

Deliverable to:

Colorado Department of Health Care Policy
and Financing

MITA State Self-Assessment Report

Appendix A – Final Scorecards

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1 – Business Relationship Management Scorecards

Business Architecture Scorecard		
Standards Management – BR01: Establish Business Relationship	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Standards Management – BR02: Manage Business Relationship Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Standards Management – BR03: Manage Business Relationship Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Standards Management – BR04: Terminate Business Relationship	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix

2 – Contractor Management Scorecards

Business Architecture Scorecard		
Contractor Information Management – CO01: Manage Contractor Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Current processes are not documented	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Current processes are not documented	MITA 3.0 Capability Matrix
Cost Effectiveness	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Current processes are not documented	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Current processes are not documented. Aiming to standardize the process	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not currently measured	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Current processes are not documented	Standardized process and communicate to staff/stakeholders

Business Architecture Scorecard		
Contractor Support – CO02: Manage Contractor Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2 Policies require that the Department acknowledges contractor requests for data, information, appointments, and assistance within one (1) business day. Outside of a contract, acknowledgement of request for data within seven (7) calendar days. Notification of Department's decision for data request outside of contract within (sixty) 60 calendar days. Performance Measure Supporting Evidence Reference Department SOP, MITA 3.0 Capability Matrix	3 N/A MITA 3.0 Capability Matrix
Data Access and Accuracy	2 N/A Processes in place for request for information	3 N/A MITA 3.0 Capability Matrix
Cost Effectiveness	1 N/A A lot of manual steps	2 N/A MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2 N/A Some manual steps	2 N/A MITA 3.0 Capability Matrix
Accuracy of Process Results	2 N/A MITA 3.0 Capability Matrix	2 N/A MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contractor Support – CO02: Manage Contractor Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	There may be some pain points with DRB, but it is needed	MITA 3.0 Capability Matrix

Business Architecture Scorecard			
Contractor Support – CO03: Perform Contractor Outreach		As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level			
Timeliness of Process Performance Measure Supporting Evidence Reference	2	3	
	N/A	N/A	
	There is not currently automation, but most outreach occurs via website or on a scheduled basis.	MITA 3.0 Capability Matrix	
Data Access and Accuracy Performance Measure Supporting Evidence Reference	2	3	
	N/A	N/A	
	There is not currently automation, but most outreach occurs via website or on a scheduled basis.	MITA 3.0 Capability Matrix	
Cost Effectiveness Performance Measure Supporting Evidence Reference	1	2	
	N/A	N/A	
	There is not currently automation, but most outreach occurs via website or on a scheduled basis.	MITA 3.0 Capability Matrix	
Effort to Perform; Efficiency Performance Measure Supporting Evidence Reference	1	2	
	N/A	N/A	
	There is not currently automation, but most outreach occurs via website or on a scheduled basis.	To-Be Vision, if met, would bring level to 2	
Accuracy of Process Results Performance Measure Supporting Evidence Reference	1	2	
	N/A	N/A	
	There is not currently automation, but most outreach occurs via website or on a scheduled basis.	MITA 3.0 Capability Matrix	
Utility or Value to Stakeholder Performance Measure	2	3	
	N/A	N/A	

Business Architecture Scorecard		
Contractor Support – CO03: Perform Contractor Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Above level 1 with stakeholder satisfaction	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contractor Information Management – CO04: Inquire Contractor Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Level 2 "exceeds legal requirements."	MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Adheres to HIPAA standards. Only some automation now, but it does increase accessibility.	To-Be Vision would help Dept attain level 2.
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	Automation will increase cost effectiveness, but is a To Be Vision.
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	Automation would increase accuracy
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Stakeholders receive information relatively quickly despite lack of automation.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contract Management – CO05: Produce Solicitation	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	In general, most solicitations occur in less than 6 months, but this process takes as long as necessary.	It would be difficult to get to use of regionalization
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No intrastate information sharing, but good automation that could be enhanced	CORE should get Department to next level
Cost Effectiveness	3	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Several manual processes	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive, but more efficient with eClearance	CORE should get Department to next level
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Solicitations are usually accurate	CORE should help with intrastate sharing
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contract Management – CO06: Award Contract	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation	What information would need to be shared with other states?
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No intrastate information sharing, but good automation that could be enhanced	CORE should get Department to next level
Cost Effectiveness	3	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Several manual processes	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive, but more efficient with eClearance	CORE should get Department to next level
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Solicitations are usually accurate	CORE should help with intrastate sharing
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contract Management – CO07: Manage Contract	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are largely manual.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are largely manual.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are largely manual.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are largely manual.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are largely manual.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	Payment to contractor is required within 45 days of invoice.	N/A
Supporting Evidence Reference	Other processes are largely manual.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contract Management – CO08: Close Out Contract	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	Will reach level 2 if To-Be Future Vision is met
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Contractor Support – CO09: Manage Contractor Grievance and Appeal	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process. Meets thresholds for legal requirements for responding to contractors.	Standardization in To Be Vision will help reach 2
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	If To Be Visions are satisfied will meet level 2
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	No standardization, processes are manual	Standardization would increase cost effectiveness in prevention of escalation
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are manual.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are manual.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Processes are manual. Standardization is low.	MITA 3.0 Capability Matrix

3 – Care Management Scorecards

Business Architecture Scorecard		
Case Management – CM01: Establish Case	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	This process is not documented/no automation.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Case Management – CM02: Manage Case Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack of automation, many manual processes	Strive for standard adoption and some automation
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack of automation, manual processes	Strive for standard adoption and some automation
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	No standardization, low automation	Strive for standard adoption and some automation
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low standardization, lack of automation	Strive for standard adoption and some automation
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low standardization, lack of automation	Strive for standard adoption and some automation
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low standardization, lack of automation	Strive for standard adoption and some automation

Business Architecture Scorecard		
Case Management – CM03: Manage Population Health Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	For example, webinars have allowed the Dept to minimize the amount of time required to organize meetings, travel time, etc.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack integration of data, minimal standardization	MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Webinar example reduces amount of travel, meeting expense.	
Supporting Evidence Reference	There is some standardization around processes for outreach.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Minimal standardization	BIDM RFP/Contract will create interfaces
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack integration of data, minimal standardization	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Case Management – CM03: Manage Population Health Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Stakeholders lack understanding of how the system works	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Case Management – CM04: Manage Registry	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	MITA 3.0 Capability Matrix	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Case Management – CM05: Perform Screening and Assessment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is largely manual.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	CCMS, BUS, other systems are used to store data.	MMIS RFP/Contract; MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is largely manual.	MMIS RFP/Contract; MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is largely manual.	MMIS RFP/Contract; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is largely manual.	MMIS RFP/Contract; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is largely manual.	MMIS RFP/Contract; MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Case Management – CM06: Manage Treatment Plan and Outcomes	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meeting requirements, but experiencing some challenges	MMIS and BIDM RFPs/Contracts will aid in reaching level 2; MITA 3.0 Capability Level Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes, lack of standardization. Information stored in disparate systems.	MITA 3.0 Capability Level Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Largely manual processes.	MITA 3.0 Capability Level Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of disparate systems	MITA 3.0 Capability Level Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of disparate systems. Manual processes.	MITA 3.0 Capability Level Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	QIS measures	N/A
Supporting Evidence Reference	Case managers find processes burdensome.	MITA 3.0 Capability Level Matrix

Business Architecture Scorecard		
Authorization Determination – CM07: Authorize Service	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes lead to more errors	Increased Automation will improve accuracy; MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low Standardization	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor Intensive, low automation	More automation; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low accuracy due to manual processes	Greater automation and standardization for less errors; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes are time consuming and burdensome	Automation will increase efficiencies; MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Authorization Determination – CM08: Authorize Service	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes lead to more errors	Increased Automation will improve accuracy; MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low Standardization	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor Intensive, low automation	More automation; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low accuracy due to manual processes	Greater automation and standardization for less errors; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes are time consuming and burdensome	Automation will increase efficiencies; MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Authorization Determination – CM09: Authorize Treatment Plan	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets Thresholds	Future use of RCCOs; MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes lead to more errors	Increased Automation will improve accuracy; MITA 3.0 Capability Matrix
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low Standardization	Greater Standardization; MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor Intensive, low automation	Greater standardization; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low accuracy due to manual processes	Greater automation for less error; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes are time consuming and burdensome	More Stakeholder Confidence in information; MITA 3.0 Capability Matrix

4 – Eligibility and Enrollment Management Scorecards

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE01: Determine Member Eligibility	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets thresholds, takes significant time to complete	MITA 3.0 Capability Matrix Using regional Hubs, i.e. CORHIO
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIPAA standard transactions and some automation	MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation has improved process	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some standards	MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some business rules and automation reduce error	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some improvements in timeliness	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE02: Enroll Member	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	More automated, doesn't rely on SSA	Increased automation; MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIPAA Compliant	Increased standardization; MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation, exception resolution	Increased standardization; MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation, greater efficiency than level 1	MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some business rules and automation	Increased automation; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation and improvement in timeliness	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE03: Disenroll Member	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use some State and Federal collaboration, including information sharing. Although not fully automated.	Would not be at near real-time (level 4) in 3-5 years; MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Heavily reliant on use of data entry	Increased Automation MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not as low as level 1	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not as low as level 1 but not as high as level 3	MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not as low as level 1 but not as high as level 3. Some business rules in place.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not complete lack of confidence in information	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE04: Inquire Member Eligibility	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
	Performance measures 1D1 and 1D2: Percent of All New Applications (FY2012-13 Actual=94%, Target=95%)/ Redeterminations (FY2012-13 Actual=93%, Target=95%) for Medical Assistance that Meet Timely Processing Requirements; 1B12 Percent of Medicaid clients that receive timely pre natal care=FY12-13 77.5%;	
Performance Measure	Performance measure VI.A.5 Percent of Clean Claims Paid Timely (Within 90 Days) FY12-13=99.98%	FY12-13 Target for timely eligibility processing measures=95%; FY12-13 Target for 1B12 = 80.3% MITA 3.0 Capability Matrix;
Supporting Evidence Reference	Great on timeliness but accuracy not as good	Information sharing, use of regional hubs
Data Access and Accuracy	2	3
	The Department does not currently have performance measures in its Performance Plan to track access and accuracy of data. One strategy under goal three of our strategic map concerns collaboration and file sharing and may satisfy the "access" side of the question, and that measure is under development.	
Performance Measure		N/A
Supporting Evidence Reference	Disparate Systems	MITA 3.0 Capability Matrix
Cost Effectiveness	2	3

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE04: Inquire Member Eligibility	As-Is Level of Business Capability	To-Be Level of Business Capability
<p>Performance Measure 1C4: Achieve the Annual Budgeted Net Savings Amount for the Accountable Care Collaborative=FY12-13 (\$6,300,000); Performance measure 1C5: Percent of Medicaid Provider Payments Linked to Value-Based Outcomes= FY2012-13 1.65%; Performance measure 1C6: Number of Regional Care Collaborative Organizations that Achieve Level 1 Pay for Performance Savings for All Key Indicators=FY2012-13 0; VI.A.2 Maximum Cash Fund Balance from Hospital Provider Fee at End of Fiscal Year as a Percent of Estimated Expenditures for Health Coverage Expansions; Performance measure IVA1 Percent of General Fund Expenditures for Department Administration=FY12-13 3% ; Performance measure VB3: Return on Investment from Implemented LEAN Projects in Estimated Equivalent Dollars (actuals TBD this is a new measure)</p> <p>Performance Measure Supporting Evidence Reference</p> <p>Effort to Perform; Efficiency</p>	<p>Automation minimal in process</p> <p>2</p>	<p>IC4 FY 2013-14 Target=\$12,000,000; 1C5 2013-14 Target=2.00%; 1C6=TBD; VIA2 2013-14 Target=5%; IVA1 FY13-14 Target TBD;</p> <p>MITA 3.0 Capability Matrix</p> <p>3</p>

Business Architecture Scorecard		
Member Enrollment (Future Release) – EE04: Inquire Member Eligibility	As-Is Level of Business Capability	To-Be Level of Business Capability
<p>Performance Measure Supporting Evidence Reference</p> <p>Accuracy of Process Results</p>	<p>Performance measure VB3: Return on Investment from Implemented LEAN Projects in Estimated Equivalent Dollars (actuals TBD this is a new measure); VI.A.2 Maximum Cash Fund Balance from Hospital Provider Fee at End of Fiscal Year as a Percent of Estimated Expenditures for Health Coverage Expansions; Not as low as a 1 but not as high as a 3</p> <p>2</p>	<p>TBD</p> <p>MITA 3.0 Capability Matrix</p> <p>3</p>
<p>Performance Measure Supporting Evidence Reference</p> <p>Utility or Value to Stakeholder</p>	<p>The Department does not currently have any performance measures related to the accuracy of process results</p> <p>Mostly Automated</p> <p>2</p>	<p>N/A</p> <p>Moving towards 90% accuracy; MITA 3.0 Capability Matrix</p> <p>3</p>
<p>Performance Measure Supporting Evidence Reference</p>	<p>Performance measure 1E5 Number of Adult Core Medicaid Quality Measures Reported= FY 12-13 10 ; Performance Measure 1E4 Percent of CAHPS Global Ratings Measures at or above National Medicaid Average for Adults in the Colorado Medicaid Program =FY12-13 50%</p> <p>Greater satisfaction than level 1 and some standardization</p>	<p>1B12 2014 Target=80.3%;1E5 2014 Target=12</p> <p>MITA 3.0 Capability Matrix</p>

Business Architecture Scorecard		
Provider Enrollment - EE05: Determine Provider Eligibility	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; Move to some automation with business rules
Data Access and Accuracy	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets HIPAA standard transactions	MITA 3.0 Capability Matrix; Not likely to improve much until new system(s) are developed and operational
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; More automation and standardization
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; More automation and standardization
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation; room for human error	MITA 3.0 Capability Matrix; More automation and standardization
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process very burdensome and process is slow	MITA 3.0 Capability Matrix; Improvement in automation, standardization and timeliness

Business Architecture Scorecard		
Provider Enrollment - EE06: Enroll Provider	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; Move to some automation with business rules
Data Access and Accuracy	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets HIPAA standard transactions	MITA 3.0 Capability Matrix; Not likely to improve much until new system(s) are developed and operational
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; More automation and standardization
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation	MITA 3.0 Capability Matrix; More automation and standardization
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very little automation; room for human error	MITA 3.0 Capability Matrix; More automation and standardization
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process very burdensome and process is slow	MITA 3.0 Capability Matrix; Improvement in automation, standardization and timeliness

Business Architecture Scorecard		
Provider Enrollment - EE07: Disenroll Provider	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Takes a relatively significant time to complete	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very manual, room for error	MITA 3.0 Capability Matrix; Some automation
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not automated, little standardization	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive	Moving to more automation; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Very manual, room for error	MITA 3.0 Capability Matrix; Some automation
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive, not very timely. Systems not linked	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Provider Enrollment - EE08: Inquire Provider Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Takes a long time to complete	Increased use of automation; MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Completely manual process	Shifting more to an automated system; MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low standardization	Increased use of automation; MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive	Higher efficiency with more automation; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Completely manual process	Increased accuracy; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low level of satisfaction. Very manual.	More efficient processes; MITA 3.0 Capability Matrix

5 – Financial Management Scorecards

Business Architecture Scorecard		
Accounts Receivable Management - FM01: Manage Provider Recoupment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	4
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation.	Near real-time MITA Capability Matrix 3.0.
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Data errors affecting identification of overpayment.	Automated information collection, business rules. MITA Capability Matrix 3.0.
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some manual processes.	More automation. MITA Capability Matrix 3.0.
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive.	Improved communication with other agencies. MITA Capability Matrix 3.0.
Accuracy of Process Results	2	4
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation improving accuracy.	Sharing information with outside entities. MITA Capability Matrix 3.0.
Utility or Value to Stakeholder	2	4
Performance Measure	N/A	N/A
Supporting Evidence Reference	Stakeholder satisfaction is greater than level 1.	Find out when providers are excluded. MITA Capability Matrix 3.0.

