heat Mapping Strategic Priorities and Identifying Gaps with the MITA Maturity Model . . . . .	72
Guidance on reuse of the MITA Capability Model . . . . .	74
<b>MITA TA Capability Model</b>	<b>76</b>
—	77
<b>MITA Maturity Model</b>	<b>78</b>
<b>MITA 4.0 Maturity Reference Model Document</b>	<b>79</b>
Version History . . . . .	79
Document Overview . . . . .	79
Document Purpose . . . . .	79
Audience . . . . .	80
Model Overview . . . . .	80
Maturity Model Purpose . . . . .	80
Maturity Model Goals . . . . .	80
Maturity Model Methodology and Guiding Principles . . . . .	81
Maturity Model Levels and Definitions . . . . .	82
Using the MITA Maturity Model in the MITA 4.0 Framework . . . . .	82
Background on MITA 4.0 Capabilities and the Capability Reference Model . . . . .	82
MITA 4.0 Capabilities and Maturity Assessment . . . . .	83
Maturity Criteria . . . . .	83
Outcomes (optional) . . . . .	83
Roles (optional) . . . . .	84
Business Architecture and Performance of Business Processes . . . . .	84
Information and Data . . . . .	84
Technology . . . . .	85
Using Personas to describe Maturity Levels . . . . .	85

<b>Roles</b>	<b>86</b>
<b>Business Architecture Maturities</b>	<b>87</b>
<b>Information Architecture Criteria</b>	<b>88</b>
<b>Summary</b>	<b>89</b>
<b>Criteria</b>	<b>90</b>
<b>Reference</b>	<b>116</b>
<b>Assignments</b>	<b>121</b>
<b>Data Role Reference Model</b>	<b>122</b>
<b>Technical Architecture Maturities</b>	<b>123</b>
—	124
<b>MITA Artifacts &amp; Templates</b>	<b>125</b>
<b>Output of Outcomes Based Planning</b>	<b>126</b>
<b>CONOPS overview</b>	<b>127</b>
<b>CONOPS overview</b>	<b>128</b>
<b>CONOPS overview</b>	<b>129</b>
<b>CONOPS overview</b>	<b>130</b>
<b>Roadmap</b>	<b>131</b>
<b>MITA Scorecard</b>	<b>132</b>
<b>SS-A Output</b>	<b>133</b>
<b>Guidance for generating and submitting MITA SS-A results (Scorecards) to CMS in the correct format</b>	<b>134</b>
Template (fill in all placeholders as applicable) . . . . .	134
Notes . . . . .	136
<b>Open-Source SS-A Tool</b>	<b>137</b>

—	138
<b>References</b>	139
<b>References</b>	140
—	141
<b>Help Improve this Content</b>	142

# What is MITA



# MITA

MEDICAID INFORMATION TECHNOLOGY ARCHITECTURE

The Medicaid Information Technology Architecture (MITA) Framework is an initiative by the Centers for Medicare & Medicaid Services (CMS) in partnership with State Medicaid Agencies (SMAs) and Medicaid systems vendors. It aims to establish national guidance and best practice references for processes, data standards, and technologies that facilitate planning and enhance program administration for State Medicaid Enterprises. Building upon the foundation of previous versions, MITA 4.0 supports the Medicaid mission and goals by facilitating integrated business and information technology transformations. This version refines, refocuses, and repurposes MITA to better align with the evolving needs of SMAs.

MITA 4.0 introduces several new approaches to enhance its relevance and accessibility, with the goal of making it more meaningful for stakeholders while streamlining processes to reduce the burden on state agencies. The framework incorporates various state agency viewpoints to improve efficiency and better align with the Advanced Planning Document process, certification outcomes, and state agency acquisition processes. Additionally, MITA 4.0 provides guidance that reflects current healthcare and IT trends, ensuring that it remains at the forefront of technological advancements.

By focusing on these enhancements, MITA 4.0 ensures that technology decisions align with Medicaid business needs, optimizing adaptability, flexibility, interoperability, and data sharing. This evolution enables significant improvements in policy, decision-making, and daily operations, ultimately advancing the capabilities of State Medicaid Enterprises.

- MITA Framework is a consolidation of principles, models, and guidelines that combine to form a template for the States to use to develop their own enterprise architectures.
- MITA processes provide guidance for State Medicaid Enterprise to use in adopting the MITA Framework through shared leadership, collaboration, and reuse of solutions.
- MITA planning guidelines help States prepare the MITA State Self-Assessment (SS-A) and Roadmap to develop enterprise architectures to align to and advance increasingly in MITA maturity for business, architecture, and data. The guidelines serve as the basis

for a state's requests for appropriate Federal Financial Participation (FFP) for their Medicaid Management Information Systems (MMIS) as well as Medicaid Information Technology (IT) system(s) projects related to eligibility determination and enrollment functions.

## **Standards and Conditions**

The MITA framework plays an important role in helping states meet the standards and conditions outlined in [Standards and Conditions within 42 CFR 433.112](#) required for enhanced federal financial participation (FFP) for Medicaid technology investments funded through an approved APD. By providing a structured approach to planning and development, MITA assists states in aligning their technology solutions with Medicaid business needs and federal requirements. It encourages the use of modular, flexible systems that promote interoperability and data sharing, ensuring that states can effectively coordinate with other health services and systems. MITA also guides states in preparing their Advanced Planning Document (APD) submissions, offering a roadmap to compliance and efficiency. This alignment not only facilitates adherence to federal standards but also supports states in achieving their Medicaid program goals more efficiently, effectively, and sustainably, optimizing adaptability and enhancing overall program administration.

## **MITA 4.0 Goals**

- Develop seamless and integrated systems that communicate effectively to achieve common Medicaid goals through interoperability and common standards.
- Promote an environment that supports flexibility, adaptability, and rapid response to changes in programs and technology.
- Promote an enterprise view that supports enabling technologies that align with Medicaid business processes and technologies.
- Provide data that is timely, accurate, usable, and easily accessible in order to support analysis and decision making for health care management and program administration.
- Provide performance measurement for accountability and planning.
- Coordinate with public health and other partners to integrate health outcomes within the Medicaid community.

## **MITA 4.0 Design Principles**

During the development of MITA 4.0, workgroup participants identified a set of core principles designed to prioritize updates MITA 3.0 that make MITA more meaningful and accessible

to SMAs. These principles ensure that MITA remains a relevant and valuable tool for State Medicaid Agencies and their stakeholders.

**Define Clear Linkages Between Capabilities and Outcomes:** Establish clear definitions for both MITA Capabilities and Outcomes, and articulate the relationship between outcomes and the MITA architectures. This principle ensures that every capability is directly aligned with desired outcomes, linking strategic objectives with operational execution in a coherent framework.

**Business-Driven Transformation:** Define business transformations with a focus on aligning IT solutions with both common and unique state needs. This principle ensures that technology initiatives are directly informed by business objectives, leading to more effective and tailored solutions.

**Standards First:** Promote data and technical standards to improve IT development cost-effectiveness. By prioritizing standards, we aim to streamline processes and reduce complexity, ultimately enhancing interoperability and efficiency.

**Reduce Burden on SMAs:** Simplify processes and requirements to alleviate the administrative load on State Medicaid Agencies, enabling them to focus more on service delivery and less on compliance.

**Enable Automation:** Encourage the adoption of automated processes to increase efficiency and accuracy in Medicaid operations, reducing manual intervention and the potential for errors.

**Release Guidance Aligned with Current Trends:** Provide guidance that reflects the latest trends in healthcare and IT, ensuring that MITA 4.0 remains relevant and forward-looking in its approach to Medicaid management.

**Integrate with Other Activities:** Enhance the integration of MITA with related activities such as APD development, Certification, T-MSIS reporting, and state procurement processes. This principle aims to create a cohesive framework that supports comprehensive Medicaid management and aligns with broader state and federal initiatives.

**Transition to a Web-Enabled Presentation:** Move from the static, PDF-based MITA 3.0 to a dynamic, web-enabled format. This principle facilitates easier maintenance and continuous improvement by the community, allowing for real-time updates and enabling stakeholders to access the most current information. By fostering a collaborative environment, we encourage the sharing of insights and innovations, making MITA a more robust and adaptable framework for all users.

These principles are foundational to the development and implementation of MITA 4.0, ensuring it effectively supports the evolving needs of Medicaid operations.

# Versions of MITA

— dev a change matrix showing dif between versions —

## Concepts

- **Outcomes:** Define what SMAs aim to achieve through the implementation of MITA.
- **Business Process Model:** Define common business processes for the Medicaid Enterprise.
- **Maturity Model:** Illustrate the maturation of Medicaid operations over time.
- **Capability Matrices:** Align business, information, and technical capabilities with the Maturity Model.
- **State Self-Assessment (SS-A):** Represent current and future business, information, and technical capabilities.

MITA 4.0 ensures that technology decisions align with Medicaid business needs, optimizing adaptability, flexibility, interoperability, and data sharing. This evolution enables significant improvements in policy, decision-making, and daily operations. Explore the MITA 4.0 Framework to advance your State Medicaid Enterprise.

# **Introduction to MITA 4.0**

## Why Adopt MITA?

The MITA Initiative provides significant benefits to Medicaid stakeholders, including the public, states, and the federal government.

### Helping the Public

MITA helps the public by making it easier for people to access healthcare. MITA helps improve the quality of care and drives data for decision-making to improve health outcomes and public safety. It also makes Medicaid enterprise systems more efficient, reduces fraud, and saves money by using standardized practices and reusable tools.

### Helping the States

MITA helps states by supporting Medicaid program management and health reform efforts. MITA promotes prevention and wellness through collaboration and aligning technology with Medicaid priorities to get the most out of investments and support national health initiatives.

<br>

### Helping CMS

MITA helps the federal government by streamlining how CMS reviews state Medicaid IT plans, aligning with national health goals and making better use of resources. MITA enhances coordination across agencies to improve processes, inform decisions, and lower costs for developing systems.

### How is MITA 4.0 Different?

MITA 4.0 builds on MITA 3.0 to support Medicaid's mission by helping states modernize their business processes and technology systems to improve the administration of their Medicaid programs. MITA 4.0 evolves and refines the MITA framework to better meet the changing needs of State Medicaid Agencies.

Click the image below to learn more:

# **MITA Capability Model**

## **Model Objective**

The MITA 4.0 Capability Reference Model is a key component of the MITA 4.0 Framework. The primary objective of the reference model is to support the alignment of capabilities across SMA's to enable leverage, reuse and interoperability across SMA's.

## **Model Definition**

A capability is defined as an ability that an SMA possesses or seeks to develop to achieve its goals and meet its desired outcomes. It represents what the SMA can do without attempting to explain how, why or where the SMA uses the capability. It may be an ability that may exist within the SMA today or be required to enable a new direction or reach a new desired outcome. Each capability is composed of the following:

- Outcomes – The definition of the desired outcomes that require the capability to be achieved.
- Roles – The individual roles that are responsible for providing the capability.
- Business Processes – The business processes that are performed to deliver the capability.
- Information – The information and the data management capabilities that are needed to deliver the capability.
- Technology – The technology that is used to automate the capability.

## **MITA 3.0 vs. MITA 4.0 Capabilities**

MITA 3.0 defines capabilities as the competence of an individual, organization or system to perform a function or process. The MITA 4.0 framework changes the definition of a capability to not include the concept of competence. The capability in MITA 4.0 focuses only on the ability that an SMA possesses or seeks to develop, agnostic of how well the SMA performs that capability. The purpose of the state self-assessment (SS-A) in MITA 4.0 is to assess the maturity of the capability and how well the SMA performs the capability based on the outcomes, roles, business processes, information and technology that an SMA has defined and implemented to support that capability. The MITA 4.0 capabilities are closely aligned to the following concepts in MITA 3.0:

- MITA 3.0 Business Areas and Categories
- Technical Service Areas and Classifications

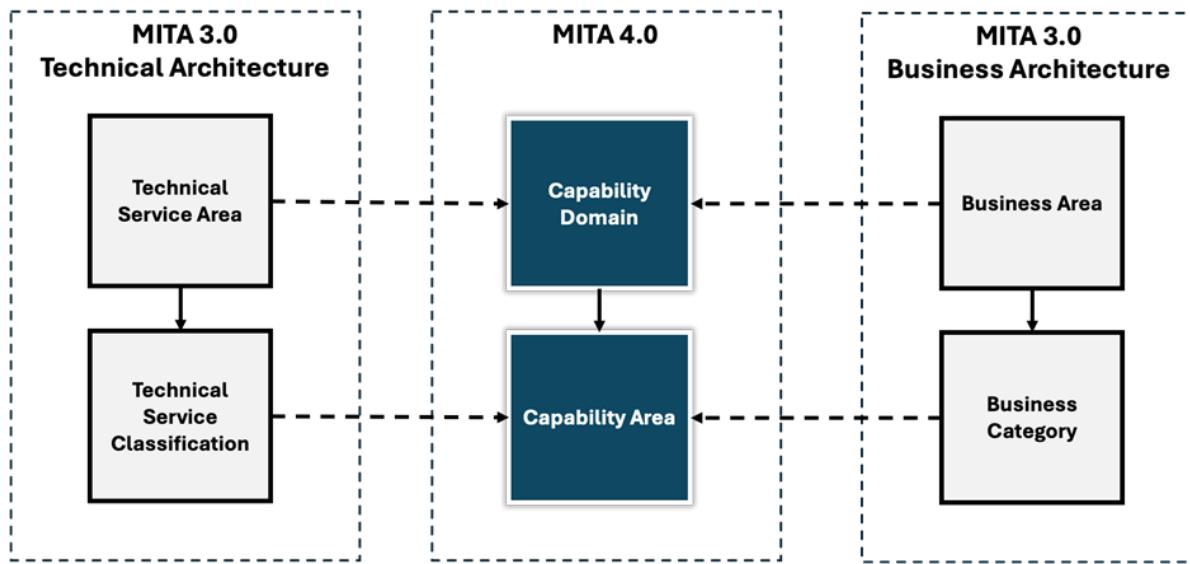


Figure 1: MITA 4.0 vs. MITA 3.0 Capabilities

## Model Structure

A capability reference model is an abstract framework that defines concepts used for grouping capabilities that share a common meaning. It is used to establish a shared definition of capability concepts that cross organizational boundaries and helps to identify opportunities for sharing, leveraging and reuse. The MITA 4.0 Capability Reference Model is designed to identify the key capability concepts that are needed to support the Medicaid Program and achieve the goals and outcomes established for MITA 4.0. The MITA 4.0 Capability Model is grouped into (2) levels including:

- Capability Domain - High-level capability used to group common capabilities
- Capability Area – Detailed capabilities that decomposes the capability domain into sub-capabilities that can be used by SMA's to classify their capabilities. There are one to many distinct Capability Areas for each Capability Domain. Each Capability Area can have one to many distinct Capabilities defined within it .

## Model Application

SMA's will use the MITA 4.0 Capability Reference Model to classify their own capabilities. The MITA 4.0 Capability Reference Model provides SMA's the freedom to define their capabilities based on their own state-specific needs. The SMA's should use the capability domains and areas in the reference model to classify their state-specific capabilities. Using the reference model enables alignment of capabilities across SMA's and enables states and CMS the ability

to do the following:

- Identify opportunities to collaborate, leverage and reuse.
- Consistently assess and report capability maturity.