Business Architecture Scorecard		
Accounts Receivable Management - FM02: Manage TPL Recovery	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Takes so long to manually verify and load TPL commercial and Medicare data.	Timeliness exceeds level 2. MITA Capability Matrix 3.0.
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes.	Automated processes. MITA Capability Matrix 3.0.
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes mainly for Tort.	Automated processes. MITA Capability Matrix 3.0.
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive processes for Tort and Casualty and commercial TPL.	Exchanging information with the Exchanges. MITA Capability Matrix 3.0.
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Documented business processes.	Intrastate exchange of data. MITA Capability Matrix 3.0.
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Commercial TPL lack confidence.	Increase stakeholder satisfaction. MITA Capability Matrix 3.0.

Business Architecture Scorecard		
Accounts Receivable Management - FM03: Manage Estate Recovery	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Everything is manual.	Improve process through use of automation.
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Data is stored in multiple data feeds. Manual entry by counties.	More automation. Increasing accessibility to data.
Cost Effectiveness	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	Process has multiple components outside of HCPF. Cannot control how long these take.
Effort to Perform; Efficiency	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process. Many players involved.	Process has multiple components outside of HCPF. Cannot control how long these take.
Accuracy of Process Results	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process. Dependent upon receipt of date of death.	Process has multiple components outside of HCPF. Cannot control how long these take.
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Satisfaction is higher than level 1.	Process has multiple components outside of HCPF. Cannot control how long these take.

Business Architecture Scorecard		
Accounts Receivable Management - FM04: Manage Drug Rebate	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	PBMS RFP/Contract; MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	PBMS RFP/Contract; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	There is no enforcement of rebate invoices. Manufacturers are not required to pay invoices. Disputes are resolved through arbitration.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Receivable Management - FM05: Manage Cost Settlement	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	All manual based on the hospital cost reports and CMS certifies them which takes a while. What the State has control of the process is a 2.	No control of the parts of the process that are most timely. CMS piece very time consuming. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Accurate because it is thorough. Access is through multiple means.	Function of the CMS process. MITA 3.0 Capability Matrix
Cost Effectiveness	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	All manual.	Function of the CMS process. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	All manual.	Function of the CMS process. MITA 3.0 Capability Matrix
Accuracy of Process Results	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Standardized process.	Low automation expected. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Standardized process. Accurate data.	Low automation expected. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Receivable Management - FM06: Manage Accounts Receivable Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	2 N/A	4 N/A More coordination between COFRS/CORE and MMIS.
Supporting Evidence Reference	Have to wait for MMIS cycle to process AR.	MMIS RFP/Contract. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	2 N/A	3 N/A Bi-directional information integration. COFRS/CORE implementation and MMIS Contract/RFP. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Disparate systems.	
Cost Effectiveness Performance Measure	2 N/A	3 N/A Bi-directional information integration. COFRS/CORE implementation and MMIS Contract/RFP. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Disparate systems.	
Effort to Perform; Efficiency Performance Measure	1 N/A	2 N/A Standardization. Accounting rules. CMS guidance. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Manual deposit slips.	
Accuracy of Process Results Performance Measure	2 N/A	3 N/A Bi-directional information integration. COFRS/CORE implementation and MMIS Contract/RFP. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Standardized rules, accounting rules, CMS guidance.	
Utility or Value to Stakeholder Performance Measure	2 N/A	2 N/A

Business Architecture Scorecard		
Accounts Receivable Management - FM06: Manage Accounts Receivable Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Standardization.	Don't want to do surveys and questionnaires. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Receivable Management - FM07: Manage Accounts Receivable Funds	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual components are time intensive.	Increased automation. More electronic payments. MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Storing information in disparate systems. There is some automation in place.	MMIS RFP/Contract, New CORE. MITA 3.0 Capability Matrix.
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	CORE will improve process, eliminate some steps. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual, time intensive	CORE will store transactions, eliminate need to print
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Even though there is limited automation, the outcomes are accurate through the application of business rules.	Increased automation, use of CORE. MITA 3.0 Capability Matrix.
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Information is not always reliable. Refer to To Be Future Visions and Failures in Use Case.	MMIS RFP/Contract, New CORE. MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Accounts Receivable Management - FM08: Prepare Member Premium Invoice	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Payable Management - FM09: Manage Contractor Payment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes, time intensive	MITA 3.0 Capability Matrix, Sharing of information
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Risk of error, manual processes	MITA 3.0 Capability Matrix, Intrastate data sharing
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low standardization, low automation, higher cost	MITA 3.0 Capability Matrix, Increased automation
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Wasted effort, expense	MITA 3.0 Capability Matrix, Intrastate exchange of information, Increased efficiencies
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Requires a lot of oversight, manual processes with risk of human error	MITA 3.0 Capability Matrix Intrastate exchange of information
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Burdensome, stakeholders lack confidence	MITA 3.0 Capability Matrix, Contractor will have interactive and timely access to data

Business Architecture Scorecard		
Accounts Payable Management - FM10: Manage Member Financial Participation	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIBI is mostly manual, Medicare Buy-in still manual for some aspects	MITA 3.0 Capability Matrix; improved automation
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIBI has a lot of HIBI contractor data entry error	MITA 3.0 Capability Matrix Increased standards
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automation, focused on exception resolution	MITA 3.0 Capability Matrix; more standards adoption
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lots of HIBI Manual processes	MITA 3.0 Capability Matrix; more automation, intrastate exchange
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error from manual processes, data entry errors	MITA 3.0 Capability Matrix; more automation, intrastate exchange
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Untimely due to unresolved errors, low satisfaction	MITA 3.0 Capability Matrix; more automation, intrastate information exchange

Business Architecture Scorecard		
Accounts Payable Management - FM11: Manage Capitation Payment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meet requirements for timeliness. Use of automation.	MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No manual steps.	MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No manual steps.	Increased use of 834 transactions. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No manual steps.	Improved efficiency. MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation and standardized business rules.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Above level 1. There are improvements that can be made.	Improvements in reporting based on To Be Future Visions will increase value to stakeholders.

Business Architecture Scorecard		
Accounts Payable Management - FM12: Manage Incentive Payment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	Automate process steps. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Information in disparate systems. Highly manual.	MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Payable Management - FM13: Manage Accounts Payable Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Both automated and manual processes.	CORE - availability for interactive across systems. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	A lot of manual, except for the MMIS.	CORE - vendors are going to be able to email invoices. More automation. MITA 3.0 Capability Matrix
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Old systems.	CORE and new MMIS - both together will make the program more efficient. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive and slow.	CORE and new MMIS - both together will make the program more efficient. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual and lots of errors.	CORE and new MMIS - both together will make the program results more accurate. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Payable Management - FM13: Manage Accounts Payable Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low value to stakeholders - low accuracy.	CORE and new MMIS - both together will add value for stakeholders. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Payable Management - FM14: Manage Accounts Payable Disbursement	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation.	CORE and MMIS replacement. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation.	CORE and MMIS replacement. MITA 3.0 Capability Matrix
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation.	CORE and MMIS replacement. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation.	CORE and MMIS replacement. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Too manual.	CORE and MMIS replacement. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Accounts Payable Management - FM14: Manage Accounts Payable Disbursement	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Too manual.	CORE and MMIS replacement. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Accounts Payable Management - FM15: Manage 1099	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes associated.	MMIS and CORE implementation may result in less required corrections. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes associated and human error.	COFRS, MMIS and DSS replacements will help accuracy. MITA 3.0 Capability Matrix
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes associated and human error.	COFRS, MMIS and DSS replacements will help accuracy. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes associated and human error.	COFRS, MMIS and DSS replacements will improve efficiency. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes associated and human error.	COFRS, MMIS and DSS replacements will improve accuracy. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Accounts Payable Management - FM15: Manage 1099	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Burdensome, no way of knowing if a vendor/provider/contractor is on hold. Low communication.	COFRS, MMIS and DSS replacements will improve satisfaction and reduce errors. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Fiscal Management - FM16: Formulate Budget	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	CORE implementation may improve timeliness. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process with risk of human error.	CORE implementation may improve accuracy. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process with risk of human error.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix
Accuracy of Process Results	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Standard Excel templates.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Fiscal Management - FM16: Formulate Budget	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Publish budget information on the website to keep staff informed. Some standardization.	Increased automation and more developed standards with CORE implementations - more accuracy - more communication. MITA 3.0 Capability Matrix

Business Architecture Scorecard			
Fiscal Management - FM17: Manage Budget Information	As-Is Level of Business Capability	To-Be Level of Business Capability	
Overall Assessment Level			
Timeliness of Process	1	2	
Performance Measure	N/A	N/A	
Supporting Evidence Reference	Manual process.	CORE implementation may improve timeliness. MITA 3.0 Capability Matrix	
Data Access and Accuracy	1	2	
Performance Measure	N/A	N/A	
Supporting Evidence Reference	Manual process with risk of human error.	CORE implementation may improve accuracy. MITA 3.0 Capability Matrix	
Cost Effectiveness	1	2	
Performance Measure	N/A	N/A	
Supporting Evidence Reference	Manual process with risk of human error.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix	
Effort to Perform; Efficiency	1	2	
Performance Measure	N/A	N/A	
Supporting Evidence Reference	Labor intensive.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix	
Accuracy of Process Results	2	2	
Performance Measure	N/A	N/A	
Supporting Evidence Reference	Standard Excel templates.	Increased automation and more developed standards with CORE implementations - more concrete processes. MITA 3.0 Capability Matrix	
Utility or Value to Stakeholder	2	3	
Performance Measure	N/A	N/A	

Business Architecture Scorecard		
Fiscal Management - FM17: Manage Budget Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Publish budget information on the website to keep staff informed. Some standardization.	Increased automation and more developed standards with CORE implementations - more accuracy - more communication. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Fiscal Management - FM18: Manage Fund	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes, workarounds	Some automation with implementation of CORE MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, human error	Some automation with implementation of CORE MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, human error, low standardization	Some automation with implementation of CORE MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, human error	Some automation with implementation of CORE MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lots of human error with manual processes	Some automation with implementation of CORE MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack of timeliness due to manual processes	Some automation with implementation of CORE MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Fiscal Management - FM19: Generate Financial Report	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Limited automation.	New CORE may improve timeliness. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Direct data entry leads to human error affecting accuracy of the report.	More automation. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation and low standardization.	More automation and standardization. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation and low standardization.	More automation and standardization. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Direct data entry leads to human error affecting accuracy of the report.	More automation. There will still be some areas that will involve manual processes. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Takes a relatively significant amount of time to produce reports.	More standardization and automation. MITA 3.0 Capability Matrix

6 – Member Management Scorecards

Business Architecture Scorecard		
Member Information Management (Future Release) - ME01: Manage Member Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Time intensive.	Improvements to automation. Real-time interface between CBMS and MMIS.
Data Access and Accuracy Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Manual entry.	Increased use of PEAK. MITA 3.0 Capability Matrix
Cost Effectiveness Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Low automation, direct data entry.	Automation improves process. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Labor intensive, efficiency is low.	Automation and more interfaces improve process. MITA 3.0 Capability Matrix
Accuracy of Process Results Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Manual processes, risks of human error.	Automation and more interfaces improve process and reduce errors. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder Performance Measure	1 N/A	2 N/A

Business Architecture Scorecard		
Member Information Management (Future Release) - ME01: Manage Member Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Lack confidence in the information.	Automation and more interfaces improve process. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Support (Future Release) - ME02: Manage Applicant and Member Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	More towards automation with use of PEAK. Currently more accessible than Level 1.	Automated Information collection. Interstate collaboration.
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some level of automation. Trying to improve cost efficiency.	Improved cost effectiveness. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Has some automation but still using manual processes	Intrastate level of communication. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Issue is keeping the data current/timeliness of data, e.g. addresses/phone numbers. Interfaces are a couple of months behind.	More automation and better record keeping. Increased level of accuracy. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Still a learning curve getting people to look online rather than calling customer service.	Want to service the clients in a faster, more efficient way. Striving for higher customer service standards. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Support – ME03: Perform Population and Member Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, lack of direct client communications, reliance of mail correspondence	Direct communication via email to clients; MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Antiquated website design and correspondence	Launch of new website to client-gear, email correspondence; MITA 3.0 Capability Matrix
Cost Effectiveness	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Reliance on mail	Email correspondence; MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, lack of direct client communications, reliance of mail correspondence	Email correspondence; MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Reliance on mail, inaccurate mailing addresses	Email correspondence; MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Antiquated website design and correspondence	Email correspondence, client geared website, plain language; MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Member Support (Future Release) - ME08: Manage Member Grievance and Appeal	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A Feels that scoring should be lower than 1. Doesn't meet requirements for timeliness identified by law.	1 N/A Going through LEAN process so would like to be at MITA 3.0 level 1. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	2 N/A Using HIPAA standard transactions but yet still disparate systems	3 N/A More automation. MITA 3.0 Capability Matrix
Cost Effectiveness Performance Measure	2 N/A Have a process to define benefits, which helps improve effectiveness of benefits and services that clients receive.	3 N/A MITA 3.0 Capability Matrix
Effort to Perform; Efficiency Performance Measure	1 N/A Not efficient. Too much manual work.	2 N/A Can minimize steps and identify waste. MITA 3.0 Capability Matrix
Accuracy of Process Results Performance Measure	1 N/A Too much manual work and human error possibilities. Not in compliance with laws and regulations.	2 N/A Increase education. Improve the process in the system. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder Performance Measure	2 N/A	3 N/A

Business Architecture Scorecard		
Member Support (Future Release) - ME08: Manage Member Grievance and Appeal	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	With Benefits collaborative have brought in stakeholders and asked opinion.	MITA 3.0 Capability Matrix

7 – Operations Management Scorecards

Business Architecture Scorecard		
Claims Adjudication – OM04: Process Claim	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meet basic requirements	More automation
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Manual process disparate systems	Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Little standards and automation	Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Limited automation	Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Limited automation	Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Claims Adjudication – OM04: Process Claim	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Limited automation	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Claims Adjudication – OM05: Apply Mass Adjustment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automated processes	MMIS RFP/Contract MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Transmittals manual Other data automated	MMIS RFP/Contract MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some automated processes	MMIS RFP/Contract MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Procedure Modifier Rates Table is manual	MMIS RFP/Contract MITA 3.0 Capability Matrix
Accuracy of Process Results	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Well developed process that aids in accuracy	MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Greater than a level one.	Perform surveys to determine confidence in process MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Claims Adjudication – OM07: Process Claim	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Exceed legal requirements	Some components may be level 4. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIPAA standard transactions.	Bidirectional data transfer intrastate MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation in place.	Standards adoption. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation provides efficiency. Some processes yet to be automated	MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation provides accuracy. HIPAA standard transactions.	Use of MITA Framework, industry standards, communication with intrastate agencies. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Providers are satisfied with speed of processing claims.	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Payment and Reporting – OM14: Generate Remittance Advice	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of automation	Beginning to interact with Hubs. MITA 3.0 Capability Matrix.
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of automation. Provide electronic remittance statements to Providers or vendors. Utilize 835.	Use of exchanges. Improving cost effectiveness. MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Utilize 835. Save money by not printing out reports.	Use of exchanges. Improving cost effectiveness. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Utilize 835. Save money by not printing out reports.	95% efficiency or higher. MITA 3.0 Capability Matrix
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of automation	Increased use of automation. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Use of automation	MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Payment and Reporting – OM18: Inquire Payment Status	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Could improve timeliness.	Increase information sharing capabilities. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	HIPAA compliant. Automated response or manual operations.	Collaborate with intrastate agencies. MITA 3.0 Capability Matrix
Cost Effectiveness Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	A lot of automation.	Increase information sharing capabilities. Updated operating rules should improve standard. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Tried to put as many automation steps in place as possible.	Increasing automation further. Increases information exchange. MITA 3.0 Capability Matrix
Accuracy of Process Results Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Use automated process.	Collaborate with intrastate agencies. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder Performance Measure	2 N/A	3 N/A

Business Architecture Scorecard		
Payment and Reporting – OM18: Inquire Payment Status	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Use automated process.	Collaborate with intrastate agencies. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Payment and Reporting – OM27: Prepare Provider Payment	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Mostly automated system	New systems (MMIS, BIDM, PBMS) will increase timeliness. MITA 3.0 Capability Matrix
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	HIPAA standard, all automated	Expect there to be more access to the information that isn't available in the current MMIS. MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automated	New systems increase cost effectiveness. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automated	New systems increase efficiency MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Currently have to make edits on policy/business rules (something outside the system).	Automated and standardized business rules. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Efficient at processing claims	Be more user-friendly when accessing information. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Payment and Reporting – OM28: Manage Data	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meet basic requirements	More automation
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Manual process disparate systems	
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Little standards and automation	
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Limited automation	
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
		Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Supporting Evidence Reference	Limited automation	
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Payment and Reporting – OM28: Manage Data	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Limited automation	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Claims Adjudication – OM29: Process Encounter	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meet legal requirements	More automation. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process disparate systems	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Little standards and automation	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Limited automation	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2

Business Architecture Scorecard		
Claims Adjudication – OM29: Process Encounter	As-Is Level of Business Capability	To-Be Level of Business Capability
Performance Measure	N/A	N/A
Supporting Evidence Reference	Limited automation	Increase automation capability real time processing w/routing of encounters to MCOs via MMIS. MITA 3.0 Capability Matrix

8 – Performance Management Scorecards

Business Architecture Scorecard		
Compliance Management – PE01: Identify Utilization Anomalies	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	No legal requirements. Some automation of reports. Many processes for hand off of incident is manual. Some steps will never be manual.	More use of information sharing, hubs. MITA 3.0 Capability Matrix
Data Access and Accuracy	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Information is in disparate systems with some automation.	Improve upon level 2. MITA 3.0 Capability Matrix
Cost Effectiveness	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Does result in positive outcomes.	Have predictive analytics to improve the process. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	No wrong door insufficient information leads to incident misdirection	Standardized business rules. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process requires oversight to ensure compliance with law/reg.	Standardized business rules. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Compliance Management – PE01: Identify Utilization Anomalies	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Lack of confidence in process.	Improve stakeholder confidence. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Compliance Management – PE03: Manage Compliance Incident Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets basic thresholds. Average investigation duration is 3 to 5 years.	Implementation of predictive analytics system and BIDM. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Data is accurate not accessible.	Increase automation support for access to data - BIDM. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual intensive process	BIDM will improve data access. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive with wasted effort or expense to accomplish tasks	Standardization of processes. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack of institutional knowledge	Standardize repeatable processes. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation and standardization provides clear and useful information	Improve level 2. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Compliance Management – PE04: Determine Adverse Action Incident	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets basic thresholds. Average investigation duration is 3 to 5 years.	Implementation of predictive analytics system and BIDM. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Data is accurate not accessible.	Increase automation support for access to data - BIDM. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual intensive process	BIDM will improve data access. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive with wasted effort or expense to accomplish tasks	Standardization of processes. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Lack of institutional knowledge	Standardize repeatable processes. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Automation and standardization provides clear and useful information	Improve level 2. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Compliance Management – PE05: Prepare REOMB	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual and time consuming	Increase automation capability - Client Portal for increased information sharing. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process with risk of human error	Increased automation. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	Increased automation. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive. Efficiency is low	Automation and standardization. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Accuracy is low	Increased automation. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low confidence in current process	Increased automation. MITA 3.0 Capability Matrix

9 – Plan Management Scorecards

Business Architecture Scorecard		
Plan Administration – PL01: Develop Agency Goals and Objectives	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Increase automation capability
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Information in disparate systems. Difficult to access.	Increase intrastate information sharing
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation and standards	Increase automation and develop repeatable processes
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive	Increase automation
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Potential for data errors because of manual processes	Increase automation capability
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Static process. Timeliness acceptable	Improvements in intrastate information sharing

Business Architecture Scorecard		
Plan Administration – PL02: Maintain Program Policy	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Mostly manual processes. Time consuming.	Will likely always be heavily manual. Automate areas where possible. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Information is stored in disparate systems.	Bidirectional information integration and exchange with intrastate agencies. MITA 3.0 Capability Matrix.
Cost Effectiveness Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Many players, many resources involved. Low automation.	It is time consuming to integrate roles of all players. Automate where possible. MITA 3.0 Capability Matrix.
Effort to Perform; Efficiency Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Many players involved. Low standardization. "Reinvent the process every time"	Improve standardization. MITA 3.0 Capability Matrix.
Accuracy of Process Results Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Accuracy is low. Manual processes.	Increase accuracy. Improve standardization and documentation of policies, procedures, business rules. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder Performance Measure	1 N/A	3 N/A

Business Architecture Scorecard		
Plan Administration – PL02: Maintain Program Policy	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Low stakeholder satisfaction with burden and length of time related to the process.	Use some surveys already. MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Plan Administration – PL03: Maintain State Plan	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process.	Improve automation where possible. MITA 3.0 Capability Matrix.
Data Access and Accuracy	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	State Plan is available	Automation where possible.
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process.	Increase automation where possible. MITA 3.0 Capability Matrix.
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Highly manual process. Process has been improved from where it used to be.	Increase standardization, automation. MITA 3.0 Capability Matrix.
Accuracy of Process Results	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Process is standardized.	Improve accuracy. Adopt MITA Framework. MITA 3.0 Capability Matrix.
Utility or Value to Stakeholder	2	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Stakeholders do not lack confidence in information. Currently hold stakeholder meetings and tribal notifications.	Use stakeholder surveys. MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Health Plan Administration – PL04: Maintain State Plan	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Does not meet legal requirements.	Meet and exceed legal requirements. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Disparate systems	More automation and bidirectional information (New MMIS and BIDM). MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Increased automation; (New MMIS and BIDM). MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Increased automation; (New MMIS and BIDM) MITA 3.0 Capability Matrix
Accuracy of Process Results	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, potential for human error	Intra-agency exchange, (new MMIS and BIDM) MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	3
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, length of time to get data (e.g. DORA)	Surveying capability in the new MMIS. MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Health Plan Administration – PL05: Manage Performance Measures	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Takes a significantly long time to complete	Improved timeliness and use of automation. Use of regional hubs will likely not occur in 3-5 years. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Do not use direct data entry; information in disparate systems. Flat files are not HIPAA standard	Automation and bi-directional information. New MMIS and BIDM. MITA 3.0 Capability Matrix
Cost Effectiveness Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Resource intensive, manual processes and low standardization	Automation and bi-directional information (new MMIS and BIDM)
Effort to Perform; Efficiency Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Resource intensive, manual processes and low standardization	Automation and bi-directional information (new MMIS and BIDM), 95% efficiency
Accuracy of Process Results Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Manual processes, but accuracy is decent	Accuracy at 90% or higher
Utility or Value to Stakeholder Performance Measure	1 N/A	3 N/A
Supporting Evidence Reference	Timing, takes too long to get information	90% satisfaction; surveying capability in the interChange; more timely feed of information. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Health Benefits Administration – PL06: Manage Health Benefit Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Not much automation	Should be able to increase automation of plans within MMIS. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process. Risk of human error	Should be able to increase automation of plans within MMIS. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	No automation	Increased automation. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low efficiency	Increased automation. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low accuracy	Decrease errors. MITA 3.0 Capability Matrix.
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low level of confidence and satisfaction	Greater levels of satisfaction. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Health Benefits Administration – PL07: Manage Reference Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Increased use of automation. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error	Increased use of automation. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error and low automation	Increased use of automation. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive, low efficiency	Automation, standardization. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error and low automation	Increased use of automation. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error and low automation. Timeliness issue.	Increased use of automation. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Health Benefits Administration – PL08: Manage Rate Setting	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Timeliness	Timeliness improves. With new MMIS/Pharmacy systems (interChange). MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Human error, direct data entry, paper use.	Increased use of automation and HIPAA standards increase. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	Increased automation. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low efficiency	Increased automation. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	Automation reduces error. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Complex rate table, manual process and timeliness	Increased automation. MITA 3.0 Capability Matrix

10 – Provider Management Scorecards

Business Architecture Scorecard		
Provider Information Management – PM01: Manage Provider Information	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process	Use of automation, new interChange system. MITA 3.0 Capability Matrix

Business Architecture Scorecard		
Provider Support – PM02: Manage Provider Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Takes a significant amount of time to make system change and communication follows that. Very manual.	Improved automation. MITA 3.0 Capability Matrix.
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some HIPAA compliance, manual process, info can be stored in different systems.	More automation. Have all information in one place. MITA 3.0 Capability Matrix.
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation, mail takes time to process. Some are automated. Mail is expensive.	More automation. Have updated contact information. MITA 3.0 Capability Matrix.
Effort to Perform; Efficiency	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Labor intensive, mail is costly and time intensive	More automation. MITA 3.0 Capability Matrix.
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual process, requires a lot of oversight.	Reduce errors and less oversight. More automation. MITA 3.0 Capability Matrix.
Utility or Value to Stakeholder	1	2
Performance Measure	N/A	N/A

Business Architecture Scorecard		
Provider Support – PM02: Manage Provider Communication	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference	Delivery is difficult and uncertain.	Automation and know who to communicate with (only applicable people in providers offices for example). Developing targeted channels of communication. MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Provider Support – PM03: Perform Provider Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A Manual process, reliance on antiquated methods of communication. Some things are automated (PCR). Bulletins and other communications are available online.	2 N/A New contracts. MITA 3.0 Capability Matrix.
Supporting Evidence Reference Data Access and Accuracy Performance Measure	1 N/A Access issues, outdated contact information.	3 N/A More automation and correct contact information. New business system. MITA 3.0 Capability Matrix.
Supporting Evidence Reference Cost Effectiveness Performance Measure	1 N/A Lengthy time, reliance on mail, lack of automation, incorrect contact information.	3 N/A Have standards in place. MITA 3.0 Capability Matrix.
Supporting Evidence Reference Effort to Perform; Efficiency Performance Measure	1 N/A Labor intensive, manual, timeliness, don't know what the success rate is for understanding.	2 N/A Automation, Department-wide standardization, accessibility. MITA 3.0 Capability Matrix.
Supporting Evidence Reference Accuracy of Process Results Performance Measure	1 N/A Lack of standards, some automation, but not consistent.	3 N/A Automation will necessitate standards and improve accuracy. New systems. MITA 3.0 Capability Matrix.
Supporting Evidence Reference Utility or Value to Stakeholder	1	3

Business Architecture Scorecard		
Provider Support – PM03: Perform Provider Outreach	As-Is Level of Business Capability	To-Be Level of Business Capability
Performance Measure	N/A Unknown, some information about value, lack of confidence due to accuracy issues and lack of standardization. Unknown audience for communications.	N/A New systems. Do surveys regarding understanding and penetration. New website being more provider focused. MITA 3.0 Capability Matrix.
Supporting Evidence Reference		

Business Architecture Scorecard		
Provider Support – PM07: Manage Provider Grievance and Appeal	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process Performance Measure	1 N/A	1 N/A
Supporting Evidence Reference	Manual processes, meets required timelines.	Processes will remain manual. Improve interfaces. MITA 3.0 Capability Matrix
Data Access and Accuracy Performance Measure	1 N/A	2 N/A
Supporting Evidence Reference	Varies by which of 3 processes (See Step 8) is followed.	New MMIS will provide access to required information. MITA 3.0 Capability Matrix
Cost Effectiveness Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Some automation in place.	Case management system (part of new MMIS) will help with timing of notification, tracking claims. BIDM. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency Performance Measure	2 N/A	2 N/A
Supporting Evidence Reference	Standard processes	Maintain level 2.MITA 3.0 Capability Matrix.
Accuracy of Process Results Performance Measure	2 N/A	3 N/A
Supporting Evidence Reference	Standard processes	Adoption of MITA framework. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder Performance Measure	2 N/A	2 N/A
Supporting Evidence Reference	Some automation. Standard processes	Maintain level 2.MITA 3.0 Capability Matrix.