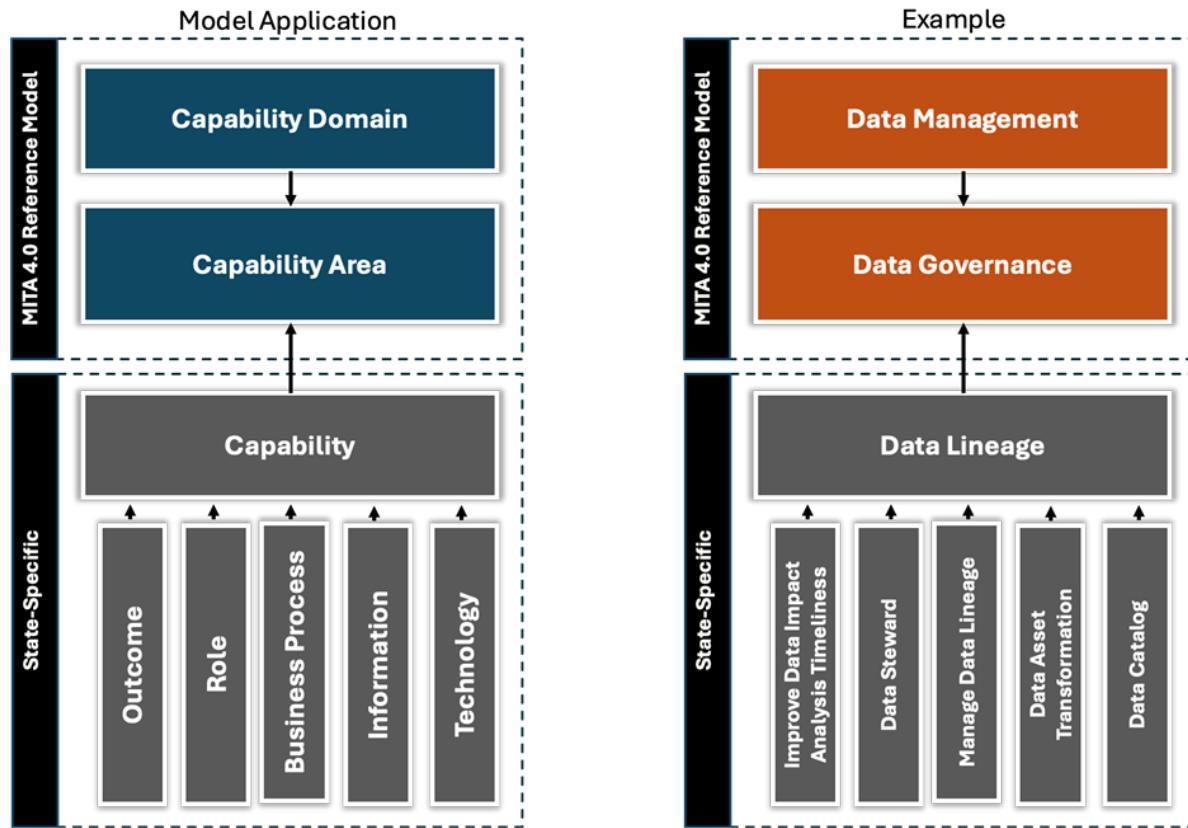


Figure 2: MITA 4.0 Reference Model Application Example

## Model Contents

The capability domains identified in the MITA 4.0 Capability Reference Model are organized into (3) distinct groups including:

- Strategic – Identifies capabilities that an SMA possesses or seeks to develop that enable them to establish and maintain its enterprise strategy.
- Core – identifies capabilities that an SMA possesses or seeks to develop that enable them to meet its mission and achieve its desired outcomes.
- Support – Identifies capabilities that an SMA possesses or seeks to develop that are not specific to its mission but are critical for the core and strategic capabilities.

## Purpose

### Note

MITA 4.0 does not endeavor to specify all of the capabilities SMA's may need to administer Medicaid programs; instead, this version of MITA focuses on the capabilities that are most closely oriented towards achieving the CMS-required outcomes.

Understanding the how the MITA Capability Model works is important to obtaining the most value out of many of the other tools and artifacts in the MITA framework, such as the MITA Maturity Model (MMM) and the Business Process Model (BPM). The MITA Capability Model provides a structured way for SMAs to identify, conceptually model, and improve the capabilities needed for efficient Medicaid operations.

It is important to note that MITA 4.0 does not endeavor to specify all of the capabilities SMA's may need to administer Medicaid programs; instead, this version of MITA focuses on the capabilities that are most closely oriented towards achieving the CMS-required outcomes. In this way MITA 4.0 provides a reference model for SMAs to model other capabilities that may be needed to achieve their other goals such as state specific outcomes, or other state priorities while providing more guidance within the MITA Framework to support modular.

## Update to MITA 3.0

MITA 3.0 defined a capability as the level of maturity of a set of business processes within a business category. By focusing on “how” MES operate MITA 3.0 helped SMA’s identify ways to improve and mature their business processes, but it did not link those processes with the outcomes they are intended to achieve or ensure better alignment of the information and technical architectures to business outcomes. The addition of the MITA capability model to the MITA 4.0 business architecture addresses that by providing the conceptual linkages needed to elevate the strategic vantage point of the MITA Framework. To guide this change, we present within this chapter a definition, description, and approach to modeling business capabilities, based on the widely used capability models contextualized for Medicaid Enterprises.

The business processes that operationalize MITA capabilities remain foundational to characterizing the business architecture, and are by definition a constituent part of any MITA capability. They provide essential information on how capabilities are operationalized and should continue to be a routinely utilized reference model for SMA business process mapping. They are found with in the Business Process Model chapter of this version of MITA.

## Relationship of MITA Capabilities to Outcomes

In the context of the Medicaid Information Technology Architecture (MITA), outcomes are intrinsically linked to capabilities, as they represent the tangible results achieved through the effective integration and execution of various elements that constitute a capability. In this sense, outcomes and capabilities define each other.

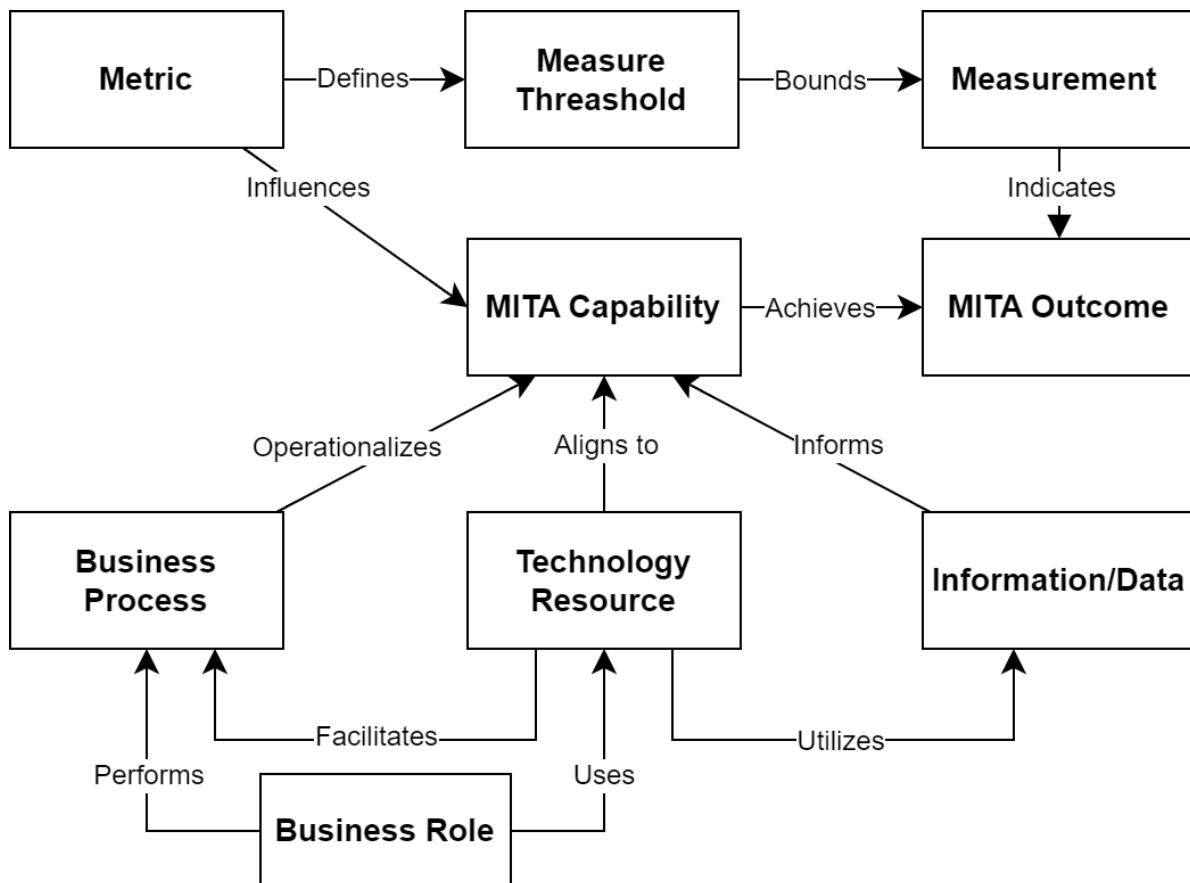


Figure 3: MITA Capability and Outcome Relationship Diagram

## Outcomes

MITA defines outcomes broadly to encompass CMS-required outcomes, state-specific outcomes, and other outcomes not mandated as part of the Advance Planning Document (APD) process. The sole criterion for an outcome to meet this definition is that it must be a goal of a State Medicaid Agency (SMA) and be achieved through a Medicaid Enterprise System (MES) capability.

### **Key Definition**

A MITA outcome is a goal of a State Medicaid Agency (SMA) that is achieved by a Medicaid Enterprise System (MES) capability.

### **Measure**

Measure is a quantifiable metric used to assess the effectiveness and efficiency of capabilities within a Medicaid Enterprise System (MES). Measures provide quantifiable and qualitative values that help State Medicaid Agencies (SMAs) track progress toward achieving specific outcomes, such as CMS-required or state-specific goals. These indicators might include metrics like processing times, error rates, or compliance levels.

Measures are a measurement threshold by establishing a specific value or level that must be met or exceeded to demonstrate successful performance. For instance, a KPI might set a threshold for the maximum allowable processing time for claims, ensuring that they are handled within a specified timeframe to maintain compliance and eligibility for enhanced federal funding. By monitoring these thresholds, organizations can ensure they are meeting regulatory requirements and delivering high-quality services to beneficiaries, while also identifying areas for improvement.

### **Measure Threshold**

A specific value or level of a measure that must be met or exceeded to demonstrate the effective achievement of a capability's intended outcome. This threshold serves as a benchmark for assessing whether the processes, roles, and resources integrated within a Medicaid Enterprise System (MES) are functioning optimally to meet the goals of a State Medicaid Agency (SMA). For example, a measurement threshold might be set for processing times, where claims must be processed within a certain number of days to ensure compliance with CMS-required outcomes and maintain eligibility for enhanced federal funding. By establishing and monitoring these thresholds, organizations can ensure they are meeting regulatory requirements and delivering high-quality services to beneficiaries.

### **Measurement**

These outcomes and metrics are also used to ensure that healthcare systems or modules comply with applicable federal regulations, forming the baseline for system or module functionality. Achieving these outcomes is essential for continuing to receive enhanced federal funding for operations. Regular measurement and analysis of KPIs help organizations demonstrate compliance and effectiveness, ensuring that they meet regulatory requirements and continue to deliver high-quality services to beneficiaries.

In this way we can clearly interrelate all of the MITA architecture models and their individual components with the KPIs, thresholds, and measurements that indicate whether our capability achieves our desired outcome.

While models that help conceptualize the capabilities that achieve CMS-required outcomes are the ones modeled for this version of MITA, SMAs are encouraged to use these models as a reference to model capabilities.

## Capability Mapping

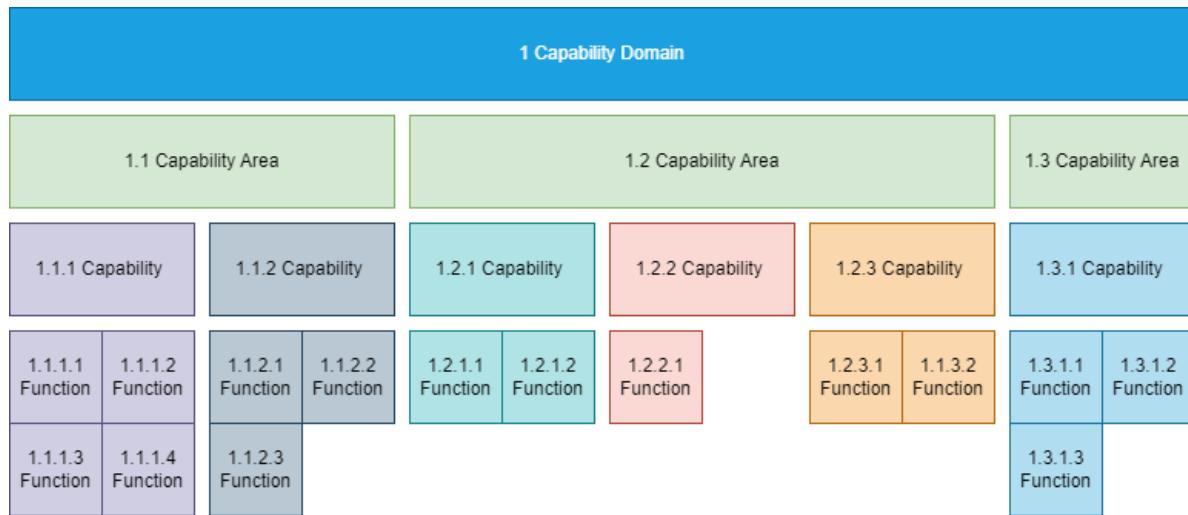
Capability mapping is a strategic tool that enables organizations, such as State Medicaid Agencies (SMAs), to systematically identify, organize, and visualize the key capabilities necessary to achieve their objectives. Within the MITA framework, capability mapping provides SMAs with a method of developing comprehensive views of the functions and processes required to deliver Medicaid services effectively. To begin the capability mapping process, SMAs should first identify the core capabilities that align with their strategic objectives, focusing on what the organization needs to achieve rather than how those goals are accomplished. This involves listing all necessary capabilities and understanding the desired outcomes they support. Next, these capabilities should be organized into domains and areas that reflect their strategic importance and interrelationships. Visualizing these capabilities through diagrams or maps provides all stakeholders a common view to understand the roles, processes, technology resources, and information/data involved in executing each capability, as well as the outcome each capability is designed to achieve. This structured approach not only highlights areas for improvement or investment but also ensures that organizational efforts are strategically aligned with desired outcomes.

The benefits of capability mapping are multifaceted, offering SMAs a clear pathway to strategic alignment and gap analysis. By visualizing capabilities, organizations can identify operational gaps and determine what new or enhanced capabilities are needed to close those gaps. This visualization also improves communication among stakeholders by providing a clear and concise representation of the organization's functions. To refine capabilities, SMAs should analyze current operations, assess the efficiency of underlying processes, and optimize them to enhance capability effectiveness. Additionally, capability mapping serves as a foundation for heat mapping, which assesses the MITA Framework will utilize to visualize the maturity of each capability evaluated in the State Self-Assessment. SMAs can overlay heat maps over their capability maps to visualize many things other than maturity levels, using color coding to indicate areas of strength and weakness. Regular updates to these maps allow SMAs to monitor progress and ensure resources are allocated effectively to achieve strategic goals. The MITA framework includes examples of capability maps based on CMS-required outcomes, serving as a reference model for SMAs to develop their own capability maps tailored to state-specific goals and priorities. By leveraging the reference models provided by MITA, SMAs can ensure

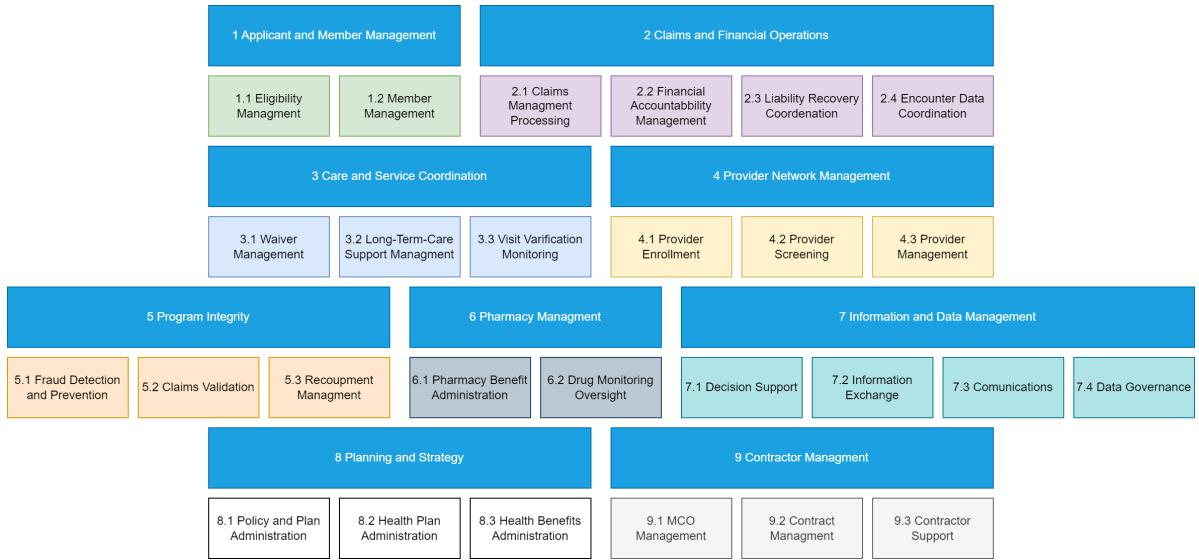
their capability mapping efforts are aligned with both federal requirements and state-specific priorities.