Business Architecture Scorecard		
Provider Information Management – PM08: Terminate Provider	As-Is Level of Business Capability	To-Be Level of Business Capability
Overall Assessment Level		
Timeliness of Process	1	1
Performance Measure	N/A	N/A
Supporting Evidence Reference	Meets thresholds	Continue to meet legal requirements. MITA 3.0 Capability Matrix
Data Access and Accuracy	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Provider contact information not accurate. Accessing multiple systems for information.	MMIS will allow single data stores. MITA 3.0 Capability Matrix
Cost Effectiveness	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Low automation	Automation will improve some processes. MITA 3.0 Capability Matrix
Effort to Perform; Efficiency	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Standards are in place.	Maintain level 2. MITA 3.0 Capability Matrix
Accuracy of Process Results	1	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Manual processes	Automation will improve some processes. MITA 3.0 Capability Matrix
Utility or Value to Stakeholder	2	2
Performance Measure	N/A	N/A
Supporting Evidence Reference	Some standards in place.	Automation will improve some processes. MITA 3.0 Capability Matrix

11 – Information Architecture Scorecards

Information Architecture Scorecard - Business Relationship Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	3 Data Request Board process, BAA, CORA request process	4 HCPF is undertaking a HIE project that will allow it to reach a 4
Does business area have common data architecture? Supporting Evidence Reference	1 Procedures are in place for the SDAC only	2 Establishing procedures across the board will allow for a level 2
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 HCPF does not do this	2 Putting policies and procedures in place and the implementation of the HIE and the SDAC will contribute to reaching a level 2.
Does business area utilize data sharing architectures? Supporting Evidence Reference	1 This does not currently occur	2 Internal development is preferred to statewide
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 There is not currently a CDM	2 Aim for internal adoption of diagrams and spreadsheets that depict the business area high-level data and general relationships
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 There is not currently a LDM	2 Aim for internal identification of data classes and attributes, relationships, data standards, and code sets
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards?	1	2

Information Architecture Scorecard - Business Relationship Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Supporting Evidence Reference	Overall, this does not occur	Would like to implement an internal structure for vocabulary data standards

Information Architecture Scorecard - Contractor Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	1 Does not currently exist	2 MITA 3.0 Capability Matrix; Would like to implement internal policies and procedures to promote data governance
Does business area have common data architecture? Supporting Evidence Reference	1 No standards for data architecture development	2 MITA 3.0 Capability Matrix; Would like to implement internal policy and procedures to promote data documentation, development, and management
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise modeling in place.	2 MITA 3.0 Capability Matrix; Would like to implement Medicaid internal policy and procedures to promote enterprise modeling
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 SharePoint, COGNOS, State Share, MMIS, TRAILS	2 MITA 3.0 Capability Matrix; Vision is for Medicaid clients to ultimately be able to pull and view data (Would be beyond 2)
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM in place	2 MITA 3.0 Capability Matrix; Develop processes to create CDM
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 No LDM in place	2 MITA 3.0 Capability Matrix; Develop CDM in order to create LDM
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards?	2	2

Information Architecture Scorecard - Contractor Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Supporting Evidence Reference	There are audit procedures, templates, standard requirements for each contract in place. Adhere to HIPAA standards.	MITA 3.0 Capability Matrix; Level 2 is more attainable as level 3 refers to interstate interoperability.

Information Architecture Scorecard - Care Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Some policies in place, but not a lot of interstate data management	3 MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	1 Lack common data architecture. Differs across programs.	2 MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise modeling	2 MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 There is some sharing in place. (TREQ, APS, DDD)	3 MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM in place	2 MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 Some solutions have LDMs in place, but not in place across the agency	2 MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards? Supporting Evidence Reference	1 Not in place. For example, ICD-10 has not yet been implemented. DDDWeb submits 320 byte transactions. There are other standard transactions, such as X12.	2 MITA 3.0 Capability Matrix

Information Architecture Scorecard - Eligibility and Enrollment Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Data Use Agreements; Business Associate Agreements	3 Standardization with CORHIO or CDPHE, for example. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	1 No existing standards across systems that support these processes.	2 Moving towards level 2 with MMIS RFP/Contract; MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 System interface process is manual.	2 Moving towards level 2 with MMIS RFP/Contract; MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 There are standards for interface formats.	2 Continue to improve within level 2; MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 Not available at the Enterprise level, but for individual systems.	3 MMIS RFP/Contract; MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 There is no LDM across all systems.	2 MMIS RFP/Contract; MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards? Supporting Evidence Reference	2 HIPAA transactions.	3 Structured vocabulary data standards between agencies. Possibly EHR interfaces across the state. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Financial Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	1 No formal governance structure	2 Moving to some standards, implementation of CORE will enable more data sharing and standards within the Department. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	1 No formal standards for data architecture. Very isolated in cases where there are some.	2 Implementation of CORE may lead to more standards for architecture. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No currently using any modeling	2 Implementation of CORE may lead to some modeling maturity. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	1 Department does share data, but there are still a number of Disparate systems	2 New MMIS, BIDM and CORE will allow more consistency in data sharing. MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM is used currently across FM processes	2 Plan to use some modeling for business processes within the Department with implementation of new systems. MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 Department does not have LDM for processes	1 Department does not anticipate having a LDM within 3-5 years. MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards?	1	2

Information Architecture Scorecard - Financial Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Supporting Evidence Reference	Does not have formal data standards	Will implement some standards with implementation of CORE. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Member Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Member data is stored in CBMS. CBMS does have data governance. Related and interfacing systems have rules for data governance.	3 Due to new MMIS RFP/Contract, CBMS will become the "lowest" system in terms of data governance. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	2 Internal policies to support data documentation.	3 Adoption of intrastate metadata repository. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise modeling in place.	3 Adoption of intrastate modeling. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 Development of Medicaid centralized data- and information- exchange formats. Share data with other government entities. For example: BENDEX, PARIS, CDPHE. Each interface has its own architecture.	3 Adoption of statewide standards for data sharing. Data definitions, semantics. MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM in place across the business area. Each department has its own.	2 Adoption of diagrams, spreadsheets depicting high-level data and general relationships within the agency. MITA 3.0 Capability
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 No LDM in place across the business area.	2 MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards?	1	3

Information Architecture Scorecard - Member Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Supporting Evidence Reference	Non-standard structure and vocabulary data standards. Meets HIPAA standards.	MMIS RFP/Contract. CBMS is updated on an ongoing basis. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Operations Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Some data management policies in place. For example: Xerox reviews provider data from DORA and updates as necessary for completion and accuracy.	3 Will be using other state agency data. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	1 Every division/section has its own data and structure.	2 Implementation of internal policies and procedures. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise modeling for Operations Management.	3 BIDM RFP/Contract. Provider Screening Rules will aid in intrastate data modeling. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 Sharing of data between CBMS and MMIS, for example.	2 Improve upon level 2. Will likely not reach 3. MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM.	2 Adoption of diagrams or spreadsheets that depict the business area high-level data and general relationships within the agency. MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	2 Data classes, attributes, relationships, data standards are available. Individual data elements are defined within business area.	3 MMIS RFP/Contract, BIDM RFP/Contract. MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support	2	3

Information Architecture Scorecard - Operations Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
current and emerging health data standards?		
Supporting Evidence Reference	SMA uses HIPAA-compliant data standards.	Will increase use of standards with new system. MMIS RFP/Contract. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Performance Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	1 Some data governance now	2 Moving towards expansion of data governance. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	1 Not many standards and data structure	2 Increase standards, policy and procedures. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 Disparate systems handling the information	2 Gather how information relates to one another. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 Some standards are in place, centralized data and information exchange	2 New BIDM should have this capability - re-evaluate next year on possibility of a 3. MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No conceptual data model	2 Adoption of conceptual data model. MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	2 There are some logical data models in place	3 Adoption of an enterprise logical data model. MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards? Supporting Evidence Reference	2 Use a standardized set currently	3 Moving toward Intrastate agencies. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Plan Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Some governance of data.	3 Intrastate governance of data. MITA 3.0 Capability Matrix
Does business area have common data architecture? Supporting Evidence Reference	2 Some policies and procedures in place for data architecture. (For example: SDAC, RCCOs)	3 Metadata repositories. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise data modeling exists	2 Implementation of policy and procedure to implement enterprise modeling. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 Some standard formats for data and information exchange.	2 Statewide is not likely. (CORHIO is an example of one organization that will work with HCPF to share data.) MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM for Plan Management.	2 Adoption of diagrams and spreadsheets that depict the business area high-level data. MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	1 No CDM, so no LDM.	2 Set up within agency. MITA 3.0 Capability Matrix
Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards? Supporting Evidence Reference	1 Limited standards around vocabulary.	2 Implement internal structure. MITA 3.0 Capability Matrix

Information Architecture Scorecard - Provider Management		
Information Area	As-Is Level of Component Capability	To-Be Level of Component Capability
Data Management Strategy		
Does business area have governance of data management? Supporting Evidence Reference	2 Some policies in place to promote data governance.	3 Improve structure. MMIS RFP/Contract. MITA 3.0 Capability Matrix.
Does business area have common data architecture? Supporting Evidence Reference	1 Different structures in place, but not cohesive. Data comes from DORA, CDPHE, etc.	2 Implement internal policies to promote data architecture. MITA 3.0 Capability Matrix
Does each business area use Enterprise Modeling? Supporting Evidence Reference	1 No enterprise modeling in place.	2 Implementation of internal policy and procedures to promote enterprise modeling. MITA 3.0 Capability Matrix
Does business area utilize data sharing architectures? Supporting Evidence Reference	2 Data sharing is in place, but is not streamlined.	3 Improve upon centralization of data sharing. MITA 3.0 Capability Matrix
Conceptual Data Model (CDM)		
Does business area have CDMs? Supporting Evidence Reference	1 No CDM in place.	2 Adoption of diagrams, spreadsheets that depict business area high-level data and general relationships. MITA 3.0 Capability Matrix
Logical Data Model (LDM)		
Does business area have LDMs? Supporting Evidence Reference	2 Identification of data classes and attributes relationships, data standards, and code sets within agency.	3 LDM identifies data classes, attributes, relationships. MITA 3.0 Capability Matrix

Data Standards		
Does business area use structure and vocabulary data standards to support current and emerging health data standards?	2	3
	Internal structure and vocabulary data standards. State-specific and HIPAA data standards.	Standardize structure and vocabulary data for automated electronic intrastate interchanges and interoperability. MITA Framework, other industry standards used. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

12 – Technical Architecture Scorecards

Technical Architecture Scorecard - Business Relationship Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2 Current portal: HCPF There is a combination of manual and automated functions. Information about the Data Review Board, submitting requests, etc. is available on the website but the work necessary to behind it is manual.	3 MMIS RFP/Contract
Supporting Evidence Reference		
Business Intelligence	2 External Data Review Board tracks requests.	3 BIDM RFP
Supporting Evidence Reference		
Forms and Reporting	2 Electronic forms	3 Increased use of electronic forms.
Supporting Evidence Reference		
Performance Measures	1 CORA request require adherence to certain timeline. Other data performance metrics are not tracked. Data requests timelines are not tracked. Data Review Board: Provides timelines to requestors if request is granted.	1 Dept. is not actively working at this area. Dept. adopts industry-standard metrics as they are available but does not create its own metrics.
Supporting Evidence Reference		
Security and Privacy	2 Provides access to services via HCPF website.	3 MMIS RFP/Contract
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Mix of automated and manual steps	2 N/A
Supporting Evidence Reference		
Relationship Management	2 Mix of HIPAA and state-specific standards for service support	2 N/A
Supporting Evidence Reference		
Data Connectivity	1 The hub is in place. All data requests are completed on a case-by-case basis	1 Wider implementation of the hub
Supporting Evidence Reference		
Service Oriented Architecture	1 There is not institutionalized knowledge of the Data Review Board and its functions and processes	2 MMIS RFP/Contract
Supporting Evidence Reference		
System Extensibility	2 Mix of automated and manual steps	2 N/A
Supporting Evidence Reference		

Technical Architecture Scorecard - Business Relationship Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Integration and Utility		
Configuration Management	1	2
Supporting Evidence Reference	No configuration management technology	N/A
Data Access and Management	1	2
Supporting Evidence Reference	Ad hoc formats for information exchange	N/A
Decision Management	1	1
Supporting Evidence Reference	Rules are manual	N/A
Logging	2	2
Supporting Evidence Reference	HCPF has access to users' activity history	N/A
Utility	1	2
Supporting Evidence Reference	Business process consists primarily of manual activities	MMIS RFP/Contract

*Note that "N/A" indicates that the state has not crafted a policy in this area, or no evidence exists.

Technical Architecture Scorecard - Contractor Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2	2
Supporting Evidence Reference	SDAC, Provider Web Portal (get information, download reports). Not available to all contractors, however.	MITA 3.0 Capability Matrix; Continue to improve level 2
Business Intelligence	3	3
Supporting Evidence Reference	Available through SDAC. Most data analytics are obtained through the Data Analytics Section (DAS) through Cognos, however. Mix of manual and automatic.	MITA 3.0 Capability Matrix; BIDM will aid in this area, but 4 is too enterprise-oriented.
Forms and Reporting	2	3
Supporting Evidence Reference	Use of electronic forms	MITA 3.0 Capability Matrix
Performance Measures	1	2
Supporting Evidence Reference	Physical site reviews are manual. There are some automated processes. Outcomes are claims- and process-driven. Every contract manager conducts their own tracking.	MITA 3.0 Capability Matrix
Security and Privacy	2	2
Supporting Evidence Reference	Provider Web Portal requires authentication, for example.	MITA 3.0 Capability Matrix
Intermediary and Interface		
Business Process Management	2	2
Supporting Evidence Reference	eClearance provides some automated workflow. SharePoint also allows some workflow.	MITA 3.0 Capability Matrix; Continue to improve level 2
Relationship Management	2	2
Supporting Evidence Reference	Phone, email, meetings. For example, any revisions are provided to the Contractor via email. Emails are encrypted to share information with contractors.	MITA 3.0 Capability Matrix
Data Connectivity	1	2
Supporting Evidence Reference	Manual information exchange	MITA 3.0 Capability Matrix
Service Oriented Architecture	1	2
Supporting Evidence Reference	Does not currently exist for this BA	MITA 3.0 Capability Matrix
System Extensibility	2	2
Supporting Evidence Reference	Mix of manual and electronic transactions	MITA 3.0 Capability Matrix; Continue to improve level 2

Technical Architecture Scorecard - Contractor Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Integration and Utility		
Configuration Management	1	2
Supporting Evidence Reference	No configuration management technology	MITA 3.0 Capability Matrix; MMIS, PBMS, and BIDM procurements may aid in obtaining level 2
Data Access and Management	1	2
Supporting Evidence Reference	Ad hoc formats for information exchange	MITA 3.0 Capability Matrix
Decision Management	1	2
Supporting Evidence Reference	Manual application of business rules. Clearance process is somewhat automated and is a somewhat consistent process	MITA 3.0 Capability Matrix; Goal is to become more consistent
Logging	2	2
Supporting Evidence Reference	There are specific rules around the SDAC. There are processes in place for role-based access.	MITA 3.0 Capability Matrix; Continue to improve level 2
Utility	1	2
Supporting Evidence Reference	Industry standards are difficult to implement.	MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Care Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	1 Case Managers and Providers have some system access. There is no client access to systems.	3 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Business Intelligence	1 Available by custom-coded programming	4 BIDM RFP/Contract; MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Forms and Reporting	1 Process paper PARs	3 MMIS and BIDM RFPs/Contracts; MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measures	1 Largely manual processes used to calculate performance measures	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Security and Privacy	2 Provides provider access to services	3 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Mix of manual and automated processes	3 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Relationship Management	1 Automation is system-dependent	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Connectivity	1 Lack transparency	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Service Oriented Architecture	1 No SOA in place	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
System Extensibility	1 Code changes for additional system functionality	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Integration and Utility		
Configuration Management	1 BUS and DDDWeb may be a level 2, but the other components of Care Management result in level 1	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Access and Management	1 Ad hoc formats for information exchange	2 MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Decision Management	1 Largely manual application of business rules	2 MITA 3.0 Capability Matrix; MMIS and BIDM RFPs and contracts
Supporting Evidence Reference		

Technical Architecture Scorecard - Care Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Logging	1	2
Supporting Evidence Reference	Stakeholders use log-on identification and password for access to system capabilities.	MITA 3.0 Capability Matrix; MMIS and BIDM RFPs and contracts
Utility	1	2
Supporting Evidence Reference	Manual activities, simple architecture	MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Eligibility and Enrollment Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2 Portals are accessible through IE, Chrome, Firefox. PEAK	3 MMIS RFP/Contract has requirements for support of multiple browsers. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Business Intelligence	3 Access is limited to a small group of business analysts or data section staff.	4 MMIS RFP/Contract. HP will develop standards for performance metrics. BIDM RFP/Contract will provide analytics. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Forms and Reporting	2 Provider Enrollment requires paper applications and forms. Data is then manually entered into the MMIS. Client applies in PEAK, which allows electronic forms.	3 Hoping to move to more electronic. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measures	2 Program-specific performance measures are in place. For client eligibility, level 3 currently.	3 Adopt CMS-defined performance standards and metrics. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Security and Privacy	2 No single sign-on	3 Access to services via mobile devices. Access via single sign-on for a majority of applications. MMIS RFP/ Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Some processes are automated.	3 Connect for Health Colorado MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Relationship Management	2 Mix of HIPAA- and state-specific standards to distribute information about providers and clients	3 More personalization of some data. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Connectivity	1 Send information via email, fax. No information hub. Provider enrollment is highly manual.	2 Implement information hub. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Service Oriented Architecture	1	3

Technical Architecture Scorecard - Eligibility and Enrollment Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Supporting Evidence Reference System Extensibility	PEAK and CBMS are both Deloitte-managed systems, but integration with other agencies and systems is difficult. Non-standardized approach to orchestration and composition of functions. 1	MMIS RFP/Contract. MITA 3.0 Capability Matrix. 3
Supporting Evidence Reference	No web services. Even though the client goes online, the website itself only publishes data. PARIS database transmits client eligibility information (Medicaid, other benefits packages, etc.) to national database.	Support of Exchanges. MITA 3.0 Capability Matrix
Integration and Utility		
Configuration Management	2	3
Supporting Evidence Reference Data Access and Management	Use of configuration management. Use of automated and manual configuration management methodologies 1	Implement "plug and play" MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Decision Management	Ad hoc format for information exchange. 1	Implement MITA standards and other nationally-recognized standards. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Logging	Provider enrollment business rules are manually applied. CBMS has automated business rules. BUS has programmed business rules. 2	MMIS RFP/Contract. Real-time client eligibility MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Utility	Logging is available in CBMS. Level 2 for client eligibility. For provider enrollment, audit history is tracked and displayed to a user. 1	No Public Key Infrastructure in the next 3-5 years. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference	In Colorado, security assessments are required for <i>new</i> systems, but not all systems have had security assessments.	Adopt more standards for these processes. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Financial Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	1 Some client access functions are still fully manual	2 CORE implementation will support more access points, more browsers. MITA 3.0 Capability Matrix
Supporting Evidence Reference Business Intelligence	1 Some controlled access to BI. COFRS has canned reports and capability to query some data. However, it's manually intensive and requires customized request to get the information. Programmers have to query SQL and transform data for anything that does not come from Cognos (canned reports)	3 New DSS and CORE will have robust BI functionality. Data will be architected and transformed for BI tools that are needed (as opposed to SQL coding) MITA 3.0 Capability Matrix
Supporting Evidence Reference Forms and Reporting	1 Use of paper and manual processes and manual data entry for many functions	3 New MMIS will support online electronic forms MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measures	1 Some performance metrics are used, but documented in spreadsheets and not formal/standardized	2 Formalize performance standards and have the ability to report on them. New DSS and CORE will have robust BI functionality. Data will be architected and transformed for BI tools that are needed (as opposed to SQL coding) MITA 3.0 Capability Matrix
Supporting Evidence Reference Security and Privacy	1 Some EDI transactions. Do not use browsers, kiosks or phones	3 Access via mobile phones, kiosks, browsers. New MMIS will include Single Sign On security MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Supports manual and automated business processes	2 Continued to automate business processes but will not be fully intrastate. MITA 3.0 Capability Matrix
Supporting Evidence Reference Relationship Management	1 Support users with spreadsheets that are manually created from COGNOS and custom SQL queries	2 Use a mix of industry and state specific standards. MITA 3.0 Capability Matrix
Supporting Evidence Reference Data Connectivity	1	3

Technical Architecture Scorecard - Financial Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Supporting Evidence Reference Service Oriented Architecture	Manual information exchange. Department still sometimes uses disks that require manual upload of information 1	Electronic exchange in standard, defined format. Implementation of CORE and new MMIS will enable intrastate communication. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference System Extensibility	Currently primarily non standard functions 1	Will develop MITA service BUS with implementation of CORE and new MMIS. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference	Does not use web services	Mix of web services with CORE and new MMIS. MITA 3.0 Capability Matrix
Integration and Utility		
Configuration Management	1	2
Supporting Evidence Reference Data Access and Management	Limited configuration management 1	Use of technology neutral interfaces. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Decision Management	Ad-hoc formats for information exchange 1	Will apply single source of information methodology. Uncertain as to what CORE will provide for data access and management. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Logging	Application of business rules is inconsistently applied; lack of documentation related to business rules. 1	Business rules will reside in rules engine with new MMIS and DSS. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Utility	Users use log on identification and password for access to system capabilities 1	Access to activity logs, but still use logon for user identification and passwords. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference	Manual	Will Introduce versioning. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Member Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2 PEAK is available to allow clients to view information and make edits to their demographic information. Providers can check client eligibility. Grievances and appeals are manual. Outreach is manual.	3 MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Business Intelligence	3 Custom-coded programming and standard queries. Example: SDAC access limited to small group of stakeholders.	4 BIDM RFP/Contract. Strategic business intelligence environment with defined governance policies and enforcement. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Forms and Reporting	2 Data entry using electronic forms. Produces reports with manual data entry and processing. Clients cannot submit electronic attachments. MMIS can accept attachments.	4 MMIS RFP/Contract, R5 (new interfaces, electronic health records, CORHIO), improvements to CBMS. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measures	2 Use CMS-defined performance standards and metrics.	3 CMS-defined performance standards and metrics. Defining metrics for specific business processes for collection and reporting of performance standards. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Security and Privacy	2 MMIS access to providers available. Technical capability exists for client. No single sign-on for HCPF staff.	3 MMIS RFP/Contract MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Use of automatic and manual business processes.	3 MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Relationship Management	2 Mix of state-specific and HIPAA standards.	3 Provide services support using architecture that complies with MITA. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Connectivity	2	3

Technical Architecture Scorecard - Member Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Supporting Evidence Reference Service Oriented Architecture	Mix of manual and automated exchanges. No interface between BUS and MMIS. BUS and CBMS interface exists. MMIS and CBMS interface is bi-directional. 1	Exchange with multiple intrastate agencies. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference System Extensibility	No SOA 2	MMIS RFP/Contract, BIDM RFP/Contract, PBMS RFP/Contract MITA 3.0 Capability Matrix. 2
Supporting Evidence Reference	Mix of manual and electronic transactions to conduct business activity.	"Seamless coordination with HHS applications and intrastate agencies" is the component that will likely keep SMA at 2 MITA 3.0 Capability Matrix
Integration and Utility		
Configuration Management	1	3
Supporting Evidence Reference Data Access and Management	Configuration management performed in CBMS. MMIS is prone to problems. 1	Software configuration management to reproduce solutions in a controlled, incremental fashion MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Decision Management	Ad hoc formats for information exchange. 1	MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Logging	Manual application of business rules. 1	Standard business rules in a rules engine - MMIS RFP/Contract MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Utility	Minimal audit trail in MMIS. CBMS has more detailed record. 1	Access to user history and other management functions. PKI unlikely. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference	Business processes consist of manual activity. Minima web service utility type services in isolated areas.	Simple architected software services involving database integration and reliable messaging. Versioning, mediation, and distributed systems. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Operations Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	1 Providers are able to access business functions, but access is manual. Clients do not have access to clinical, claims data.	3 Some components are at a 2 now. BIDM RFP/Contract includes single sign-on, client access, contractor support of multiple browsers. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Business Intelligence	1 Available by custom-coded programming. MSIS files are inconsistent.	3 BIDM RFP/Contract Business intelligence tool is used currently, allowing information to be consistent and reliable in some areas. Goal is to improve consistency and reliability. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Forms and Reporting	2 Data entry using electronic forms. Reports produced with manual data entry	3 Online electronic forms accept limited file type. Periodic submission of electronic reports. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measures	2 Xerox contract contains performance measures and SLAs. Information is in predefined formats. Some of the data must be gathered from multiple sources for weekly status reports. SLA metrics are presented in the weekly status report. Monthly report card from Xerox even includes measures for manual processes.	3 CMS-defined performance standards and metrics. Defines performance measures for collection and reporting. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Security and Privacy	2 Collect security information from all providers. All providers must have trading partner ID to submit and collect reports. This gives providers access to AVR. All of this access is managed and reviewed. Access is similarly selective for other Dept. staff and contractors. Electronic security capabilities in place.	3 Single sign-on. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Intermediary and Interface		
Business Process Management	2 Mix of automatic and manual business processes	3 Adopt specification and management of business processes. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

Technical Architecture Scorecard - Operations Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Relationship Management	2 HIPAA and state standards in place for service support: Xerox authenticates by provider ID at the call center. Signed releases must be in place before a client's representative may receive information on the client.	3 MMIS RFP/Contract, BIDM RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Connectivity	1 Manual information exchange: flat files	2 MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Service Oriented Architecture	1 Non-standardized approaches to orchestration and composition of functions.	3 MMIS RFP/Contract, BIDM RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
System Extensibility	2 Isolated web services: e.g. File and report services (Provider Claim Reports, Provider PAR letters), Interactive claims submission; Mix of manual and electronic transactions	3 Use RESTful and/or SOAP-based web services for seamless coordination and integration with other US Department of Health and Human Services applications and intrastate agencies. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Integration and Utility		
Configuration Management	1 Mainframe. Implementation of new technology significantly impacts existing systems.	2 MMIS RFP/Contract, BIDM RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Access and Management	1 Ad hoc formats for information exchange	2 Single source of information methodologies. Data models and maps information exchanged with external organizations to the model. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Decision Management	2 Business rules are embedded in the MMIS.	3 Standardized business rules definition that reside in Rules Engine. MMIS RFP/Contract; BIDM RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Logging	1	2 Access to the user's history and other management functions, including log-on approvals/disapprovals and log search and playback. MITA 3.0 Capability Matrix
Supporting Evidence Reference	No access to user's activity history.	