## Organizing Capabilities

To enhance the resolution and detail of a capability and provide a unified view of all its components, a block diagram can be employed to provide a common view of any MES. This diagram effectively links the capability to business processes, roles, technical resources, and information resources through functional decomposition. By breaking down the capability into its constituent parts, the block diagram offers a visual representation that highlights the interrelationships and dependencies among these elements. This approach provides a clearer understanding of how each component contributes to the overall capability, facilitating more effective analysis, optimization, and alignment with organizational objectives.

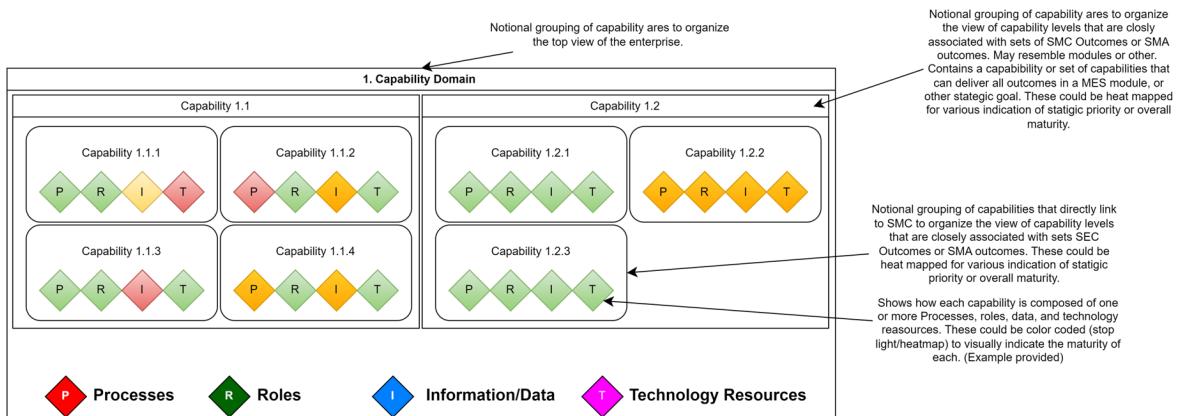


We use this same method to present an this top level view of the capabilities required to achieve CMS-required outcomes. From this view increasingly detailed models can be constructed.



## MITA Capability Models

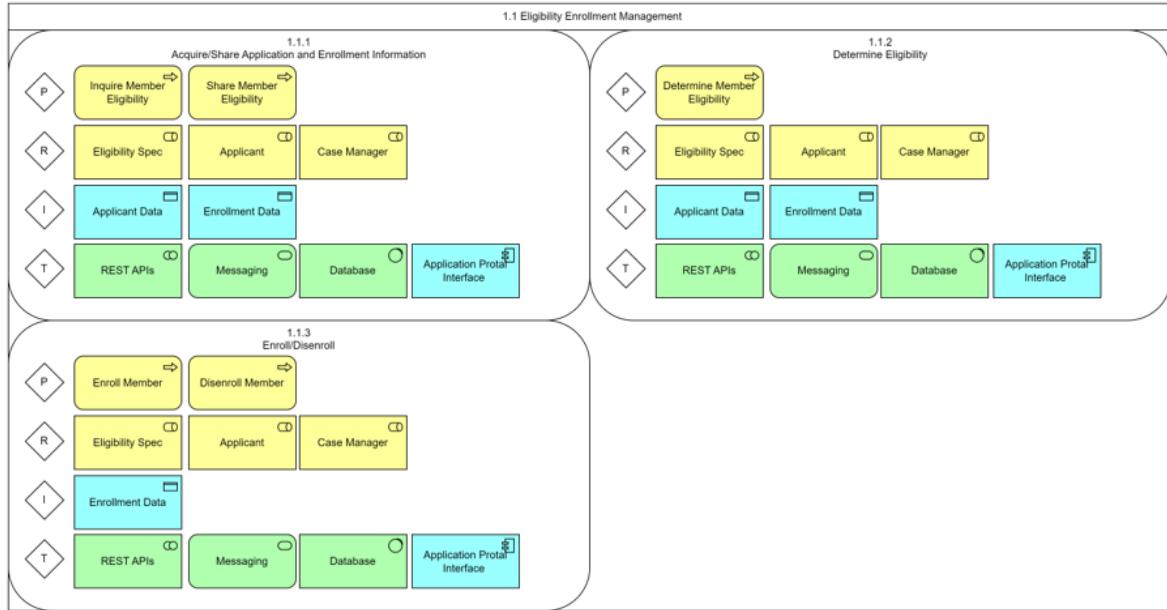
The MITA framework represents capabilities visually through a layered model that represent a capability of being composed of sub-capabilities and the processes, roles, information and technology resources (PRIT) that support the business in sustaining the capability. Each layer up depicts increasingly strategic capabilities and each layer down depicts the constituent elements that compose a capability in increasing operational detail. It is not the intention of this version of MITA to provide a full operational or tactical view of a capability, though SMAs may consider using this approach to improve their organizational awareness of their operations by developing further layers of their capabilities through functional decomposition.



- Capability Domains:** The first layer of this model aims to group capabilities to organize the strategic view of an SMA's capabilities. In this view one or many capabilities can be

grouped within a domain to indicate the pursuit of common outcomes. Each domain is denoted with a single number to help annotate each capability.

- **Capability Areas:** The second layer of this model aims to provide a view of the groups of capabilities that compose a domain. They are organized to show capabilities that serve a specific group of similar outcomes and essential
- **Capabilities:** The third layer of this model provides a more detailed view of



## Relationship of MITA Capabilities to Maturity

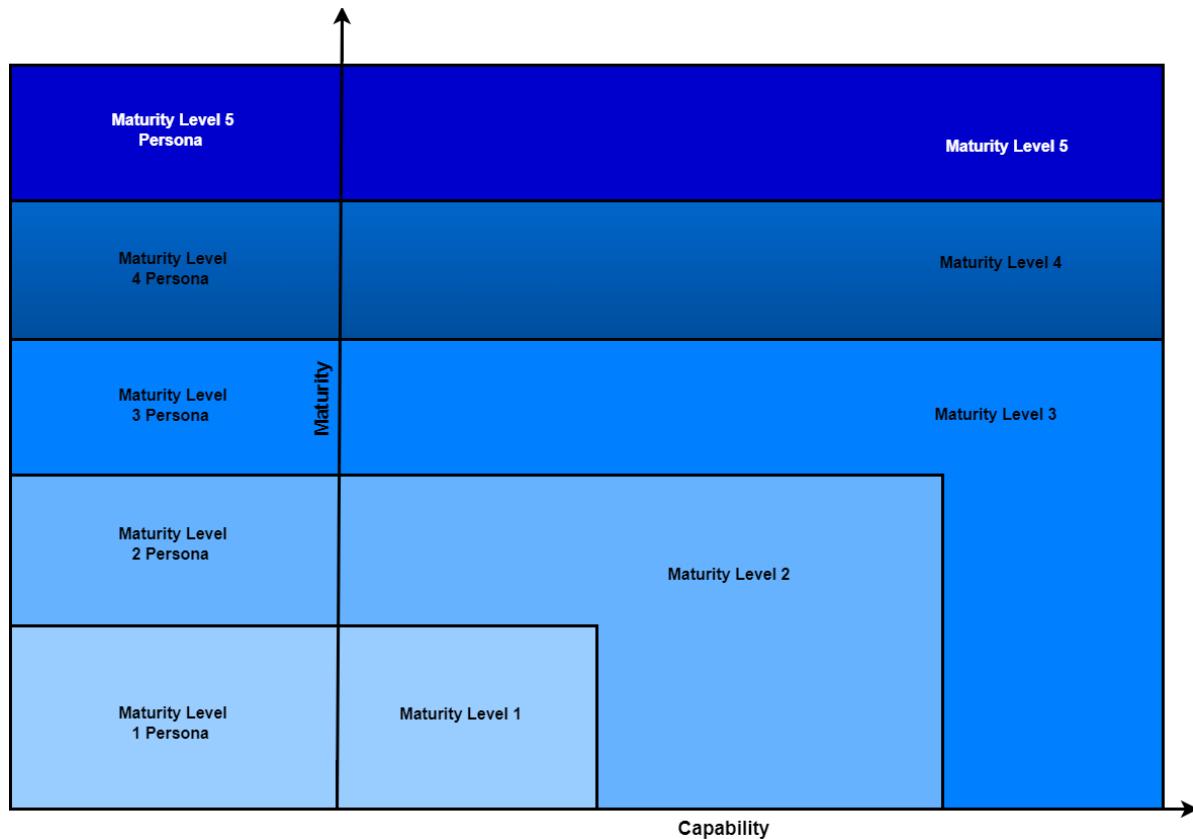


### Warning

Under development.

- **Levels of Maturity**

- Description of the five levels of maturity in the MITA framework
- How capabilities evolve and mature over time



## **Using Capability Maps for Heat Mapping Strategic Priorities and Identifying Gaps with the MITA Maturity Model**

Capability maps are powerful tools that not only provide a visual representation of an SMA's key capabilities but also serve as a foundation for strategic analysis and planning. There are many approaches to heat mapping capabilities, each offering unique insights into organizational priorities and gaps. Here, we describe two approaches: assessing maturity levels using the MITA Maturity Model and prioritizing strategic outcomes.

### **Identifying Gaps with the MITA Maturity Model**

The MITA Maturity Model provides a framework for assessing the maturity of an organization's capabilities across various dimensions, such as business processes, information, and technology. By integrating the maturity model with capability maps, SMAs can identify gaps between their current state and desired maturity levels.

### **Example 1: Identifying Gaps in Data Management Maturity Using the PRIT Model**

An SMA is conducting an assessment of its data management capabilities using the MITA Maturity Model, with a focus on the PRIT (Processes, Roles, Information, and Technology) framework. The capability map includes various data-related capabilities, such as “Data Integration,” “Data Quality Management,” and “Data Analytics.” Each of these capabilities is evaluated across the PRIT dimensions to determine their maturity levels using the revised scale:

Processes: Level 1: Ad-Hoc Roles: Level 2: Compliant Information: Level 2: Compliant Technology: Level 2: Compliant The capability map is updated to reflect the maturity assessment, with each dimension marked with a color code: red for Level 1: Ad-Hoc, yellow for Level 2: Compliant, green for Level 3: Efficient, blue for Level 4: Optimized, and purple for Level 5: Pioneering. This visualization helps the SMA prioritize strategic actions to enhance the “Data Integration” capability, such as standardizing processes, refining roles, improving data quality, and upgrading technology.

### **Heat Mapping Strategic Priorities**

Heat mapping involves applying a color-coded overlay to a capability map to visually represent the status or priority level of each capability. This technique can be used to highlight areas of strength, weakness, or strategic importance. For example, capabilities that are critical to achieving CMS-required outcomes might be marked in one color, while those needing immediate attention or improvement could be marked in another. This visual representation helps stakeholders quickly grasp the strategic landscape and make informed decisions about where to allocate resources and focus efforts.

### **Example 2: Prioritizing Capabilities for CMS-Required Outcomes**

An SMA is focused on achieving specific CMS-required outcomes related to improving patient care and reducing administrative costs. The agency creates a capability map that outlines all the capabilities necessary to meet these outcomes. By applying a heat map, the SMA highlights capabilities that are directly linked to these outcomes in green, indicating they are of high strategic priority. Capabilities that are indirectly related or less critical are marked in yellow, while those that are currently underperforming or not aligned with strategic goals are marked in red.

This visual representation allows the SMA to quickly identify which capabilities require immediate attention and resources to ensure compliance with CMS requirements. For instance, if the capability related to “Claims Processing Efficiency” is marked in red, the agency can prioritize initiatives to enhance this capability, such as investing in new technology or streamlining processes.

## **Other Uses for Capability Heat Mapping**

Beyond assessing maturity levels and prioritizing strategic initiatives, capability heat mapping can be applied in various other contexts to enhance organizational effectiveness and alignment.

### **Example 3: Aligning Capabilities with State-Specific Initiatives**

An SMA is working on a state-specific initiative to enhance telehealth services for rural populations. The capability map includes capabilities related to telehealth, such as “Telehealth Infrastructure,” “Provider Engagement,” and “Patient Access.” The SMA uses a heat map to highlight these capabilities in blue, indicating their alignment with the state-specific initiative.

By analyzing the capability map, the SMA identifies that “Provider Engagement” is a critical capability that requires further development to support the telehealth initiative. The agency decides to invest in training programs and outreach efforts to engage providers in rural areas, ensuring that the telehealth services are effectively delivered to the target population.

These examples demonstrate how capability maps, combined with heat mapping and the MITA Maturity Model, can provide valuable insights for strategic planning and gap analysis. By visualizing priorities and maturity levels, SMAs can make informed decisions about where to focus resources and efforts, ultimately enhancing their Medicaid Enterprise Systems and achieving strategic objectives.