Technical Architecture Scorecard - Operations Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Utility	2	3
Supporting Evidence Reference	Isolated web services. Industry standards have been incorporated into requirements and testing.	Business process orchestration in event-driven environment. Use SDLC. Adoption of all industry standards. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Performance Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	1	3
Supporting Evidence Reference	Most interaction is manual	Single sign on access and client portal. MITA 3.0 Capability Matrix
Business Intelligence	1	3
Supporting Evidence Reference	BI is available but difficult to pull	Get to a more analytical tool - BIDM. MITA 3.0 Capability Matrix
Forms and Reporting	1	2
Supporting Evidence Reference	Manual process to pull reports	Move toward electronic tools. MITA 3.0 Capability Matrix
Performance Measures	1	2
Supporting Evidence Reference	Some are currently captured in Excel	Collect information in pre-defined formats. Use of pre-defined and ad-hoc reporting mechanisms. MITA 3.0 Capability Matrix
Security and Privacy	1	3
Supporting Evidence Reference	Client access is currently manual and paper based	Moving toward a single sign on. MITA 3.0 Capability Matrix
Intermediary and Interface		
Business Process Management	1	2
Supporting Evidence Reference	Primarily paper based	Mix of manual and automated. MITA 3.0 Capability Matrix
Relationship Management	2	3
Supporting Evidence Reference	Mix of HIPAA and state specific standards	New system to define the adoption and service support that complies with MITA framework. MITA 3.0 Capability Matrix
Data Connectivity	1	2
Supporting Evidence Reference	Manual process currently	Opportunities within the agency for automating data. MITA 3.0 Capability Matrix
Service Oriented Architecture	1	2
Supporting Evidence Reference	Non-standardized approach	Conducts reliable messaging. MITA 3.0 Capability Matrix
System Extensibility	1	2
Supporting Evidence Reference	Difficult to change the system	Use of manual and electronic and uses isolated web services. MITA 3.0 Capability Matrix
Integration and Utility		
Configuration Management	1	2
Supporting Evidence Reference	Does not use configuration model	Use of manual and automated- will come with the new system. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Performance Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Data Access and Management	1	2
Supporting Evidence Reference	Use of ad hoc and point to point	Single source of information. MITA 3.0 Capability Matrix
Decision Management	1	2
Supporting Evidence Reference	Use of manual and no common rules engine	Obtain a common rules engine. MITA 3.0 Capability Matrix
Logging	1	2
Supporting Evidence Reference	Manual process	Collect more historical information. MITA 3.0 Capability Matrix
Utility	1	2
Supporting Evidence Reference	Information is isolated	Move toward automation with some manual processes. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Plan Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2	3
Supporting Evidence Reference	Access through portal (read-only).	More browser support and interactive portal. MITA 3.0 Capability Matrix
Business Intelligence	1	3
Supporting Evidence Reference	Data warehouse does not contain information related to state plan. Health benefit updates to the MMIS are hard-coded.	BIDM and MMIS RFPs/Contracts. BIDM and MMIS should have rules engines. MITA 3.0 Capability Matrix
Forms and Reporting	1	2
Supporting Evidence Reference	Direct data entry.	MMIS RFP/Contract. Online version of state plan that is managed by a select group. MITA 3.0 Capability Matrix
Performance Measures	1	2
Supporting Evidence Reference	Limited performance measurement. Benefit plan updates are manual	Implement internal standards. MITA 3.0 Capability Matrix
Security and Privacy	1	2
Supporting Evidence Reference	EDI, FaxBack, manual submission	Access to more information. MITA 3.0 Capability Matrix
Intermediary and Interface		
Business Process Management	1	2
Supporting Evidence Reference	Manual, paper-based activity	Mix of manual and automatic business processes. MITA 3.0 Capability Matrix
Relationship Management	1	2
Supporting Evidence Reference	Primarily manual activities to support the business.	Increase standards, improve automation. MITA 3.0 Capability Matrix
Data Connectivity	1	2
Supporting Evidence Reference	Manual communication of data, via email or telephone	Increase standards, improve automation. Greater access to data. BIDM RFP/Contract will aid in development of data hub. MITA 3.0 Capability Matrix
Service Oriented Architecture	1	2
Supporting Evidence Reference	No SOA.	MMIS RFP/Contract. MITA 3.0 Capability Matrix
System Extensibility	1	2
Supporting Evidence Reference	Custom-coded health benefit plan updates in MMIS.	Mix of manual and electronic transactions. Increased use of web services. MMIS RFP/Contract. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Plan Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Integration and Utility		
Configuration Management	1	2
Supporting Evidence Reference	Very manual.	Mixture of manual and automated processes, but minimize impact to system when technology changes. MMIS RFP/ Contract. MITA 3.0 Capability Matrix
Data Access and Management	1	2
Supporting Evidence Reference	Ad hoc formats for information exchange.	One schema with tight coupling. Single source of information methodologies. MITA 3.0 Capability Matrix
Decision Management	1	2
Supporting Evidence Reference	Manual application of business rules, resulting in unreliable or inconsistent decision making.	Embed business rules in core application code. MITA 3.0 Capability Matrix
Logging	1	2
Supporting Evidence Reference	Inconsistent monitoring of user history, activity.	SMA regularly monitors logging. MITA 3.0 Capability Matrix
Utility	1	2
Supporting Evidence Reference	Manual activities, minimal web services.	Versioning, mediation, distributed systems. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Provider Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Access and Delivery		
Client Support	2	3
Supporting Evidence Reference	Manual and automated.	Single online access point for providers. Support of three browsers. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Business Intelligence	1	3
Supporting Evidence Reference	Communication with providers is bidirectional. Grievance and appeal process is entirely manual.	Business intelligence information available for specific business functions. SMA limits access to small group of stakeholders. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Forms and Reporting	1	3
Supporting Evidence Reference	Highly manual.	Online electronic forms accept limited file type attachments. SMA adopts periodic submission of electronic reports. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Performance Measures	1	3
Supporting Evidence Reference	No centralized performance measurements. Calculates performance measures and metrics and spreadsheets.	SMA adopts CMS-defined performance standards and metrics. SMA defines performance metrics and measures for specific business processes for collection and reporting of performance standards. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Security and Privacy	1	3
Supporting Evidence Reference	Provider access to services via manual submission, or EDI. Policy and procedure controls to ensure privacy of information.	Single sign-on for providers. MMIS RFP/Contract. MITA 3.0 Capability Matrix.
Intermediary and Interface		
Business Process Management	1	2
Supporting Evidence Reference	There is some automation, but business processes consist primarily of manual, paper-based activities.	Use of MITA framework. Mix of manual and automated business processes. MITA 3.0 Capability Matrix
Relationship Management	2	3
Supporting Evidence Reference	Mix of HIPAA and state-specific standards for service support.	Adoption of Business Relationship Management. MMIS RFP/Contract. MITA 3.0 Capability Matrix

Technical Architecture Scorecard - Provider Management		
Technical Service Area	As-Is Level of Technical Service Capability	To-Be Level of Technical Service Capability
Data Connectivity	1 Manual information exchange between multiple organizations, sending information via telephone or email to data.	3 Electronic information exchange with multiple intrastate agencies. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Service Oriented Architecture	1 No SOA.	2 Reliable messaging, including message delivery and support for non-deliverable messages. MMIS RFP/Contract allows some components of a 3, but other state agencies may not be able to comply. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
System Extensibility	1 Extensive code changes for additional system functionality.	2 Coordination will not be seamless. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Integration and Utility		
Configuration Management	1 Technology-dependent interfaces to applications.	3 SMA uses software configuration management to reproduce solutions in a controlled, incremental fashion, rather than focusing on controlling solution products. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Data Access and Management	1 Ad hoc formats for information exchange.	3 SMA conducts information exchange using MITA framework, industry standards, and other nationally recognized standards. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Decision Management	1 Manual application of business rules.	3 Rules engine. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Logging	1	3 User authentication using PKI. Role-based authorization to system resources using log-on credentials. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Utility	1 Manual	3 MITA 3.0 Capability Matrix
Supporting Evidence Reference		

13 – Seven Standards and Conditions Scorecards

Seven Standards and Conditions Scorecard - Business Relationship Management					
All MITA Business Areas		As-Is Level of Business Capability		To-Be Level of Business Capability	
Modularity Standard					
Business Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference					
Information Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference					
Technical Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference		N/A		N/A	
Performance Measure		N/A		N/A	
MITA Condition					
Business Architecture		3		4	
Supporting Evidence		HCPF updates or completes its SS-A		HCPF updates its MITA Roadmap	
Reference					
Information Architecture		3		4	
Supporting Evidence		HCPF updates or completes its SS-A		HCPF updates its MITA Roadmap	
Reference					
Technical Architecture		3		4	
Supporting Evidence		HCPF updates or completes its SS-A		HCPF updates its MITA Roadmap	
Reference		N/A		N/A	
Performance Measure		N/A		N/A	
Industry Standards Condition					
Business Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference					
Information Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference					
Technical Architecture		2		2	
Supporting Evidence		N/A		N/A	
Reference		N/A		N/A	
Performance Measure		N/A		N/A	
Leverage Condition					
Business Architecture		1		2	
Supporting Evidence		No leveraging		HCPF would like to identify and leverage existing components	
Reference					
Information Architecture		1		2	
Supporting Evidence		No leveraging		HCPF would like to identify and leverage existing components	
Reference					
Technical Architecture		1		2	
Supporting Evidence		No leveraging, no SOA		HCPF would like to identify and leverage existing components	
Reference		N/A		N/A	
Performance Measure		N/A		N/A	

Seven Standards and Conditions Scorecard - Business Relationship Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Business Results Condition		
Business Architecture	2	3
Supporting Evidence	N/A	MMIS RFP
Reference		
Information Architecture	2	3
Supporting Evidence	N/A	MMIS RFP
Reference		
Technical Architecture	2	3
Supporting Evidence	N/A	MMIS RFP
Reference	N/A	N/A
Performance Measure		
Reporting Condition		
Business Architecture	2	3
Supporting Evidence	There are some reports and some performance monitoring but these are not standardized throughout HCPF.	N/A
Reference		
Information Architecture	2	3
Supporting Evidence	There are some reports and some performance monitoring but these are not standardized throughout HCPF.	N/A
Reference		
Technical Architecture	2	3
Supporting Evidence	There are some reports and some performance monitoring but these are not standardized throughout HCPF.	N/A
Reference		
Performance Measure	N/A	N/A
Interoperability Condition		
Business Architecture	2	2
Supporting Evidence	Dept knows what information it is exchanging now	Improved information exchange
Reference		
Information Architecture	2	2
Supporting Evidence	Dept knows what information it is exchanging now	Improved information exchange
Reference		
Technical Architecture	2	2
Supporting Evidence	Dept knows what information it is exchanging now	Improved information exchange
Reference		
Performance Measure	N/A	N/A

*Note that "N/A" indicates that the state has not crafted a policy in this area, or no evidence exists.

Seven Standards and Conditions Scorecard - Contractor Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1	2
Supporting Evidence Reference	MITA 3.0 SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3	4
Supporting Evidence Reference	MITA SS-A 2014	MITA 3.0 Capability Matrix
Information Architecture	3	4
Supporting Evidence Reference	MITA SS-A 2014	MITA 3.0 Capability Matrix
Technical Architecture	3	4
Supporting Evidence Reference	MITA SS-A 2014	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	1	2
Supporting Evidence Reference	MITA 3.0 SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	2	2
Supporting Evidence Reference	MITA 3.0 SS-A 2014 Use Cases	
	Rules reviews (eliminating outdated language), streamlining contracts, updating templates	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard; No CDM in place	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	Not in place.	MITA 3.0 Capability Matrix
	N/A	N/A
Business Results Condition		
Business Architecture	2	2
Supporting Evidence Reference	MITA 3.0 SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	2	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Contractor Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture Supporting Evidence Reference Performance Measure	2 Technical Architecture Scorecard N/A	2 MITA 3.0 Capability Matrix N/A
Reporting Condition		
Business Architecture Supporting Evidence Reference	3 MITA 3.0 SS-A 2014 Use Cases Currently communicating with contractor, audit trails	4 MITA 3.0 Capability Matrix Currently, some components of level 4 are in place. Plan to continue
Information Architecture Supporting Evidence Reference	3 Information Architecture Scorecard	4 MITA 3.0 Capability Matrix
Technical Architecture Supporting Evidence Reference Performance Measure	3 Technical Architecture Scorecard N/A	4 MITA 3.0 Capability Matrix N/A
Interoperability Condition		
Business Architecture Supporting Evidence Reference	1 MITA 3.0 SS-A 2014 Use Cases	2 MITA 3.0 Capability Matrix
Information Architecture Supporting Evidence Reference	1 Information Architecture Scorecard	1 MITA 3.0 Capability Matrix
Technical Architecture Supporting Evidence Reference Performance Measure	1 Technical Architecture Scorecard N/A	1 MITA 3.0 Capability Matrix N/A