- **Capability Mapping**

- Introduction to capability mapping and its significance
- How capabilities are organized and detailed at various levels of abstraction

## **Guidance on reuse of the MITA Capability Model**

- **Practical Application**

- How to integrate the capability model into daily operations and strategic planning
- Tips for maximizing the benefits of the model

- **Continuous Improvement**

- Encouragement for ongoing assessment and refinement of capabilities
- Leveraging feedback and performance data for model enhancement

- **Implementation Guidance**

- Steps for adopting the capability model
- Resources and support available for SMAs

- **Performance Monitoring and Reporting**

- Role of the capability model in tracking and enhancing performance
- Use of metrics and standards to measure capability effectiveness

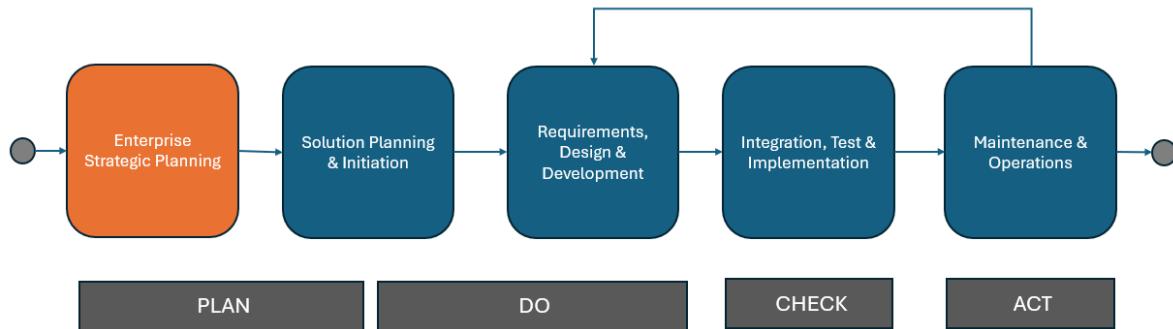
# **ORBIT Overview**

*Placeholder content for ORBIT overview.*



## **MITA 4.0 Process**

# Solution Planning Lifecycle



*Placeholder content for Solution Planning overview.*

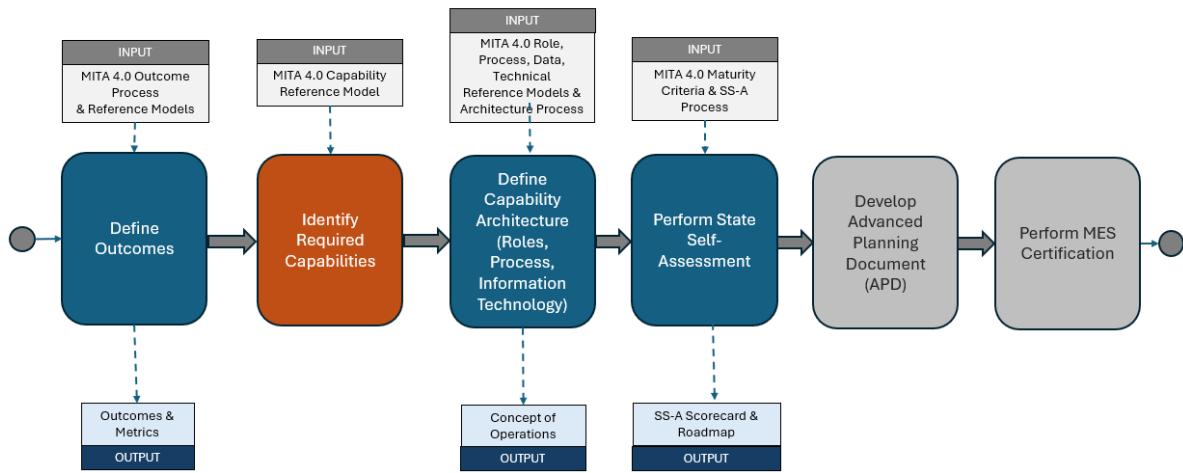
## MITA 4.0 Enterprise Strategic Planning

*Placeholder content for Enterprise Strategic Planning overview.*

# **Output of Outcomes Based Planning**

*TODO: OBP group to update and edit*

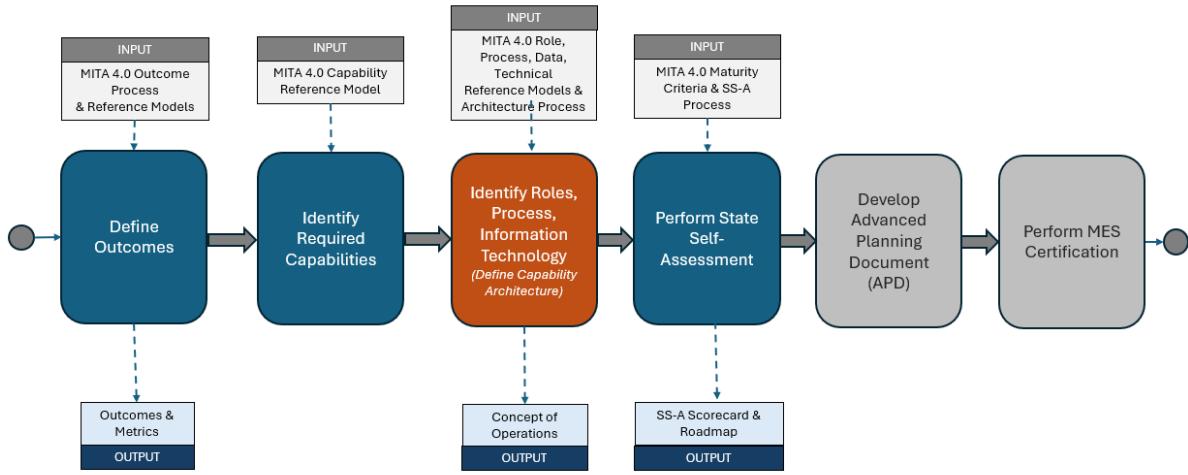
## Step 2: Identify Capabilities



*TODO: NextGen to update and edit*

## **Step 3: Identify Roles, Process, Information, Technology**

# Define Capability Architecture



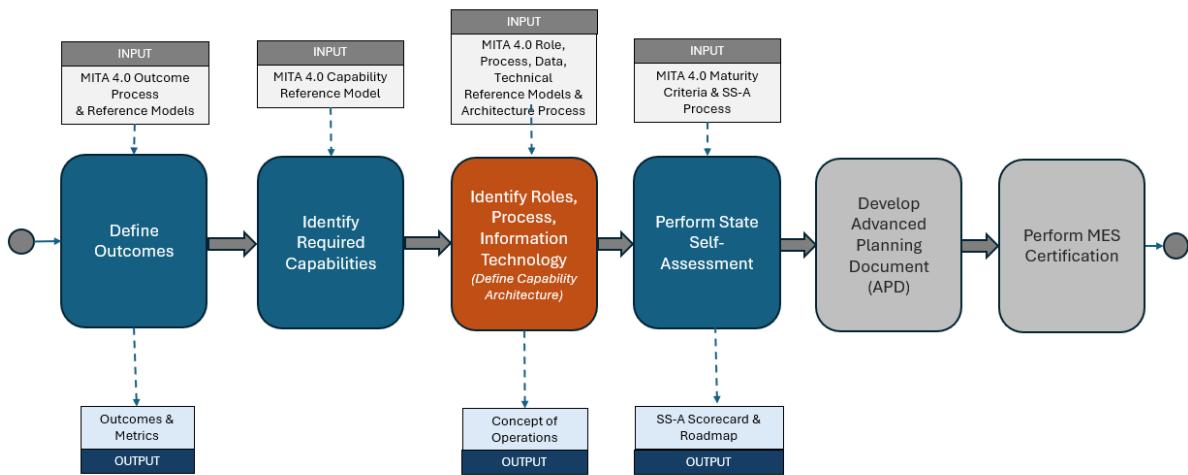
# **Source**

<https://mitre.app.box.com/file/2001074303896?s=frg0y7grikal4opulpwgud7qv7z3vjm7>

## **Step 5: Assess Maturity**

*TODO: SS-A group to update and edit*

# Assess Maturity



# **Source**

<https://mitre.app.box.com/file/2001074303896?s=frg0y7grikal4opulpwgud7qv7z3vjm7>



# **MITA 4.0 Companion Guide**

# **Overview**

## **Purpose**

TBD

## **Reference(s)**

TBD

## **Audience**

The primary audience for this document includes but is not limited to:

- MITA 4.0 NextGen Members
- MITA 4.0 SS-A Workgroup Members
- MITA Governance Board
- MESC MITA 4.0 Workshop Participants

# **Introduction**

## **Enterprise Architecture Introduction**

### **Business Architecture Introduction**

TBD

### **Information Architecture Introduction**

#### **IA Purpose**

IA describes a logical architecture for the Medicaid Enterprise. The primary objectives of an IA are below:

- Align information requirements with Medicaid Enterprise vision and direction.
- Improve system effectiveness.
- Facilitate growth and innovation.
- Lower overall life cycle costs.
- Enable interoperability and data sharing.

This architecture provides a description of the information strategy, architecture, and data. These descriptions are necessary so that States can use them as guidelines to define the common data needs that will enable the future business processes of their State Medicaid Enterprises.

#### **IA Scope**

It is imperative for the States to review the Business and Information Architectures together. The MITA IA is a set of information system requirements, derived from the BA and fulfilled by the IA, connecting and aligning these two architectures. They are different views of the integrated enterprise architecture.

Just as the BA business model has sub-groupings of business processes called business areas, the IA models have sub-groupings of information called subject areas. The generic term that MITA uses to describe a business area or subject area is *domain*. These sub-groupings allow a portion of the model to be viewable as a whole, or the entire model to be viewable at an overview level, thereby eliminating some complexity involved in understanding a large model. All business areas or domains will align across BA and IA (e.g., the Provider Management business area

aligns with the Provider domain in the information model). Each domain supports the others and properly aligns at each major system deployment to minimize redundancy and overlap.

### **Roles**

Information architects are responsible for first understanding the BA and then creating and maintaining the IA in alignment with the BA. Solution architects, guided by the information and technical architectural methodologies, work with the business and information architects to maintain this alignment throughout the project. This cooperation continues through full deployment and ongoing operations.

As States evolve and begin aligning their technology with MITA, they will see a shift from traditional siloed methodologies to an enterprise approach that includes other health and human service-related systems. This shift results in the engagement of interoperability concepts to replace outdated data warehouse and data distribution methods with data sharing and Cloud Computing concepts.

### **Technical Architecture Introduction**

TBD

### **Goals**

Establish a simplified common enterprise architecture framework that SMA's can use to support the following:

- Ensure that all SMA's speak a common language
- Avoid lock-in to proprietary solutions by standardizing on open methods for enterprise architecture
- Save time and money, and utilize resources more effectively
- Achieve demonstrable Return on Investments (ROI)
- Provide a holistic view of an organizational landscape
- Act as a modular scalable framework that enables organizational transformation
- Enable organizations of all sizes across all industries to work off the same standard for enterprise architecture

### **Outcome**

Provide guidance to SMA's on how to identify the roles, business processes, information and technology needed to support SMA capabilities to meet desired outcomes.

## **Principles**

TBD

### **Business Architecture Principles**

TBD

### **Information Architecture Principles**

#### *Data is an Asset*

Statement: Data is an asset that has value to the enterprise and is managed accordingly.

Rationale: Data is a valuable corporate resource; it has real, measurable value. Accurate, timely data is critical to accurate, timely decisions.

#### *Data is Shared and Fit for Use*

Statement: Users have access to the data necessary to perform their duties; therefore, data is shared across enterprise functions and organizations.

#### *Data is Accessible*

Statement: Data is accessible for users to perform their functions.

### **Technical Architecture Principles**

TBD

# **Develop Capability Architecture Process**

## **Define Architectural Approach**

### **Define Business Architecture Approach**

TBD

### **Define Information Architecture Approach**

#### **Purpose**

The Define Information Architecture Approach business process defines the activities undertaken by State Medicaid Agency (SMA) to define the information architecture reference models, viewpoints and tools that will be used to describe the information architecture for a specific capability.

#### **Objectives**

- Identify the Information Architecture Reference Models and Viewpoints to best meet the SMA's desired outcomes
- Select the tools that will be used to develop the information architecture views

#### **Key Inputs**

- SMA Outcomes
- Capability Definition
- Capability Stakeholder Roles Identified

#### **Key Outputs**

- Information Architecture Reference Models
- Information Architecture Viewpoints
- Information Architecture Modeling Tool

#### **Roles & Responsibilities**

Role	Responsibility
Data Owner	Accountable
Data Steward	Consulted
Data Architect	Responsible

## Steps

1. Select required MITA and SMA specific viewpoints
2. Determine overall modeling process
3. Identify required catalogs of data building blocks
4. Identify required matrices
5. Identify required diagrams
6. Identify types of requirements to be collected
7. Select required MITA and SMA specific reference models
8. Select required information architecture modeling tools

## **Develop Baseline Capability Architecture**

### **Develop Baseline Capability Business Architecture**

TBD

### **Develop Baseline Capability Information Architecture**

TBD

### **Develop Baseline Capability Technical Architecture**

TBD

## **Define Target Capability Architecture**

### **Develop Target Capability Business Architecture**

TBD

### **Develop Target Capability Information Architecture**

TBD

### **Develop Target Capability Technical Architecture**

TBD

## **Align Architecture & Compile Concept of Operations**

TBD

## **Perform Gap Analysis**

### **Perform Business Architecture Gap Analysis**

TBD

### **Perform Information Architecture Gap Analysis**

#### **Purpose**

The Perform Information Architecture Gap Analysis process defines the activities undertaken by the SMA to identify the gaps between the baseline and target capability information architecture.

#### **Objectives**

- Define information architecture requirements and expectations for the SMA to achieve their desired outcomes

#### **Key Inputs**

- Baseline Capability Information Architecture Views

- Baseline Capability Information Architecture Maturity Scores
- Target Capability Information Architecture Views
- Target Capability Information Architecture Maturity Scores

## **Key Outputs**

- Gap Analysis Results
- Information Architecture Requirements

## **Roles & Responsibilities**

Role	Responsibility
Data Architect	Responsible
Data Steward	Consulted
Data Owner	Accountable
Data Governance Committee	Consulted

## **Steps**

1. Compare baseline data dictionary to target data elements and identify gaps and reuse opportunities.
2. Compare baseline data governance roles to target data governance roles and identify gaps and reuse opportunities.
3. Compare baseline reports and measures to target reports and measures and identify gaps.
4. Compare baseline reference data to target reference data and identify gaps.
5. Compare baseline data validation rules to target data validation rules and identify gaps.
6. Use target data quality measures to assess the quality of the data and identify gaps.
7. Identify potential data sources and standards.
8. Compare baseline to target information architecture maturity and identify gaps and opportunities.
9. Develop information architecture requirements to fill gaps.

# **Using the Capability Architecture**

## **Using the Capability Business Architecture**

TBD

## **Using the Capability Information Architecture**

The IA provides a conceptual and logical view of all of the data commonly used throughout the Medicaid Enterprise. It describes the integrated information requirements of the Medicaid Enterprise using general data objects and relationships.

### **Key points**

- Architecture is the primary tool for strategic planning, communicating information requirements, implementing integrated systems, and providing an integrated information strategy.
- The Medicaid Enterprise data model layer connects reusable business concepts to application-level views of enterprise data through generalized content.
- States use the Logical Data Model (LDM) to build Logical Application Data Models, including state-specific adaptations and extensions.
- Architects build application data models at both logical and physical abstraction levels and reuse data objects defined at the enterprise level, ensuring common keys, attributes, and definitions.
- The IA guides States in selecting a data management strategy that supports interoperability, data sharing, and cloud-based solutions.

## **Using the Capability Technical Architecture**

TBD

# **MITA 3.0 vs. 4.0 Architecture Development Process**

## **Seven Standards and Conditions**

TBD

## **Appendix A**

TBD



# **MITA Reference Models**

# MITA Capability Model

*Placeholder content*

# Core Capabilities

*Placeholder content*

# **Strategic Capabilities**

*Placeholder content*

# **Support Capabilities**

*Placeholder content*

# Role Reference Model

*Placeholder content*

# **Business Reference Model**

*Placeholder content for Business Reference Model.*

# **MITA Capability Model**

## **Introduction to Business Capability Models**

A capability model is a conceptual framework that outlines the key capabilities an organization needs to achieve its strategic objectives. It provides a comprehensive view of what an organization can do and helps identify areas for improvement or investment. In the context of an orchestra, a capability model might help the orchestra identify the set of skills and resources, or other types of capabilities it needs to perform a symphony. Just like an orchestra needs well practiced musicians, sheet music, instruments, a conductor, and an audience to produce a great symphony, a State Medicaid Agency (SMA) needs its Medicaid Enterprise System (MES) to employ or develop specific capabilities to deliver its services effectively, efficiently, and economically to its enrollees and providers.

The concept of a business capability is extensively used within enterprise architecture modeling and has been broadly used within Business Capability Models as a tool to better align the business strategy and information technology of both private sector and governmental organizations since they emerged in the mid-2000s. One example comes from the TOGAF Standard, a well-known standard in enterprise architecture. Like most architecture frameworks TOGAF defines a capability as something a business can do to meet its goals. This focuses a strategic lens of an organization on “what” it needs to achieve its goals, rather than “how” those goals are achieved. This perspective allows for business planning from different viewpoints, facilitating strategic alignment and operational efficiency.

SMA business architects, technologists, systems analysts, executives, managers, and program staff can use this same modeling approach to represent the functional components of their Medicaid Enterprise System (MES) in ways that can help reveal gaps in their systems and provide insights on what new or enhanced capabilities might be needed to close those gaps.

By focusing on capabilities, SMAs can better align their information and technology resources and processes with their strategic business goals, ultimately improving their insight into how to improve the outcomes their Medicaid Enterprise Architecture produces.

## Purpose

### Note

MITA 4.0 does not endeavor to specify all of the capabilities SMA's may need to administer Medicaid programs; instead, this version of MITA focuses on the capabilities that are most closely oriented towards achieving the CMS-required outcomes.

Understanding the how the MITA Capability Model works is important to obtaining the most value out of many of the other tools and artifacts in the MITA framework, such as the MITA Maturity Model (MMM) and the Business Process Model (BPM). The MITA Capability Model provides a structured way for SMAs to identify, conceptually model, and improve the capabilities needed for efficient Medicaid operations.

It is important to note that MITA 4.0 does not endeavor to specify all of the capabilities SMA's may need to administer Medicaid programs; instead, this version of MITA focuses on the capabilities that are most closely oriented towards achieving the CMS-required outcomes. In this way MITA 4.0 provides a reference model for SMAs to model other capabilities that may be needed to achieve their other goals such as state specific outcomes, or other state priorities while providing more guidance within the MITA Framework to support modular.

## Update to MITA 3.0

MITA 3.0 defined a capability as the level of maturity of a set of business processes within a business category. By focusing on “how” MES operate MITA 3.0 helped SMA’s identify ways to improve and mature their business processes, but it did not link those processes with the outcomes they are intended to achieve or ensure better alignment of the information and technical architectures to business outcomes. The addition of the MITA capability model to the MITA 4.0 business architecture addresses that by providing the conceptual linkages needed to elevate the strategic vantage point of the MITA Framework. To guide this change, we present within this chapter a definition, description, and approach to modeling business capabilities, based on the widely used capability models contextualized for Medicaid Enterprises.

The business processes that operationalize MITA capabilities remain foundational to characterizing the business architecture, and are by definition a constituent part of any MITA capability. They provide essential information on how capabilities are operationalized and should continue to be a routinely utilized reference model for SMA business process mapping. They are found with in the Business Process Model chapter of this version of MITA.

## The MITA Definition of Capability

Within the context of MITA, a capability can be defined as the ability or capacity of a State Medicaid Agency to achieve a desired outcome in compliance with the [Standards and Conditions](#) within [42 CFR 433.112](#). A capability may currently exist in an operational state or be envisioned for future development. Through careful planning, capabilities defined in this way can be matured and refined over time to become more effective and efficient. They can be organized and detailed at various levels of abstraction, providing precise descriptions for operational purposes or more generalized views for strategic planning.

### Key Definition

...a capability is defined as the ability or capacity of a SMA to achieve a desired outcome...

To fully define a business capability, it is essential to understand how it is realized through the integration of people, processes, information, and technology resources of an SMA. While these elements of the capability can change regularly, the capability itself is should endure over longer planning horizons, supporting the long-term alignment of business and IT and the achievement of increasingly beneficial business outcomes.

## Structure of the MITA Capability Model

As depicted in the model below, the MITA Capability Model orients the people, process, technology, and information resources to define a MITA Capability. This means that to model a capability the appropriate components of the information architecture and the technical architecture must be brought together with the business architecture to fully formulate any MITA Capability.

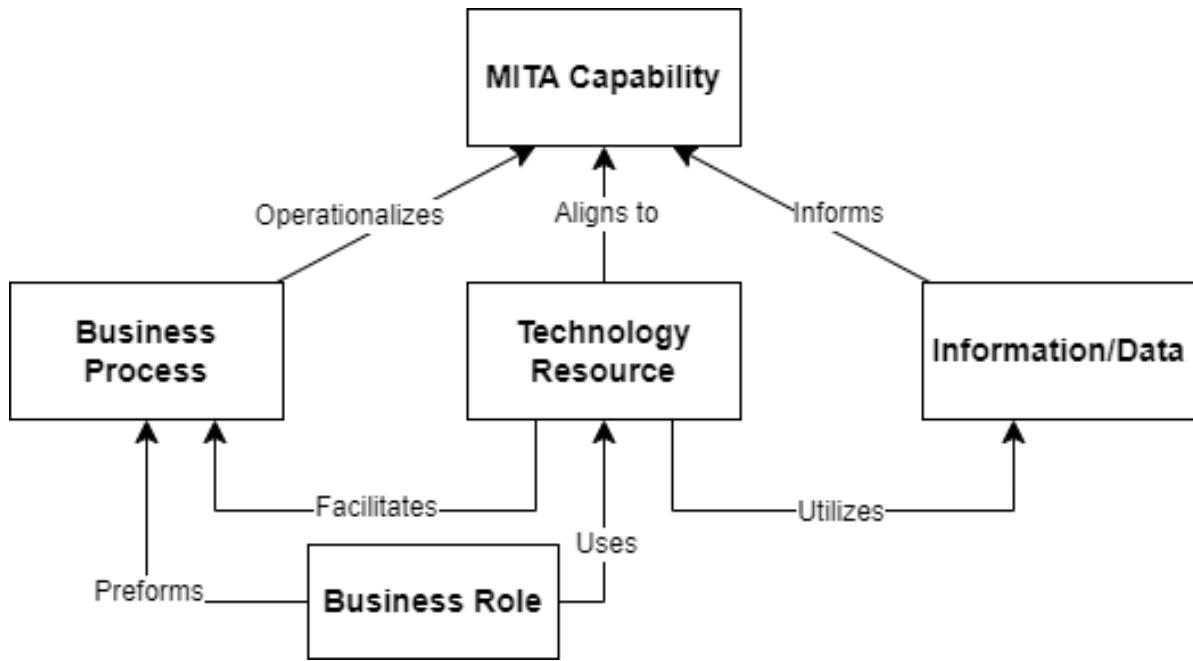


Figure 1: MITA Capability Relationship Diagram

## Business Roles

Business roles represent individual actors, stakeholders, or partners involved in delivering a business capability. A single organizational group or team may be wholly responsible for delivering the capability, or multiple business entities may share the delivery of a particular business capability. Business Roles perform Business Processes using Technology Resources. They require skills and knowledge resources to achieve outcomes, and should be actively engaged as partners in the development or enhancement of any capability they help deliver.

## **Business Processes**

Individual business capabilities may be enabled or delivered through a range of business processes that detail the activities (the how) associated with delivering the capability. Identifying and analyzing the efficiency of the underlying processes helps to optimize the business capability's effectiveness. Identifying the processes within a business capability provides a focus for maturing the capability in concert with the other capability components. Business Processes operationalize Business Capabilities.

## **Information/Data**

Information/data represents the business data, knowledge, and insight consumed or produced by the business capability (as distinct from IT-related data entities). This may also include information that the capability exchanges with other capabilities to support the execution of value streams. Examples include information about customers and prospects, products and services, business policies and rules, sales reports, and performance metrics. Information/data inform the Business Capability, answering questions and supporting business rules.

## **Technology Resources**

Business capabilities rely on a range of tools, applications, systems, and services for successful execution. Technology Resources use Information/data to facilitate Business Processes. Such resources may include:

- Modular software applications
- Cloud or on-premise infrastructure
- Microservices
- Analytics
- Customer portal

In this way we can clearly interrelate all of the MITA architecture models and their individual components which allows us to reveal gaps not only in the individual components of the architecture, but also understand their impact on the integration of the architecture components at the capability level.

## **Relationship of MITA Capabilities to Outcomes**

In the context of the Medicaid Information Technology Architecture (MITA), outcomes are intrinsically linked to capabilities, as they represent the tangible results achieved through the effective integration and execution of various elements that constitute a capability. In this sense, outcomes and capabilities define each other.

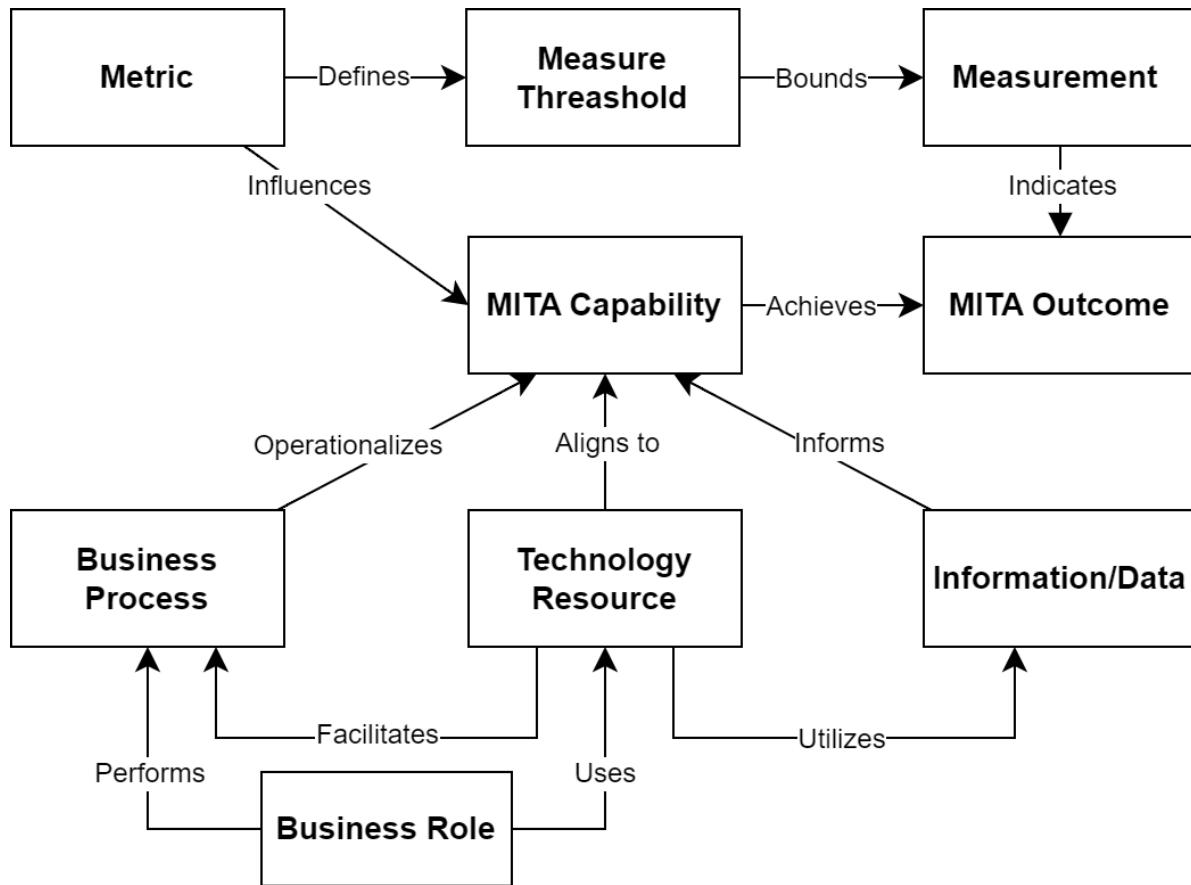


Figure 2: MITA Capability and Outcome Relationship Diagram

## Outcomes

MITA defines outcomes broadly to encompass CMS-required outcomes, state-specific outcomes, and other outcomes not mandated as part of the Advance Planning Document (APD) process. The sole criterion for an outcome to meet this definition is that it must be a goal of a State Medicaid Agency (SMA) and be achieved through a Medicaid Enterprise System (MES) capability.

### Key Definition

A MITA outcome is a goal of a State Medicaid Agency (SMA) that is achieved by a Medicaid Enterprise System (MES) capability.

## **Measure**

Measure is a quantifiable metric used to assess the effectiveness and efficiency of capabilities within a Medicaid Enterprise System (MES). Measures provide quantifiable and qualitative values that help State Medicaid Agencies (SMAs) track progress toward achieving specific outcomes, such as CMS-required or state-specific goals. These indicators might include metrics like processing times, error rates, or compliance levels.

Measures are a measurement threshold by establishing a specific value or level that must be met or exceeded to demonstrate successful performance. For instance, a KPI might set a threshold for the maximum allowable processing time for claims, ensuring that they are handled within a specified timeframe to maintain compliance and eligibility for enhanced federal funding. By monitoring these thresholds, organizations can ensure they are meeting regulatory requirements and delivering high-quality services to beneficiaries, while also identifying areas for improvement.

## **Measure Threshold**

A specific value or level of a measure that must be met or exceeded to demonstrate the effective achievement of a capability's intended outcome. This threshold serves as a benchmark for assessing whether the processes, roles, and resources integrated within a Medicaid Enterprise System (MES) are functioning optimally to meet the goals of a State Medicaid Agency (SMA). For example, a measurement threshold might be set for processing times, where claims must be processed within a certain number of days to ensure compliance with CMS-required outcomes and maintain eligibility for enhanced federal funding. By establishing and monitoring these thresholds, organizations can ensure they are meeting regulatory requirements and delivering high-quality services to beneficiaries.

## **Measurement**

These outcomes and metrics are also used to ensure that healthcare systems or modules comply with applicable federal regulations, forming the baseline for system or module functionality. Achieving these outcomes is essential for continuing to receive enhanced federal funding for operations. Regular measurement and analysis of KPIs help organizations demonstrate compliance and effectiveness, ensuring that they meet regulatory requirements and continue to deliver high-quality services to beneficiaries.

In this way we can clearly interrelate all of the MITA architecture models and their individual components with the KPIs, thresholds, and measurements that indicate whether our capability achieves our desired outcome.

While models that help conceptualize the capabilities that achieve CMS-required outcomes are the ones modeled for this version of MITA, SMAs are encouraged to use these models as a reference to model capabilities.

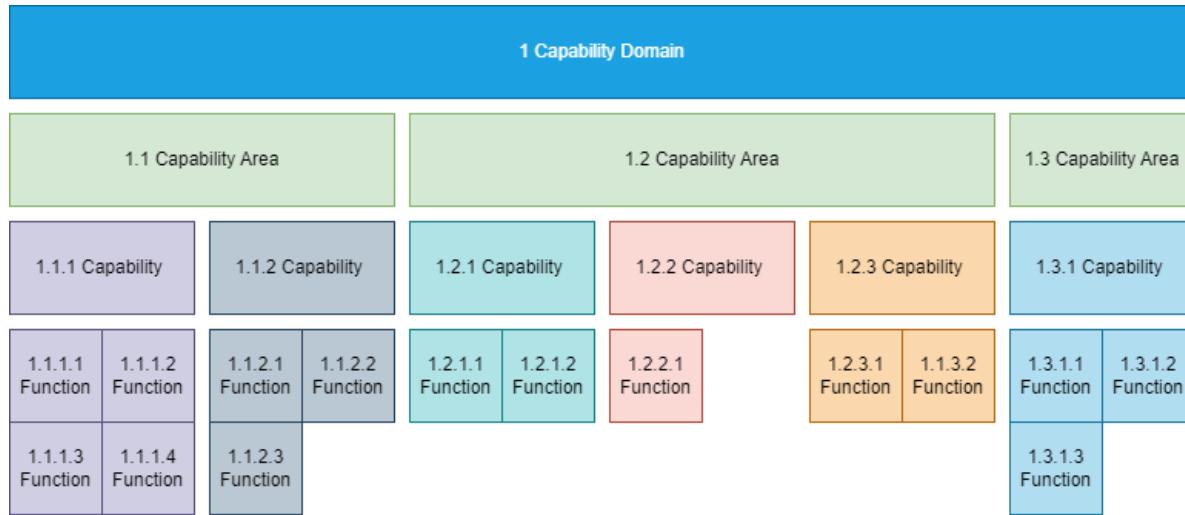
## Capability Mapping

Capability mapping is a strategic tool that enables organizations, such as State Medicaid Agencies (SMAs), to systematically identify, organize, and visualize the key capabilities necessary to achieve their objectives. Within the MITA framework, capability mapping provides SMAs with a method of developing comprehensive views of the functions and processes required to deliver Medicaid services effectively. To begin the capability mapping process, SMAs should first identify the core capabilities that align with their strategic objectives, focusing on what the organization needs to achieve rather than how those goals are accomplished. This involves listing all necessary capabilities and understanding the desired outcomes they support. Next, these capabilities should be organized into domains and areas that reflect their strategic importance and interrelationships. Visualizing these capabilities through diagrams or maps provides all stakeholders a common view to understand the roles, processes, technology resources, and information/data involved in executing each capability, as well as the outcome each capability is designed to achieve. This structured approach not only highlights areas for improvement or investment but also ensures that organizational efforts are strategically aligned with desired outcomes.