Seven Standards and Conditions Scorecard - Care Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1 The SMA does not have a Business Process Management methodology nor does it have defined business rules.	2
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3 The SMA updates or completes its SS-A for Business Architecture and the SSC Business Architecture portion.	4
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	2	4
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	2	4
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	1 The SMA focuses on completing compliance thresholds for state and federal regulations using state-specific business analysis standards.	2
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1 Very little collaboration occurs with other agencies to leverage or reuse business processes.	2
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix; MMIS RFP/Contract
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Care Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	1	2
	The SMA business processes are mostly manual. Account access is manual.	
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Reporting Condition		
Business Architecture	2	3
	The SMA begins to conduct reports to conduct program evaluations and continuous improvement in business operations. (QIS)	
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Interoperability Condition		
Business Architecture	2	3
	The SMA identifies areas where it interacts with the Exchange, or Health Information Exchanges.	
Supporting Evidence Reference	MITA SS-A 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Eligibility and Enrollment Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	2	3
Supporting Evidence Reference	Scorecards indicate that there are some business rules in place. MITA 3.0 2014 Use Cases	The SMA uses BPM methodology to transform intrastate business operations into manageable business processes for reusability and maintainability and has interstate standardized business rules definitions. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Standards documentation for interfaces. No standards across state. Information Architecture Scorecard	Move to intrastate standards. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	The SMA does not use a SDLC methodology, reusable system architecture, or standardized business rules. Technical Architecture Scorecard	Use SDLC methodology, document open interfaces. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3	4
Supporting Evidence Reference	The SMA updates or completes its SS-A for BA and the Seven Standards and Conditions BA portion. MITA 3.0 SS-A 2014	The SMA develops its MITA roadmap for BA. MITA 3.0 Capability Matrix
Information Architecture	2	4
Supporting Evidence Reference	MITA 3.0 SS-A 2014. Information Architecture Scorecard	The SMA develops its MITA roadmap for BA. MITA 3.0 Capability Matrix
Technical Architecture	2	3
Supporting Evidence Reference	MITA 3.0 SS-A 2014. Technical Architecture Scorecard	Update SS-A annually. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	1	2
Supporting Evidence Reference	The SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific business analysis standards. MITA 3.0 2014 Use Cases	The SMA applies a mixture of federal and state specific standards for business analysis. MITA 3.0 Capability Matrix
Information Architecture	2	3

Seven Standards and Conditions Scorecard - Eligibility and Enrollment Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference Technical Architecture	Mix of state-specific and HIPAA standards. Information Architecture Scorecard 1	Move towards adding accommodation standards (Section 508) MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Performance Measure	Meeting thresholds. Technical Architecture Scorecard N/A	Mixture of HIPAA and state-specific messaging and technology standards. MITA 3.0 Capability Matrix N/A
Leverage Condition		
Business Architecture	1	2
Supporting Evidence Reference Information Architecture	Very little collaboration occurs with other agencies to leverage or reuse business processes. MITA 3.0 2014 Use Cases 1	The SMA identifies existing Agency solutions for its business processes and identifies duplicative business processes. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Technical Architecture	Some collaboration with CDHS on data standards. Information Architecture Scorecard 1	Reach level 2 on wider scale. Is already being done in some areas. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Performance Measure	Some collaboration with other agencies. Technical Architecture Scorecard N/A	Implement SOA. MITA 3.0 Capability Matrix N/A
Business Results Condition		
Business Architecture	1	2
Supporting Evidence Reference Information Architecture	The SMA business processes are predominantly manual. MITA 3.0 2014 Use Cases 1	Improve communications with stakeholders. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Technical Architecture	There are some SLAs for data standards. Information Architecture Scorecard 1	Have SLAs and KPIs, monitor data standards. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Performance Measure	SLAs are not in place across all systems. Technical Architecture Scorecard N/A	Have SLAs and KPIs, monitor system performance. MITA 3.0 Capability Matrix N/A
Reporting Condition		
Business Architecture	1	2

Seven Standards and Conditions Scorecard - Eligibility and Enrollment Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference Information Architecture	Minimal performance metrics for this Business Area. The SMA does not conduct performance evaluations, or continuous improvement in business operations. MITA 3.0 2014 Use Cases 2	The SMA begins to produce reports to conduct program evaluations and continuous improvement in business operations. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Technical Architecture	Produces HIPAA-compliant transaction data, some reports, and some performance monitoring. Information Architecture Scorecard 2	Demonstrate the provision of timely transactions. MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Performance Measure	Generate services to produce reports through open messages within agency. Technical Architecture Scorecard N/A	Use services that automatically generate reports through open interface messages. MITA 3.0 Capability Matrix N/A
Interoperability Condition		
Business Architecture	1	2
Supporting Evidence Reference Information Architecture	There is no coordination with the Exchange, or Health Information Exchanges (HIE). CBMS currently coordinating with Exchange. MITA 3.0 2014 Use Cases 2	The SMA identifies areas where it interacts with the Exchange, or Health Information Exchanges (HIE). MITA 3.0 Capability Matrix 3
Supporting Evidence Reference Technical Architecture	No integration with Exchange, HIE. Information Architecture Scorecard 1	Other agencies can leverage data to make decisions on their programs. MITA 3.0 Capability Matrix 2
Supporting Evidence Reference Performance Measure	No integration with Exchange, HIE. Technical Architecture Scorecard N/A	The SMA adopts MITA Framework, industry standards, other technology standards for interaction with Exchange, state HIE, or other state agencies. MITA 3.0 Capability Matrix N/A

Seven Standards and Conditions Scorecard - Financial Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	2	3
Supporting Evidence Reference	Scorecards indicate that there are some business rules in place. MITA 3.0 2014 Use Cases	The SMA uses BPM methodology to transform intrastate business operations into manageable business processes for reusability and maintainability and has intrastate standardized business rules definitions. MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Does not use standard BPM methodology, very few defined business rules. Information Architecture Scorecard	Will adopt BPM methodology to identify business operations and processes and will move to greater standardization of business rules definition MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Does not use standard BPM methodology, very few defined business rules Technical Architecture Scorecard	Will adopt BPM methodology to identify business operations and processes and will move to greater standardization of business rules definition MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	2	4
Supporting Evidence Reference	The SMA begins to use the MITA SS-A for evaluation of its As Is and identification of its To Be capabilities for BA. MITA 3.0 SS-A 2014	The SMA develops its MITA roadmap for BA. MITA 3.0 Capability Matrix
Information Architecture	2	4
Supporting Evidence Reference	Beginning to use MITA SSA for evaluation of As Is and To Be capabilities for processes MITA 3.0 SS-A 2014	Will complete SS-A and develop MITA roadmap MITA 3.0 Capability Matrix
Technical Architecture	2	2
Supporting Evidence Reference	Beginning to use MITA SSA for evaluation of As Is and To Be capabilities for processes. MITA 3.0 SS-A 2014	Will complete SS-A and develop MITA roadmap MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Financial Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Industry Standards Condition		
Business Architecture	1	2
Supporting Evidence	The SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific business analysis standards.	The SMA applies a mixture of federal and state specific standards for business analysis.
Reference	MITA 3.0 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence	Meet compliance thresholds for state and federal regulation.	Mixture of State and federal standards for business analysis and will incorporate industry standards into requirements and test phases of projects
Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence	Meet compliance thresholds for state and federal regulation.	The SMA applies a mixture of federal and state specific standards for business analysis.
Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1	2
Supporting Evidence	There is little collaboration occurs with other agencies to leverage or reuse business processes.	The SMA identifies existing Agency solutions for its business processes and identifies duplicative business processes.
Reference	MITA 3.0 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence	Very little collaboration within Department to reuse or leverage business processes. Does not have SOA currently	Implementation of CORE and new MMIS solutions will increase collaboration and re-use.
Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence	Very little collaboration within department to reuse or leverage business processes. Does not have SOA currently	Enterprise BUS will enable department to leverage more functions and reduce duplication.
Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	1	2
Supporting Evidence	The SMA business processes are predominantly manual.	Support more automated processes and standard processes.
Reference	MITA 3.0 2014 Use Cases	MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Financial Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Information Architecture	1 Some CBMS information is inaccurate, but claims are not always accurately paid because the data is inaccurate and FFP is sometimes drawn inaccurately due to eligibility issues. Information Architecture Scorecard	2 Will pay claims more accurately and timely with new system. More automation will reduce data errors. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	1 Predominantly manual processes with no formal KPI or SLA for business operations. Technical Architecture Scorecard	2 Will pay claims more accurately and timely with new system. More automation will reduce data errors and improve intra department communication. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
Reporting Condition		
Business Architecture	1 Minimal performance metrics for this Business Area. The SMA does not conduct performance evaluations, or continuous improvement in business operations. MITA 3.0 2014 Use Cases	2 The SMA begins to produce reports to conduct program evaluations and continuous improvement in business operations. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	1 Can't easily access performance information and formal program evaluations are not in place Information Architecture Scorecard	3 BIDM will provide greater access to metrics that can be used to evaluate programs and support continuous improvement efforts MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	1 Can't easily access performance information and formal program evaluations are not in place Technical Architecture Scorecard	2 BIDM will provide greater access to metrics that can be used to evaluate programs and support continuous improvement efforts MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Financial Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Interoperability Condition		
Business Architecture	1	3
Supporting Evidence	There is little automated coordination with other agencies. CBMS currently coordinating with Exchange.	The implementation of the COFRS replacement (CORE) and the new MMIS will improve interoperability. BIDM will provide interoperability and data exchange with CORHIO and other agencies (e.g., DPHE, DORA, DHS)
Reference	MITA 3.0 2014 Use Cases	MITA 3.0 Capability Matrix
Information Architecture	1	3
Supporting Evidence	Not coordinating with HIX or other agencies to allow interoperability with other agencies.	The implementation of the COFRS replacement (CORE) and the new MMIS will improve interoperability. BIDM will provide interoperability and data exchange with CORHIO and other agencies (e.g., DPHE, DORA, DHS)
Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence	Not coordinating with HIX or other agencies to allow interoperability with other agencies.	The implementation of the COFRS replacement (CORE) and the new MMIS will improve interoperability. BIDM will provide interoperability and data exchange with CORHIO and other agencies (e.g., DPHE, DORA, DHS)
Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Member Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	2	3
Supporting Evidence Reference	Scorecards indicate that there are some business rules in place. MITA 3.0 2014 Use Cases	The SMA uses BPM methodology to transform intrastate business operations into manageable business processes for reusability and maintainability and has interstate standardized business rules definitions. MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Does not use SDLC, reusable interfaces. Information Architecture Scorecard	Adoption of data standards. MITA 3.0 Capability Matrix
Technical Architecture	1	3
Supporting Evidence Reference	Standardized business rule definitions into code. Does not use SDLC reusable messages or system architecture. Technical Architecture Scorecard	Use of intrastate standardized business rules definitions via business rules engine. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3	4
Supporting Evidence Reference	The SMA updates or completes its SS-A for Business Architecture and the SSC Business Architecture portion. MITA SS-A 2014 Use Cases	Complete roadmap. MITA 3.0 Capability Matrix
Information Architecture	2	4
Supporting Evidence Reference	Begin to use MITA. MITA 3.0 SS-A 2014	Complete roadmap. MITA 3.0 Capability Matrix
Technical Architecture	2	4
Supporting Evidence Reference	Begin to use MITA MITA 3.0 SS-A 2014	Complete roadmap. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	1	2
Supporting Evidence Reference	The SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific business analysis standards. Information Architecture Scorecard	The SMA applies a mixture of federal and state specific standards for business analysis. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Mix of federal- and state-specific standards. Information Architecture Scorecard	Use MITA framework, other industry standards. MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Member Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture	1 Focus on meeting compliance thresholds for state and federal regulations using state-specific technology standards.	2 Mixture of HIPAA and state-specific messaging and technology standards.
Supporting Evidence Reference	Technical Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1 Very little collaboration occurs with other state agencies to leverage or reuse business processes.	2 The SMA identifies existing agency solutions for its business processes and identifies duplicative business processes.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Information Architecture	1 Very little collaboration occurs with other agencies to leverage or reuse business processes.	2 Identify existing agency solutions for its business processes and identifies duplicative business processes.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1 Very little collaboration occurs with other agencies to leverage or reuse messages and technical solutions.	2 Collaborate within the agency to identify message, technical components and technology solutions with high applicability for reuse.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	1 The SMA business processes are predominantly manual.	2 The SMA uses accurate and timely processes and automated business processes.
Supporting Evidence Reference		
Information Architecture	2 SLA and some KPI for monitoring of data standards.	3 Use information and data standards for automating messages in the highly automate processing of health care and eligibility claims.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1	3

Seven Standards and Conditions Scorecard - Member Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Supporting Evidence Reference Performance Measure	Does not have SLA or KPI for system performance. Technical Architecture Scorecard N/A	Use of automate services and messages in the highly automated processing of health care and eligibility claims. Adopts system performance standards within state. MITA 3.0 Capability Matrix N/A
Reporting Condition		
Business Architecture	1 The SMA does not conduct program evaluations or continuous improvement in business operations.	2 The SMA begins to produce reports to conduct program evaluations and continuous improvement in business operations.
Supporting Evidence Reference	LEAN is currently underway for grievance and appeals process.	
Information Architecture	1 No data available in system on outreach, for example.	3 MMIS RFP/Contract, BIDM RFP/Contract. CBMS may be limiting factor.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1 Very little message data, services, or performance information.	3 MMIS RFP/Contract, BIDM RFP/Contract. CBMS may be limiting factor. Bi-directional interfaces. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	Technical Architecture Scorecard N/A	N/A
Interoperability Condition		
Business Architecture	2 The SMA identifies areas where it interacts with the Exchange.	3 The SMA implements seamless coordination and integration with the Exchange.
Supporting Evidence Reference		MITA 3.0 Capability Matrix
Information Architecture	2 Identifies information and data standards for interaction with the Exchange, or any other agencies to allow interoperability.	3 Adopt MITA framework, industry standards, nationally recognized standards and information for interaction with the Exchange.
Supporting Evidence Reference	Information Architecture Scorecard	MITA 3.0 Capability Matrix
Technical Architecture	1 2 is not fully met. Technical	3 Adopt MITA framework, industry standards, nationally recognized standards and information for
Supporting Evidence Reference	Architecture Scorecard	