The benefits of capability mapping are multifaceted, offering SMAs a clear pathway to strategic alignment and gap analysis. By visualizing capabilities, organizations can identify operational gaps and determine what new or enhanced capabilities are needed to close those gaps. This visualization also improves communication among stakeholders by providing a clear and concise representation of the organization's functions. To refine capabilities, SMAs should analyze current operations, assess the efficiency of underlying processes, and optimize them to enhance capability effectiveness. Additionally, capability mapping serves as a foundation for heat mapping, which assesses the MITA Framework will utilize to visualize the maturity of each capability evaluated in the State Self-Assessment. SMAs can overlay heat maps over their capability maps to visualize many things other than maturity levels, using color coding to indicate areas of strength and weakness. Regular updates to these maps allow SMAs to monitor progress and ensure resources are allocated effectively to achieve strategic goals. The MITA framework includes examples of capability maps based on CMS-required outcomes, serving as a reference model for SMAs to develop their own capability maps tailored to state-specific goals and priorities. By leveraging the reference models provided by MITA, SMAs can ensure their capability mapping efforts are aligned with both federal requirements and state-specific priorities.

## Organizing Capabilities

To enhance the resolution and detail of a capability and provide a unified view of all its components, a block diagram can be employed to provide a common view of any MES. This diagram effectively links the capability to business processes, roles, technical resources, and information resources through functional decomposition. By breaking down the capability into its constituent parts, the block diagram offers a visual representation that highlights the interrelationships and dependencies among these elements. This approach provides a clearer understanding of how each component contributes to the overall capability, facilitating more effective analysis, optimization, and alignment with organizational objectives.

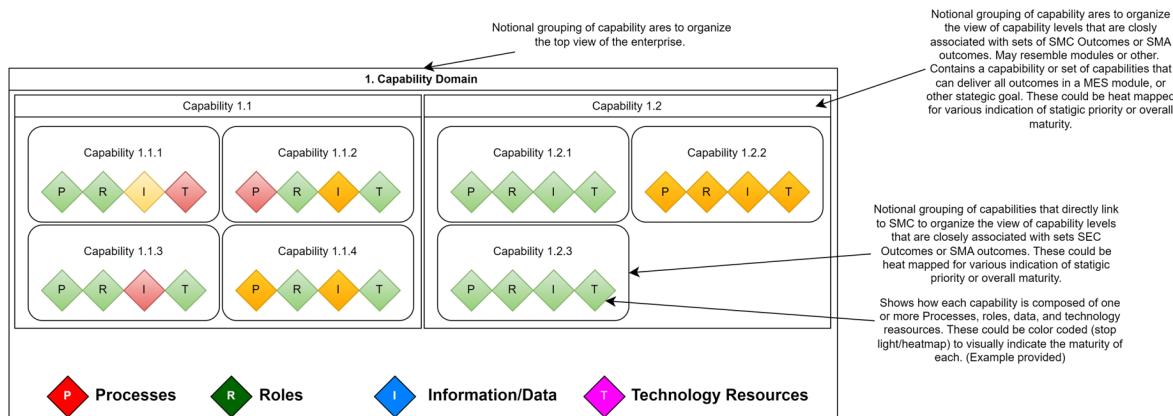


We use this same method to present an this top level view of the capabilities required to achieve CMS-required outcomes. From this view increasingly detailed models can be constructed.



## MITA Capability Models

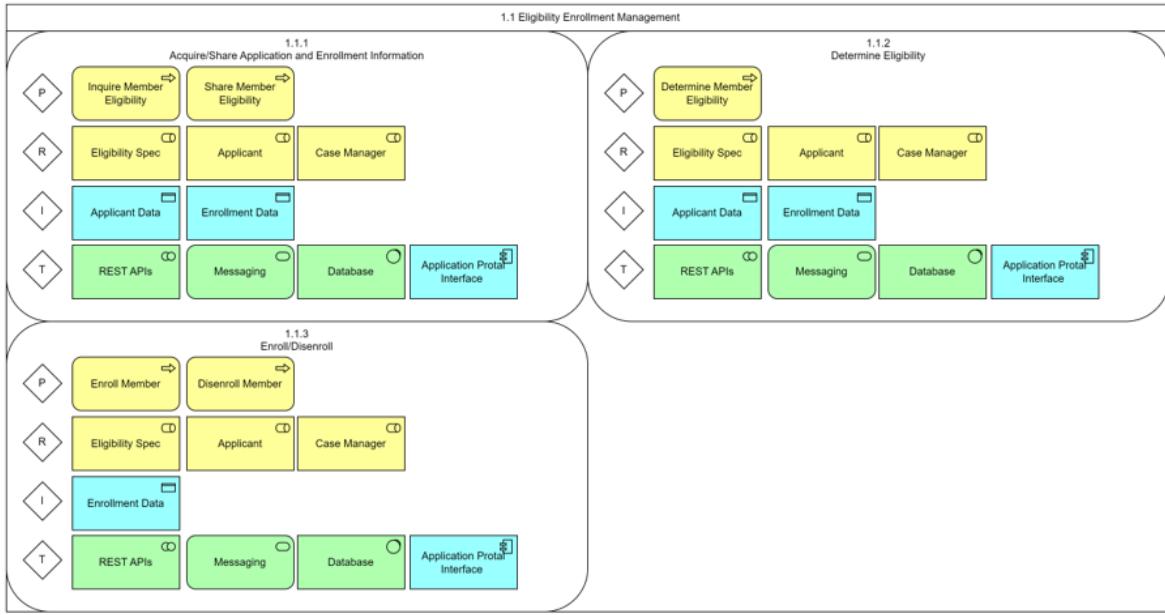
The MITA framework represents capabilities visually through a layered model that represent a capability of being composed of sub-capabilities and the processes, roles, information and technology resources (PRIT) that support the business in sustaining the capability. Each layer up depicts increasingly strategic capabilities and each layer down depicts the constituent elements that compose a capability in increasing operational detail. It is not the intention of this version of MITA to provide a full operational or tactical view of a capability, though SMAs may consider using this approach to improve their organizational awareness of their operations by developing further layers of their capabilities through functional decomposition.



- Capability Domains:** The first layer of this model aims to group capabilities to organize the strategic view of an SMA's capabilities. In this view one or many capabilities can be

grouped within a domain to indicate the pursuit of common outcomes. Each domain is denoted with a single number to help annotate each capability.

- **Capability Areas:** The second layer of this model aims to provide a view of the groups of capabilities that compose a domain. They are organized to show capabilities that serve a specific group of similar outcomes and essential
- **Capabilities:** The third layer of this model provides a more detailed view of



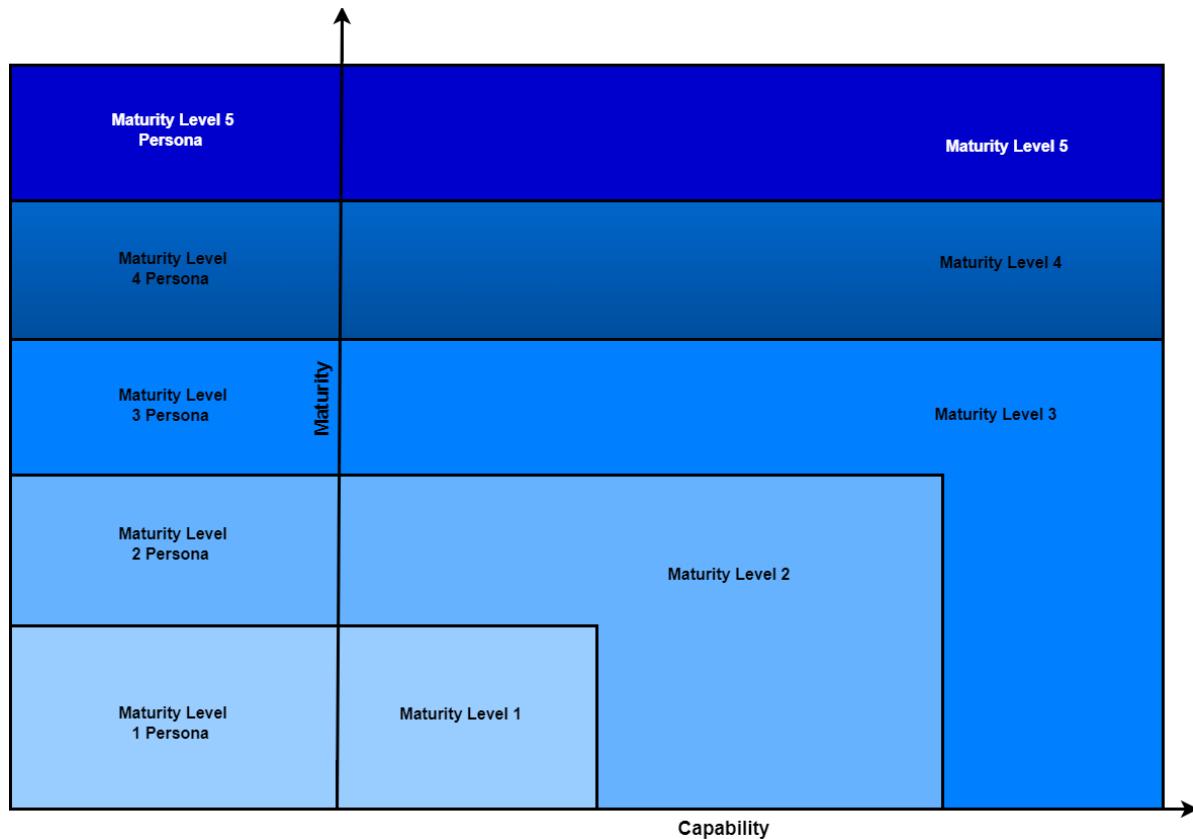
## Relationship of MITA Capabilities to Maturity

### ⚠ Warning

Under development.

### • Levels of Maturity

- Description of the five levels of maturity in the MITA framework
- How capabilities evolve and mature over time



### **Using Capability Maps for Heat Mapping Strategic Priorities and Identifying Gaps with the MITA Maturity Model**

Capability maps are powerful tools that not only provide a visual representation of an SMA's key capabilities but also serve as a foundation for strategic analysis and planning. There are many approaches to heat mapping capabilities, each offering unique insights into organizational priorities and gaps. Here, we describe two approaches: assessing maturity levels using the MITA Maturity Model and prioritizing strategic outcomes.

#### **Identifying Gaps with the MITA Maturity Model**

The MITA Maturity Model provides a framework for assessing the maturity of an organization's capabilities across various dimensions, such as business processes, information, and technology. By integrating the maturity model with capability maps, SMAs can identify gaps between their current state and desired maturity levels.

### **Example 1: Identifying Gaps in Data Management Maturity Using the PRIT Model**

An SMA is conducting an assessment of its data management capabilities using the MITA Maturity Model, with a focus on the PRIT (Processes, Roles, Information, and Technology) framework. The capability map includes various data-related capabilities, such as “Data Integration,” “Data Quality Management,” and “Data Analytics.” Each of these capabilities is evaluated across the PRIT dimensions to determine their maturity levels using the revised scale:

Processes: Level 1: Ad-Hoc Roles: Level 2: Compliant Information: Level 2: Compliant Technology: Level 2: Compliant The capability map is updated to reflect the maturity assessment, with each dimension marked with a color code: red for Level 1: Ad-Hoc, yellow for Level 2: Compliant, green for Level 3: Efficient, blue for Level 4: Optimized, and purple for Level 5: Pioneering. This visualization helps the SMA prioritize strategic actions to enhance the “Data Integration” capability, such as standardizing processes, refining roles, improving data quality, and upgrading technology.

### **Heat Mapping Strategic Priorities**

Heat mapping involves applying a color-coded overlay to a capability map to visually represent the status or priority level of each capability. This technique can be used to highlight areas of strength, weakness, or strategic importance. For example, capabilities that are critical to achieving CMS-required outcomes might be marked in one color, while those needing immediate attention or improvement could be marked in another. This visual representation helps stakeholders quickly grasp the strategic landscape and make informed decisions about where to allocate resources and focus efforts.

### **Example 2: Prioritizing Capabilities for CMS-Required Outcomes**

An SMA is focused on achieving specific CMS-required outcomes related to improving patient care and reducing administrative costs. The agency creates a capability map that outlines all the capabilities necessary to meet these outcomes. By applying a heat map, the SMA highlights capabilities that are directly linked to these outcomes in green, indicating they are of high strategic priority. Capabilities that are indirectly related or less critical are marked in yellow, while those that are currently underperforming or not aligned with strategic goals are marked in red.

This visual representation allows the SMA to quickly identify which capabilities require immediate attention and resources to ensure compliance with CMS requirements. For instance, if the capability related to “Claims Processing Efficiency” is marked in red, the agency can prioritize initiatives to enhance this capability, such as investing in new technology or streamlining processes.

## **Other Uses for Capability Heat Mapping**

Beyond assessing maturity levels and prioritizing strategic initiatives, capability heat mapping can be applied in various other contexts to enhance organizational effectiveness and alignment.

### **Example 3: Aligning Capabilities with State-Specific Initiatives**

An SMA is working on a state-specific initiative to enhance telehealth services for rural populations. The capability map includes capabilities related to telehealth, such as “Telehealth Infrastructure,” “Provider Engagement,” and “Patient Access.” The SMA uses a heat map to highlight these capabilities in blue, indicating their alignment with the state-specific initiative.

By analyzing the capability map, the SMA identifies that “Provider Engagement” is a critical capability that requires further development to support the telehealth initiative. The agency decides to invest in training programs and outreach efforts to engage providers in rural areas, ensuring that the telehealth services are effectively delivered to the target population.

These examples demonstrate how capability maps, combined with heat mapping and the MITA Maturity Model, can provide valuable insights for strategic planning and gap analysis. By visualizing priorities and maturity levels, SMAs can make informed decisions about where to focus resources and efforts, ultimately enhancing their Medicaid Enterprise Systems and achieving strategic objectives.

- **Capability Mapping**

- Introduction to capability mapping and its significance
- How capabilities are organized and detailed at various levels of abstraction

## **Guidance on reuse of the MITA Capability Model**

- **Practical Application**

- How to integrate the capability model into daily operations and strategic planning
- Tips for maximizing the benefits of the model

- **Continuous Improvement**

- Encouragement for ongoing assessment and refinement of capabilities
- Leveraging feedback and performance data for model enhancement

- **Implementation Guidance**

- Steps for adopting the capability model
- Resources and support available for SMAs

- **Performance Monitoring and Reporting**

- Role of the capability model in tracking and enhancing performance
- Use of metrics and standards to measure capability effectiveness

# MITA TA Capability Model



*Placeholder content*



# **MITA Maturity Model**

# MITA 4.0 Maturity Reference Model Document

Version 0.1 | August 8, 2025

## Version History

Version	Date	Author	Notes
0.1		Z. Rioux, S. Lucas	Initial Release

## Document Overview

### Document Purpose

The MITA 4.0 Maturity Model Reference document was developed to formalize the framework for the MITA 4.0 Maturity Model and to guide State Medicaid Agencies (SMAs) in assessing their Medicaid Enterprise Systems (MES) maturity.

This document will be used to communicate the framework and model and gather feedback from the following:

- MITA NextGen Workgroup
- SS-A Workgroup
- MITA Governance Board
- CMS
- MITA 4.0 Pilot Participants

## **Audience**

The primary audience for this document includes but is not limited to:

- MITA 4.0 NextGen Members
- MITA 4.0 SS-A Workgroup Members
- MITA Governance Board
- CMS
- MITA 4.0 Pilot Participants

## **Model Overview**

### **Maturity Model Purpose**

The MITA Maturity Model (MMM) provides SMAs with a framework to systematically assess, benchmark, and improve processes, capabilities, architecture, and performance. It offers SMAs a clear path to assess maturity, target areas for improvement, and achieve greater efficiency and effectiveness.

### **Maturity Model Goals**

- **Align with Strategic Objectives:** Help ensure capabilities directly support SMA goals.
- **Drive Standardization, Efficiency, and Consistency:** Standardize and streamline processes across a SMA.
- **Enable Effective Transformation:** Enable transformative and higher-quality outcomes with greater effectiveness and performance.
- **Optimize Resource Use and Integrate with MES Operations:** Maximize impact while minimizing waste.
- **Strengthen Risk Management:** Increase the ability to identify and mitigate risks.
- **Enable Measurable Progress:** Provide measures to track improvement over time.

## **Maturity Model Methodology and Guiding Principles**

To create the MITA 4.0 Maturity Model, the MITA Governance Board initiated a MITA SS-A Maturity work group tasked with the completion of the following deliverables:

1. Develop a MITA 4.0 Maturity Model.
2. Draft a MITA 4.0 Maturity Model Reference Guide that provides an overview of the MITA 4.0 approach to develop the MMM.
3. Collaborate with other work groups in development of Maturity Criteria for the MMM based on the MITA 4.0 approach to using the state self-assessment (SS-A) to assess the maturity of a capability and how well the SMA performs a capability.
4. Collaborate with other work groups on the development of a high-level overview of the MITA 4.0 process to aide in understanding how the MMM and the MITA 4.0 SS-A will be conducted.

## **Phases**

- **Phase 1 – Initiation (Oct-Dec 2024):** Team formation, purpose definition, and socialization of MITA maturity.
- **Phase 2 – Fact-finding and Visioning (Nov-Jan 2025):** Research of >60 industry maturity models, visioning sessions, and draft of a MMM scale.
- **Phase 3 – Finalize MITA 4.0 Maturity Model (Jun-Oct 2025):** Socialize draft scale, gather feedback, and build out levels and criteria.
- **Phase 4 – Pilot MMM and Supporting Documentation (Nov 2025-Mar 2026):** Pilot with SMAs, gather feedback, and align with MITA 4.0 goals.

The MMM team selected **The Open Group Architecture Framework (TOGAF)** as the baseline model and extended it to meet SMA needs.

Key retained features:

- 5 maturity levels.
- Descriptive keywords for each level.
- “Non-applicable” rating option.

- Assessment at the capability-area level.
- Averaging of maturity scores across capabilities.

## Maturity Model Levels and Definitions

Level	Name	Description
1	<b>Initial</b>	Commitment to perform.
2	<b>Developing</b>	Ability to perform.
3	<b>Defined</b>	The activities performed.
4	<b>Managed</b>	Ability to measure and analyze.
5	<b>Optimized</b>	Ability to implement, improve, and innovate.
N/A	<b>N/A</b>	Non-applicable.

### Level Details

- **Level 1 (Initial):** Processes are unstructured, reactive, and inconsistent.
- **Level 2 (Developing):** Basic processes exist, some standardization, metrics collected.
- **Level 3 (Defined):** Processes fully implemented, documented, and aligned; metrics actively monitored.
- **Level 4 (Managed):** Processes operational, consistent, and performance-driven; organization acts as a thought-leader.
- **Level 5 (Optimized):** Data-driven strategies, predictive decision-making, continuous improvement, nationally recognized.

## Using the MITA Maturity Model in the MITA 4.0 Framework

### Background on MITA 4.0 Capabilities and the Capability Reference Model

A **capability** is an ability that an SMA possesses or seeks to develop to achieve its goals. In MITA 4.0 each capability is composed of:

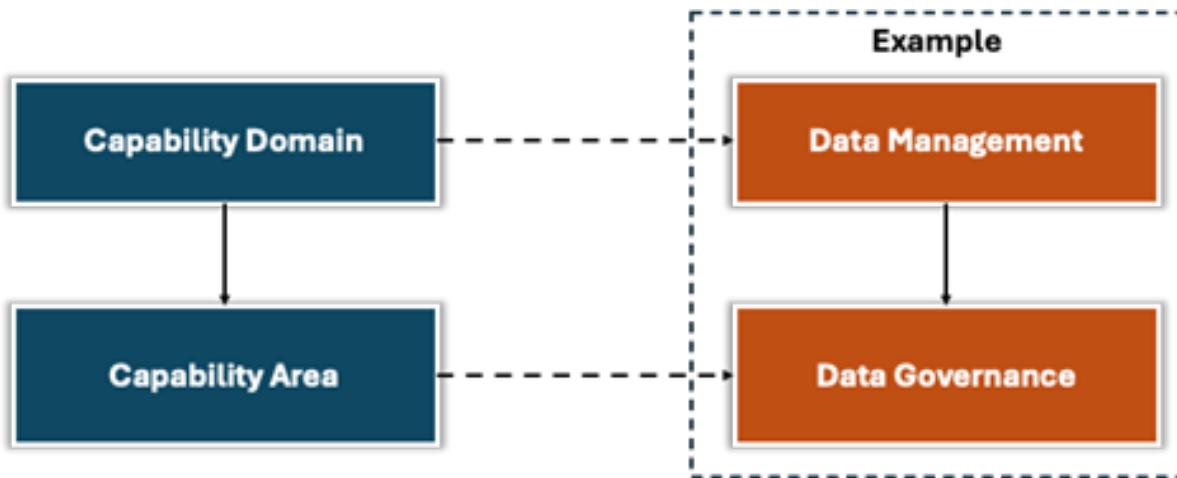
- **Outcomes** – Desired results.

- **Roles** – Responsible individuals.
- **Business Processes** – Activities performed.
- **Information** – Data and information needed.
- **Technology** – Tools that automate the capability.

The **Capability Reference Model** groups capabilities into:

- **Capability Domain** – High-level grouping.
- **Capability Area** – Detailed sub-capabilities.

*(Figure omitted – see original document for visual.)*



## MITA 4.0 Capabilities and Maturity Assessment

The state self-assessment (SS-A) evaluates maturity of each capability area using the **ORBIT** framework (Outcomes, Roles, Business processes, Information, Technology).

## Maturity Criteria

### Outcomes (optional)

Level	Culture & Mindset	Capability	Quality & Consistency	Alignment to Goals	Use of Metrics	Reusability & Integration
1 – Initial	No culture of outcomes	No internal capability	Ambiguous, inconsistent	Not aligned	No measurement	No reuse
2 – Developing	Emerging awareness	Basic understanding, vendor-led	Some structure, not fully SMART	Emerging alignment	Interest but not aligned	Limited reuse
3 – Defined	Intentional alignment	Sufficient experience, oversight	Defined approach, variable quality	Intentional alignment	Regular reference	Some reuse
4 – Managed	Systematic, consistent	Fully capable internally	Well-established, actionable	Systematic alignment	Regular evaluation	Consistent reuse
5 – Optimizing	Embedded, high-quality	Deep expertise, self-sufficient	High-quality, standardized	Seamless alignment	Embedded in continuous improvement	Seamless reuse

## Roles (optional)

(Similar table omitted for brevity – see original document for full details.)

## Business Architecture and Performance of Business Processes

(Content omitted – see original document.)

## Information and Data

(Content omitted – see original document.)

## **Technology**

*(Content omitted – see original document.)*

## **Using Personas to describe Maturity Levels**

MITA 4.0 adds **personas** to make maturity levels relatable and actionable. Personas help:

- **Improve Communication:** Turn abstract concepts into stories.
- **Support Planning & Decision-Making:** Align organizations with a persona to plan steps toward the next level.

*(Figure omitted – see original document.)*

---

*End of document.*

# **Roles**

*Placeholder content for Roles.*

# **Business Architecture Maturities**

*Placeholder content*

# **Information Architecture Criteria**

# Summary

Count of Crieria Name	Column Labels	Row Labels	Level 1	Level 2	Level 3	Level 4	Level 5	Grand #N/ATotal
Business Intelligence & Data Science	2	2	1	1	1			7
Data Architecture, Modeling & Design	1	1	4	1	1			8
Data Governance	2	1	3	2	5			13
Data Integration & Interoperability	1	1	1	1	1			5
Data Quality	2	1	2	2	2			9
Data Security & Privacy		1	1	1	1			4
Data Storage & Warehousing			2	1	1			4
Document & Content	1	1	2	1	1			6
Master Data Management	2		1	1	1			5
Metadata Management	1	1		1	1			4
Reference Data Management (blank)	1	1	2	1	1			6
<b>Grand Total</b>	13	10	19	13	16	3	3	74

# Criteria

Ma- tu- ri- ty Level	Cri- teria Name	Ra- tionale	Related (ies)	Cat- egory	Data Manage- ment	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level 1	Data As-set Iden-tifi-ca-tion	The data sets that ca-re used to sup-port the ca-sets pa-that bil-ity have been iden-tified.	Has the SMA all iden-tified sources all are ac-counted for and man-aged ef-fec-tively.	Initial	Metadata Management	In-fo-ration Ar-chitecture	In-fo-ration	In-fo-ration

Ma- tu- rity Level	Cri- teria Name	Ra- ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Data	The	Has	En-	Ini-	Data	In-		
1	Ex- change Iden- tifi- ca- tion	data the changs that sup- port ca- pa- bil- ity have been de- fined and doc- u- mented the ca- pa- bil- ity busi- ness pro- cesses?	the SMA iden- ti- fied and age- the and ment gov- er- nance of data flows cur- rently tween sys- tems. the ca- pa- bil- ity busi- ness pro- cesses?	ab- les ef- fec- tive man- age- ment and gov- ern- ance ex- changers that flows between systems.	ial	Inte- gration & Interoper- ability	for- ma- tion Ar- chi- ture		

Ma- tu- rity	Cri- teria	Ra- tionale	Related (ies)	Cat- egory	Data Manage- ment	Ar- chi- tec- ture	Sug- gested Valida- tion	Sug- gested Evi- dence
Level	Name	Criteria	Question	Type	Category	Method		
Level 1	Data Is-sues	Known data anomalies & lies	Has the SMA identified anomalies and lies?	En-titles	Initial	Data Quality	In-for-mation	
				Ables				
				SMA proac-tive				
				Anomaly iden-tification				
				Identified is- tifi-cation				
				That doc-u-mentation				
				Impact im-pact				
				The the tor-data				
				data data as-				
				anomaæf sets lies				
				data have and				
				qual-ity				
				been is-				
				sues is-				
				ti- that sue,				
				fied, im-				
				doc- pact sur-				
				u- the ing				
				menta- iden-				
				and ti- a-				
				are fied bil-				
				tracked data				
				as- and				
				set(s) ac-				
				cu-				
				racy.				

Ma- tu- rity Level	Cri- teria Name	Ra- ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Manage- ment Capabil- ity	Data Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level		All	Has	Aligns	Ini- tial	Def- ini-	Data	In-	
1	Man- age- ment Need Iden- tifi- ca- tion	as- so- ci- ated data the needs have been	the SMA de- age- fined ment ac- tivi- ties age- with iden- ti- fied for us- ing data man- age- ment ca- ness pa- bil- i-	data man- age- ment or- ga- nized for ni- za- tional ob- jec- tives and stake- holder re- quire- ments.	in- iti- ation nance	gov- ern- ance	for- ma- tion	Ar- chi- tec- ture	



Ma- tu- rity	Cri- teria	Ra- tionale	Related (ies)	Cat- e-	Data Manage- ment	Ar- chi- tec- ture	Sug- gested Valida- tion	Sug- gested Evi- dence
Level	Name	ria	Typegory	ity				
Level 1	Doc- u- ment iden- tifi- ca- tion	The doc- u- mentsiden- that are needed to sup- port the ca- pa- bil- ity have been iden- ti- fied.	Has the SMA com- plete doc- u- tion mentsand that knowl- edge needed to sup- port the ca- pa- bil- ity busi- ness pro- cesses?	Ini- tial u- ment & Con- tent	Doc- ument Architec- & Content	Informa- tion Architec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- te ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Manage- ment Capabil- ity	Data Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level 1	In- for- ma- tion Iden- tifi- ca- tion	The as- so- ci- ated con- cepts that key are needed on- to cepts sup- port the ca- pa- bil- ity has been iden- ti- fied.	Has the SMA iden- tified the key data con- cept that is avail- able to ful- fill the tar- get bil- ity ca- re- quire- ments. busi- ness pro- cesses?	En- sures that all es- sary in- for- mation are for- ma- tion that is avail- able to ful- fill the tar- get bil- ity ca- re- quire- ments. busi- ness pro- cesses?	Ini- tial chi- tec- ture, Mod- el- ing & De- sign	Data Ar- chi- tec- ture	Informa- tion Architec- ture		

Ma- tu- rity	Cri- teria	Ra- tion	Related Activity	Cat- e-	Data Manage- ment	Ar- chi- tec- ture	Sug- gested Valida- tion	Sug- gested Evi- dence
Level	Name	ria	nale	(ies)	Typegory	ity		
Level 1	Master	Master	Has the Data	En-sures SMA	Initi- al	Master Data	In- for- mation	
	Modeling	approach		sis- (e.g. Master)		Manage- ment	Ar- chi- tec- ture	
				def- ini-				
				Data	tion,			
				Rules)	man-			
				have	age-			
				been	ment,			
				iden-	and			
				ti-	use			
				fied	of			
				and	mas-			
				im-	ter			
				ple-	data			
				mented	en-			
				for	ti-			
				the	ties.			
				as-				
				so-				
				ci-				
				ated				
				data.				

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related nale	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Mas- ter	Mas- ter	Has the ports	Ini- tial	Master	In- for-		
1	Data Source Iden- tifi- ca- tion	data source pro- duc- ers and con- sumers iden- ti- fied for the as- so- ci- ated data.	SMA iden- tive mas- ter im- pacted data have been and in- duc- ers gra- for the Mas- ter Data needed to sup- port the tar- get ca- pa- bil- ity busi- ness pro- cesses?		Data Manage- ment	Ar- chi- tec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related nale	Activity (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Mea- sure	All	Has	En-	Ini- tial	Business	In- for-		
1	Iden- tifi- ca- tion	sures	SMA	that		Intelli- gence &	ma-		
		and	iden- tifi- cation	all		Data	tion		
		met- rics	ti- cals	rel- ated		Science	Ar- chi- tec- ture		
		fied	e- nabled	e-					
		needed	the	vant					
		to	mea- sure	met- rics					
		sup- port	and	are					
		re- port	met- rics	tracked					
		port- ing	for						
		on	that	ef- fective					
		are	are	fec- tive					
		the	needed	ive					
		ca- ca-	to	per- form					
		pa- pa-	sup- port	for- mance					
		bil- ity	port	mance					
		re- have	port- age						
		been	ing	ment.					
		iden- ti-	for						
		fied.	the						
		ca-							
		pa-							
		bil-							
		ity							
		busi-							
		ness							
		pro-							
		cesses?							

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Ref- er- ence Data Identifi- cation ca- tion	The ref- er- ence Data data as- set has been de- fined and doc- u- mented bil- ity busi- ness pro- cesses?	Has the SMA iden- ti- fied cluded the ref- er- ence data use that are needed to sup- port the ca- tems. da- bil- ity busi- ness pro- cesses?	Ini- tial	Reference Data Manage- ment	In- for- ma- tion Ar- chi- tec- ture		
1		The ref- er- ence Data Identifi- cation ca- tion	Has the SMA iden- ti- fied cluded the ref- er- ence data use that are needed to sup- port the ca- tems. da- bil- ity busi- ness pro- cesses?	Ini- tial	Reference Data Manage- ment	In- for- ma- tion Ar- chi- tec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Re- port	All	Has	Guar- the an-	Ini- tial	Business	In- for-		
1	Iden- tifi- ca- tion	re- ports that are needed to sup- port the ca- pa- bil- ity have been iden- ti- fied.	SMA iden- ti- port- ing the re- quire- ments that are un- der- stood be and pro- duced to sup- port data.	an- tees re- quires ments are un- der- stood and sup- ported by the data.	Intelli- gence & Data Science	Business Intelli- gence & Data Science	Ar- chi- tec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Manage- ment Capabil- ity	Data Gover- nance	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Term	The & Acronym Iden- tifi- ca- tion	Has the SMA ci- de- fined busi- ness	Re- duces bi- fined the key and terms and acronyms have and been acronyms de- fined. are used to sup- port the ca- pa- bil- ity busi- ness pro- cesses?	Ini- tial in- ition	Def- ini- tion	Data Govern- nance	In- for- ma- tion	Artifac- Review t	Busi- ness Glos- sary
1										

Ma- tu- rity Level	Cri- teria Name	Ra- tionale	Related (ies)	Cat- egory	Data Manage- ment	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Con- tent	A	Has	En- ables	De- vel- op- ing	Doc- u- ment	Informa- tion	
2	Tax- on- omy Iden- tifi- ca- tion	Tent	SMA	con-	Architec- ture			
				de-	&			
				sis-				
				tent				
				or-				
				ga-				
				ga-				
				ni-				
				za-				
				been				
				tax-				
				tion,				
				de-				
				on-				
				dis-				
				vel-				
				omy				
				cov-				
				oped				
				for				
				ery,				
				to				
				or-				
				and				
				ga-				
				niz-				
				age-				
				nize				
				ing				
				ment				
				the				
				and				
				of				
				con-				
				stor-				
				con-				
				tent				
				needed				
				on-				
				across				
				to				
				tent				
				the				
				sup-				
				and				
				en-				
				port				
				doc-				
				ter-				
				the				
				u-				
				prise.				
				ca-				
				ment				
				pa-				
				im-				
				bil-				
				ages				
				to				
				sup-				
				port				
				the				
				ca-				
				pa-				
				bil-				
				ity				
				busi-				
				ness				
				pro-				
				cesses?				

Ma- tu- rity	Cri- teria	Ra- tion	Related (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence			
Level	Name	ria	nale								
Level 2	Data Definition op- ment	All data as- so- ci- ated data as- sets (e.g. Data Files, sup- Database) have been de- fine and doc- u- mented processes?	Has the cre- ated clear un- der- standing dic- con- tio- nary nar- use of data across the or- ga- ni- za- tion. ness pro- cesses?	En- sures SMA clear assets der- stand- ing dic- on- sis- tent use of data across the or- ga- ni- za- tion. ness pro- cesses?	Catalog known data assets der- stand- ing dic- on- sis- tent use of data across the or- ga- ni- za- tion. ness pro- cesses?	De- vel- op- ment	Def- ini- tion op- tion ing	Metadata Manage- ment ment	In- for- ma- tion Artif- Review act	Artifact Review	Data Dictionary / Data Cata- log

Ma- tu- rity	Cri- teria	Ra- tionale	Related (ies)	Cat- e-	Manage- ment	Ar- chi- tec- ture	Sug- gested	Sug- gested
Level	Name	ria		Typegory	Capabil- ity		Valida- tion	Evi- dence
Level 2	Data Lin-eage De-vel-op-ment	The lin-eage in-clud-ing op-ting data for-eage ma-tions, of the as-the so-ci-ated data as-sets that are used data to sup-sets have been doc-u-mented and tracked pro-cesses?	Has the ports SMA trace-ability, mente in- the pact anal-ysis, and data gov-er-nance ef-forts.	De-vel-op-ting Data Govern-ance	Def-ini-tion	Data Gover-nance	In-for-mation	Ar-chitecture

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related nale	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence	
Level	Data	Data	Has	Pro-	De-	Def-	Data	In-	
2	Se- cu- rity Clas- sifi- ca- tions	se- cu- rity and pri- vacy clas- sifi- ca- tions cu- have been ap- plied to all as- so- ci- ated data	the SMA iden- ti- fied and for- mula- tions cu- rency and com- plex- ity clas- sifi- cation with pri- vacy reg- ula- tions data	tects sen- si- tive in- for- ma- tion and en- sures com- plex- ity ance with pri- vacy ula- tions. as- sets that are used to sup- port the ca- pa- buil- ity busi- ness pro- cesses?	vel- op- ing	ini- tion & Privacy	Security & Privacy	for- ma- tion Ar- chi- tec- ture	

Ma- tu- rity Level	Cri- teria Name	Ra- te ria	Related Ques- tion	Activity (ies)	Cat- e- Typegory	Manage- ment Capabil- ity	Data Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Data Vali- da- tion Rule Defi- ni- tion	Data val- ida- tion rules have been de- fine and im- ple- men- for the as- so- ci- ated data sets as- col- lected/ cre- ated. that	Has the SMA de- fined and im- ple- mented for the as so- ci- ated data sets as- col- lected/ cre- ated. are used to sup- port the ca- pa- bil- ity busi- ness pro- cesses?	En- sures that the data val- ida- tion ment data is dat- ing that data val- ida- tion fit rules for use as it is col- lected/ cre- ated. are used to sup- port the ca- pa- bil- ity busi- ness pro- cesses?	De- vel- op- ing Def- ini- tion Quality	Data Quality	In- for- ma- tion Ar- chi- tec- ture		
2									

Ma- tu- rity	Cri- teria	Ra- tionale	Related (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Name	ria						
Level 2	Enter- prise Data Ref- er- ence Model Iden- tifi- ca- tion	Enter- prise SMA iden- fied data ref- er- ence mod- els (MITA opend DRM, Con- cep- tual, Log- cal) have been iden- ti- fied.	Has the tab- lishes a foun- dation de- for vel- op- ing def- tual, data in- tions and in- have mod- els to sup- port the ca- pa- bil- ity busi- ness pro- cesses?	De- vel- op- ing Data Architec- ture, Modeling & Design	Data Architec- ture, Modeling & Design	In- for- ma- tion Ar- chi- tec- ture		

Ma- tu- rity	Cri- teria	Ra- tionale	Related (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence	
Level	Name	ria							
Level 2	Mea- sure Defi- ni- tion	All mea- sure spec- ifi- ca- in re- ports have been de- fined, map to cor- re- spond ing data ele- ments and are un- der for- mal con- trol by the SMA.	Has the SMA de- vel- op- ing are reli- able, cluded spec- ifi- trace- able tions ports all mea- sures that tailed that tented tent, are reli- able, cluded spec- ifi- trace- able tions ports all data. been mea- sures fined, that map to needed the to cor- re- spond the ing data ele- ments and the are un- der for- mal con- trol by cesses? the SMA.	En- sures mea- sures de- velop- ing are reli- able, cluded spec- ifi- trace- able tions ports all data. been mea- sures fined, that map to needed the to cor- re- spond the ing data ele- ments and the are un- der for- mal con- trol by cesses? the SMA.	De- vel- op- ing are reli- able, cluded spec- ifi- trace- able tions ports all data. been mea- sures fined, that map to needed the to cor- re- spond the ing data ele- ments and the are un- der for- mal con- trol by cesses? the SMA.	Business Intelli- gence & Data Science	In- for- ma- tion Ar- chi- tec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related Activity (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level 2	Re- port Defi- ni- tion	All re- ports that are needed to sup- port the busi- ness have been de- fined, pub- lished and ac- ces- si- ble to au- tho- rized stake- hold- ers.	Has the SMA de- fined ing and are published the re- ports that are used for read- ily avail- able for decision- making. ness pro- cesses?	De- vel- op- ing and are needed to sup- port the busi- ness have been de- fined, pub- lished and ac- ces- si- ble to au- tho- rized stake- hold- ers.	Business Intelli- gence & Data Science	In- for- mation Ar- chitec- ture		

Ma- tu- rity Level	Cri- teria Name	Ra- tionale	Related (ies)	Cat- e- Typegory	Data Manage- ment Capabil- ity	Ar- chi- tec- ture	Sug- gested Valida- tion Method	Sug- gested Evi- dence
Level	Struc- ture	All re- quired Data Stand- ards Identifi- cation	Has the SMA de- fined data and stan- dards have been iden- tified and aligned to as- so- ci- struc- tures. bil-	En- sures SMA de- fined data in- stan- dards struc- tent tural data and er- able needed sys- tems port the data ca- cesses.	De- vel- op- ing	Data In- tegration & Interoper- ability	In- for- ma- tion Ar- chi- tec- ture	
2								

Maturity Level	Criteria Name	Questionnaire	Related Activity (ies)	Category	Data Management	Architecture	Suggested Validation Method	Suggested Evidence
Level 2	Vocabularies	All required vocabulary terms	Has defined standard vocabulary and alignment to industry standards	Development	Reference Data	Management	Architecture	Information for management

Ma-						Data		Sug-
tu-	Cri-	Ra-	Related	Cat-	Manage-	Ar-	ges- ted	Sug- gested
rity	Criteria	te-	Ques- tio-	Activity	e-	ment	chi-	Valida-
Level	Name	ria	tion	nale	(ies)	Typegory	ity	Method
...								
(addi- tional rows omit- ted for brevity)								

Ma- tu- rity Level	Cri- teria Name	Ra- tion	Related nale	Activity (ies)	Cat- e- Typegory	Manage- ment ity	Data	Ar- chi- tec- ture	Sug- gested Method	Sug- gested Evi- dence
-----------------------------	-----------------------	-------------	-----------------	-------------------	------------------------	------------------------	------	-----------------------------	--------------------------	---------------------------------

Level 5 Data Im- Does Strength- Op- Data Informa-  
Se- prove-the ens ti- Se- tion  
cu- ment SMA pro- miz- cu- Architec-  
rity plans reg- tec- ing rity ture  
& have u- tion &  
Pri- been larly of Pri-  
vacy de- iden- sen- vacy  
Ma- vel- tify si-  
tu- oped and tive  
rity and im- data  
Im- im- ple- and  
prove- ple- ment com-  
ment pli-  
mented data to se- ance  
ad- cu- with  
dress rity pri-  
gaps & vacy  
in pri- reg-  
the vacy ula-  
SMA's man- tions.  
data age-  
se- ment  
cu- im-  
rity prove-  
& ment  
pri- plans  
vacy based  
ma- on  
tu- ma-  
rity tu-  
and rity/per-  
the for-  
im- mance  
pacted gaps  
data that  
is im-  
aligneΦprove  
to data  
the se-  
en- cu-  
ter- rity  
prise &  
vi- pri-  
sion vacy  
for man-  
im- age-  
prov- ment  
ing for

*Note: Only a subset of rows is shown; the full sheet can be added similarly.*

# Reference

Column	Description	Type	Description	Maturity Level	Data Description
Matu- rity Level	Identifies the lowest maturity level that the criteria applies to.	Initial		SMA is in a planning phase, readying the agency to support adoption of enterprise-wide planning efforts to improve SMA program delivery, yet no structured documentation or standards exist to support planning activities.	

Column	Description	Type	Description	Maturity Level	Data Description
Criteria Name	Identifies a unique name for the criteria.	Developing	SMA meets or is working toward meeting required MES regulations (e.g. CFRs) and supporting guidance (i.e. SHO, SMD). SMA has formalized and begun adopting MES industry-recognized planning (i.e. MITA, PMBOK) and architectural frameworks (i.e. MITA, TOGAF, CMMI).		

Column	Description	Type	Description	Maturity Level	Data Description
Criteria	Identifies the specific criteria that must be met in order to be assessed at the defined maturity level.		Definition	SMA MES is compliant with required regulations (e.g. CFRs) and supporting guidance (i.e. SHO, SMD). SMA's MES has adopted and is managing to industry-recognized planning and architectural models allowing for transparency between their SS-A, MES Roadmaps, MES Concepts of Operations (COOs), Advanced Planning Documents (APDs), architectural frameworks, and reference models.	
Type	Identifies a category that groups similar types of criteria.	Managed		SMA MES maintains federal compliance, adheres to their planning and architectural models, and manages MES performance to achieve agency's vision, goals, and objectives.	

Column	Description	Type	Description	Maturity Level	Data Description
Ratio-nale	Identifies the rationale for how the criteria supports the SMA and/or CMS.	Optimizing	SMA MES maintains federal compliance, adheres to their planning and architectural models, and manages MES performance. SMA teams use iterative methodologies (e.g., Agile) to manage and enhance their MES planning and architectural efforts to help achieve agency's desired vision, goals, and objectives.		
Related Activity	Identifies the activity that should be performed to meet this activity				
Architecture	identifies the architecture that applies to the criteria.				
Sug-gested Valida-tion Method	Identifies a method for validating that the criteria has been met.				

Column	Description	Type	Description	Maturity Level	Data Description
Sug- gested Evi- dence	Identifies the artifact or other items that can be used to validate that the criteria has been met.				

# Assignments

Data Exchange	Data Architecture Modeling	Master Data Management	Data Governance
Richard	Richard	Jeff	Dwayne

# Data Role Reference Model

Role	Description
Data Owner	
Business Data Steward	
Technical Data Steward	
Data Governance Steering Committee	
Data Custodian	
Data Modeler	
Data Architect	

# Technical Architecture Maturities

*Placeholder content*



## **MITA Artifacts & Templates**

# **Output of Outcomes Based Planning**

*TODO: OBP group to update and edit*

# **CONOPS overview**

*Placeholder content for CONOPS overview*

# Roadmap

*Placeholder content for Roadmap.*

# **MITA Scorecard**

*Placeholder content for MITA Scorecard.*

## **SS-A Output**

# **Guidance for generating and submitting MITA SS-A results (Scorecards) to CMS in the correct format**

- Submit your results using the same standardized structure and field names as shown in the MITA Assessment Export file.
- Include all sections and fields exactly as they appear:
  - Header with “MITA Assessment Results”
  - State and System
  - Assessment Information: Assessment ID, Created, Last Updated, Status, Completion, Exported, Export Version, Last Saved
  - Summary Statistics: Overall Average Score, Capability Areas Assessed, Domains Covered, Assessment Completion
  - Capability Assessment Summary with the columns: Domain, Capability Area, Overall Score, Base Level, Bonus Outcome, Role, Business Process, Information, Technology
  - Detailed Assessment Results: Domain sections with capability areas and their detailed metrics (Overall Score, Base Level, Bonus, Outcomes, Checkbox Completion where applicable, Roles, Business Process, Information, Technology)
  - Footer on each page in the format “MITA Assessment Export - [State] Page [X] of [Y] Generated: [timestamp]”
- Use the “Export Version” field and the “Generated” timestamp as shown.
- Submitting with this template is important for CMS to be able to aggregate all states’ SS-A’s for national level reporting.

## **Template (fill in all placeholders as applicable)**

MITA Assessment Results

State: [State Name]

System: [System Name]

Assessment Information

Assessment ID: [Assessment ID]

Created: [MMM DD, YYYY, HH:MM AM/PM]  
Last Updated: [MMM DD, YYYY, HH:MM AM/PM]  
Status: [Status]  
Completion: [Percent%]  
Exported: [MMM DD, YYYY, HH:MM AM/PM]  
Export Version: [Version]  
Last Saved: [MMM DD, YYYY, HH:MM AM/PM]

Summary Statistics  
Overall Average Score [Value] out of 5.0  
Capability Areas Assessed [X] of [Y]  
Domains Covered [Number]  
Assessment Completion [Percent%]

#### Capability Assessment Summary

Domain [Domain Name] Capability Area [Capability Area Name] Overall Score [Value] Base Level  
Domain [Domain Name] Capability Area [Capability Area Name] Overall Score [Value] Base Level  
Domain [Domain Name] Capability Area [Capability Area Name] Overall Score [Value] Base Level

MITA Assessment Export - [State Name] Page 1 of [Total Pages] Generated: [MMM DD, YYYY, HH:MM:SS]

#### Detailed Assessment Results

Domain: [Domain Name]

[Capability Area Name]

Overall Score: [Value] out of 5.0  
Base Level: [Value], Bonus: +[Value]

##### Outcomes:

Level [Level], Final Score: [Value] (Level [Level] + [Bonus Detail])

Checkbox Completion: [Checked]/[Total] ([Percent%])

##### Roles:

Level [Level], Final Score: [Value]

##### Business Process:

Level [Level], Final Score: [Value]

##### Information:

Level [Level], Final Score: [Value]

##### Technology:

Level [Level], Final Score: [Value]

MITA Assessment Export - [State Name] Page [2] of [Total Pages] Generated: [MMM DD, YYYY, HH:MM:SS]

[Repeat the Detailed Assessment Results block above for each capability area under the domain]

## Notes

- Use the exact section titles and field labels shown above.
- Include page footers with page numbers and the generated timestamp on each page.
- Maintain the “out of 5.0” notation where scores are reported.
- Populate Role, Business Process, Information, and Technology fields for each capability area as shown.

# **Open-Source SS-A Tool**

*Placeholder content for Open-Source SS-A Tool.*



## **References**

## **References**



**Help Improve this Content**