Seven Standards and Conditions Scorecard - Member Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
		interaction with the Exchange. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Operations Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1 The SMA does not use a Business Process Management Methodology, nor does it have any defined business rules. MITA 3.0 2014 Use Cases	2 The SMA adopts BPM methodology to identify primary business operations and business processes and has some standardized business rules definitions. MMIS RFP. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 Adopts data standards and documents some interfaces. Information Architecture Scorecard	3 Intrastate expansion. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	1 Business rules embedded into core code. Technical Architecture Scorecard	2 Converts some interfaces to open interfaces and documents and inventories them. Standardized business rules definitions. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3 The SMA updates or completes its SS-A for the Business Architecture and the SSC Business Architecture portion. MITA 3.0 SS-A 2014	4 The SMA develops its MITA roadmap for the business architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	3 The SMA updates or completes its SS-A for the Information Architecture and the SSC Information Architecture portion. Information Architecture Scorecard	4 The SMA develops its MITA roadmap for the information architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	3 The SMA updates or completes its SS-A for the Technical Architecture and the SSC Technical Architecture portion. Technical Architecture Scorecard	4 The SMA develops its MITA roadmap for the technical architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	2 Mixture of federal and state specific standards for business analysis. Incorporates industry standards in requirements and testing phases of projects. MITA 3.0 2014 Use Cases	3 Use MITA framework, other nationally recognized standards for business analysis within intrastate agencies. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

Seven Standards and Conditions Scorecard - Operations Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Information Architecture	2	3
Supporting Evidence Reference	Mixture of HIPAA and state-specific standards. Information Architecture Scorecard	Use MITA framework, other nationally recognized standards for intrastate exchange of information within intrastate agencies. MITA 3.0 Capability Matrix
Technical Architecture	2	3
Supporting Evidence Reference	Technical Architecture Scorecard	Use MITA framework, other nationally recognized messaging and technology standards within intrastate agencies. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1	2
Supporting Evidence Reference	Very little collaboration occurs with other agencies to leverage or reuse business processes. MITA 3.0 2014 Use Cases	The SMA identifies existing agency solutions for its business processes and identifies duplicative business processes. MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Must transform all data received from other agencies into usable format for HCPF's purposes. They do not receive anything back. Information Architecture Scorecard	Identify and demonstrate consideration of existing agency data management and standardization solutions. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Must transform all data received from other agencies into usable format for HCPF's purposes. They do not receive anything back. Technical Architecture Scorecard	Collaborate within agency to identify message, technical components, and technology solutions with high applicability for reuse. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	1	3
Supporting Evidence Reference	Mix of automated and manual processes. Provider communications are highly automated, but providers do call in. Communications with clients are manual and clients do not have access to claims or clinical data. MITA 3.0 2014 Use Cases	Highly automated business processes support accurate and timely processing of health care and eligibility claims. MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Operations Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Information Architecture	2	3
Supporting Evidence Reference	SLA and some KPI in place. Information Architecture Scorecard	Use information and data standards for automating messages in automated processing of claims. MITA 3.0 Capability Matrix
Technical Architecture	2	3
Supporting Evidence Reference	SLA and some KPI in place. Technical Architecture Scorecard	Use automated services and messages in automated processing of claims. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Reporting Condition		
Business Architecture	2	3
Supporting Evidence Reference	SLAs and KPIs in place. Example: Processes for identifying and correcting adjudication errors. MITA 3.0 2014 Use Cases	Solutions produce transaction data, reports, and performance information. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Reports available. Xerox contract contains performance measures and SLAs. Information is in predefined formats. Some of the data must be gathered from multiple sources for weekly status reports. SLA metrics are presented in the weekly status report. Monthly report card from Xerox even includes measures for manual processes. Information Architecture Scorecard	Intrastate transaction data and reports with performance information available. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Not completely at level 2. Very little message data, services, or performance information. Technical Architecture Scorecard	BIDM RFP/Contract. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Interoperability Condition		
Business Architecture	2	3
Supporting Evidence Reference	SMA identifies where it interacts with other agencies (e.g. DORA, COFRS/CORE) MITA 3.0 2014 Use Cases	SMA implements seamless coordination with other agencies (e.g. DORA, COFRS/CORE). MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Identifies information and data standards for interaction with other agencies. Information Architecture Scorecard	Adopt MITA Framework, industry standards, for interaction with other agencies to allow interoperability. MITA 3.0 Capability Matrix

Seven Standards and Conditions Scorecard - Operations Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture	1	2
Supporting Evidence Reference	Manually compile HIX data with HCPF data to send to CMS. Coordination with HIX is labor/time intensive. Technical Architecture Scorecard	Identify standards to enable electronic adoption of standards. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Performance Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1 Does not use business process methodology. MITA 3.0 SS-A 2014 Use Cases	2 Some standardized business rules definitions. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	1 Currently lacking documentation. Information Architecture Scorecard	2 Adopting data standards of interfaces. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	1 Mix of HIPAA and state specific standards; no configuration management in place. Technical Architecture Scorecard.	2 New system to define the adoption and service support that complies with MITA framework; mix of manual and automated processes. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3 SMA completes its SS-A for the Business Architecture and Seven Standards and Conditions. MITA 3.0 SS-A 2014	4 SMA develops its MITA Roadmap for the Business Architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 Beginning to adopt standards. Information Architecture Scorecard.	3 Improving roadmap through the business reengineering through MMIS modernization. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	2 Some alignment with MITA, beginning to adopt standards. Technical Architecture Scorecard	3 Improving roadmap through the business reengineering through MMIS modernization. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
Industry Standards Condition		
Business Architecture	1 SMA focuses on meeting compliance thresholds using state-specific business analysis standards. MITA 3.0 SS-A 2014 Use Cases	2 Applies a mix of federal and state-specific standards for business analysis. Incorporate industry standards for testing and requirements phases of future projects. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 Beginning to adopt MITA standard. Information Architecture Scorecard	3 This should be included under the MMIS modernization and standardization. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

Seven Standards and Conditions Scorecard - Performance Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture	2	3
Supporting Evidence Reference	Beginning to adopt MITA standard. Technical Architecture Scorecard	This should be included under the MMIS modernization and standardization. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1	2
Supporting Evidence Reference	Very little collaboration occurs with other agencies to leverage or reuse business processes. MITA 3.0 SS-A 2014 Use Cases	Identifies existing agency solutions for its business processes and identifies duplicative processes. MITA 3.0 Capability Matrix.
Information Architecture	1	2
Supporting Evidence Reference	Small amount of collaboration with other agencies currently. Information Architecture Scorecard	Beginning to put collaboration into place with other agencies, increased standardization. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Little collaboration with other agencies. Technical Architecture Scorecard	Beginning to put collaboration into place with other agencies, increased standardization. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	1	2
Supporting Evidence Reference	SMA's business processes are predominantly manual. (This business area is inherently manual.) However, the SMA does have SLAs for its contractors who complete processes within this business area. MITA 3.0 SS-A 2014 Use Cases	Improve processes where possible via predictive analytics and BIDM. More effective communication with providers, clients, and public. MITA 3.0 Capability Matrix
Information Architecture	2	2
Supporting Evidence Reference	Use of some KPIs and SLAs. Information Architecture Scorecard	Retain current level. MITA 3.0 Capability Matrix
Technical Architecture	2	2
Supporting Evidence Reference	Use of some KPIs and SLAs. Technical Architecture Scorecard	Retain current level. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Performance Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Reporting Condition		
Business Architecture	2 The SMA does not conduct program evaluations or continuous improvement in this business area. (No performance metrics other than contractor SLAs.) MITA 3.0 SS-A 2014 Use Cases	2 Improve processes where possible via predictive analytics and BIDM. Begins to produce reports and conduct program evaluations. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 Some information for collecting HIPAA compliant data. Information Architecture Scorecard	2 Retain current level. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	1 Produce very little message data. Technical Architecture Scorecard.	2 Generate services to produce reports within the agency. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A
Interoperability Condition		
Business Architecture	2 SMA identifies areas where it interacts with other agencies. (e.g. DORA, DOLE). MITA 3.0 SS-A 2014 Use Cases	2 SMA operates seamlessly with select intrastate agencies to allow interoperability. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 Identifies information and data standards. Information Architecture Scorecard.	2 Retain current level. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	2 Identifies information and data standards. Technical Architecture Scorecard.	2 Retain current level. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Plan Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1 The SMA does not use a Business Process Management methodology nor does it have any defined business rules. MITA 3.0 SS-A 2014 Use Cases	2 SMA adopts BPM methodology to identify primary business operations and business processes and has some standardized business rules definitions. MITA 3.0 Capability Matrix
Supporting Evidence Reference Information Architecture	1 SMA does not use a SDLC, reusable interfaces, no inventory or interface details documented. Information Architecture Scorecard	2 Adopt data standards, document some interfaces. MITA 3.0 Capability Matrix
Supporting Evidence Reference Technical Architecture	1 SMA embeds standardized business rules definitions into core code, and has multiple interfaces using a variety of transmission modes. Technical Architecture Scorecard	2 Converts some interfaces to open interfaces and documents and inventories them. Defines standardized business rules. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3 SMA updates or completes its SS-A for Business Architecture and the Seven Standards and Conditions Business Architecture portion. MITA 3.0 SS-A 2014	4 SMA develops its MITA roadmap for Business Architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference Information Architecture	2 Begins to use MITA SS-A for evaluation of its As-Is and identification of its To-Be capabilities for Information Architecture. Information Architecture Scorecard	4 SMA develops its MITA roadmap for Information Architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference Technical Architecture	2 Begins to use MITA SS-A for evaluation of its As-Is and identification of its To-Be capabilities for Technical Architecture. Technical Architecture Scorecard	4 SMA develops its MITA roadmap for Technical Architecture. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Plan Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Industry Standards Condition		
Business Architecture	2	3
Supporting Evidence Reference	SMA applies a mixture of federal and state specific standards for business analysis. MITA 3.0 SS-A 2014 Use Cases	The SMA uses MITA Framework, industry standards, and other nationally recognized standards for business analysis within intrastate agency. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Mixture of HIPAA and state-specific data standards. Information Architecture Scorecard	MITA framework, other industry standards. BIDM RFP/Contract. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	SMA focuses on meeting compliance thresholds for state and federal regulations using state-specific data standards. Technical Architecture Scorecard	The SMA applies a mixture of HIPAA and state-specific data standards. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1	2
Supporting Evidence Reference	Very little collaboration occurs with other agencies to leverage or reuse business processes. MITA 3.0 SS-A 2014 Use Cases	The SMA identifies existing agency solutions for its business processes and identifies duplicative processes. MITA 3.0 Capability Matrix
Information Architecture	1	2
Supporting Evidence Reference	Very little collaboration occurs with other agencies and entities to leverage or reuse data standards for information. Information Architecture Scorecard	SMA identifies and demonstrates consideration of existing agency data management and standardization solutions. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	Very little collaboration occurs with other agencies and entities to leverage or reuse messages and technical solutions. Has not adopted SOA. Technical Architecture Scorecard	SMA collaborates with within its agency to identify message, technical components, and technology solutions with high applicability for reuse. SMA identifies existing duplicative system components within the agency. Adoption of SOA. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Plan Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Business Results Condition		
Business Architecture	1	2
Supporting Evidence Reference	The SMA business processes are predominantly manual. MITA 3.0 SS-A 2014 Use Cases	The SMA supports accurate and timely processing of health care and eligibility claims via automated business processes and account access management. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	Some SLAs in place. Information Architecture Scorecard	Statewide performance measures. MITA 3.0 Capability Matrix
Technical Architecture	2	3
Supporting Evidence Reference	Some SLAs in place. Technical Architecture Scorecard	Statewide performance measures. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
Reporting Condition		
Business Architecture	2	3
Supporting Evidence Reference	The SMA begins to produce reports to conduct program evaluations and continuous improvement in business operations. MITA 3.0 SS-A 2014 Use Cases	SMA solutions produce transaction data, reports, and performance information that contribute to program evaluation, continuous improvement in business operations, and transparency and accountability. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	SMA produces HIPAA-compliant transaction data, some reports, and some performance information. Information Architecture Scorecard	Intrastate transaction data and reports with performance information available for program management. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	SMA produces very little message data, services, or performance information. Technical Architecture Scorecard	SMA generates services to produce reports through open messages within the agency. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Plan Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Interoperability Condition		
Business Architecture	2	3
Supporting Evidence Reference	The SMA identifies areas where it interacts with other agencies to allow interoperability. MITA 3.0 SS-A 2014 Use Cases	The SMA implements coordination with other agencies and organizations. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	SMA identifies information and data standards for interaction with Exchange, or other agencies, to allow interoperability. Information Architecture Scorecard	SMA adopts MITA framework, industry standards, and other nationally recognized standards and information for interaction with the Exchange, or other agencies to allow intrastate interoperability. MITA 3.0 Capability Matrix
Technical Architecture	1	2
Supporting Evidence Reference	SMA uses state-specific messages and technology standards and is not coordinating with the Exchange or other agencies to allow interoperability with other agencies. Technical Architecture Scorecard	Interfaces with Exchanges. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Provider Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Modularity Standard		
Business Architecture	1	2
Supporting Evidence Reference	The SMA does not use a Business Process Management methodology, nor does it have defined business rules. MITA 3.0 SS-A 2014 Use Cases	SMA adopts BPM methodology to identify primary business operations and business processes and has some standardized business rules definitions. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	SMA adopts data standards, documents some interfaces. SMA has interface inventory. Information Architecture Scorecard	SMA uses intrastate standardized business rule definitions. MITA 3.0 Capability Matrix
Technical Architecture	1	3
Supporting Evidence Reference	SMA embeds standardized business rules definitions into core code, and has multiple interfaces using a variety of transmission modes. Technical Architecture Scorecard	SMA uses open interfaces. SOA, rules engine. MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A
MITA Condition		
Business Architecture	3	4
Supporting Evidence Reference	The SMA updates or completes its SS-A for Business Architecture and the Business Architecture component of the Seven Standards and Conditions. MITA 3.0 SS-A 2014	The SMA develops its MITA Roadmap for the Business Architecture. MITA 3.0 Capability Matrix
Information Architecture	2	3
Supporting Evidence Reference	SMA begins to use MITA SS-A for evaluation of its As-Is and identification of its To-Be capabilities for Information Architecture. Information Architecture Scorecard	SMA updates or completes its SS-A for Information Architecture and the Seven Standards and Conditions Information Architecture portion. MITA 3.0 Capability Matrix
Technical Architecture	2	3
Supporting Evidence Reference	SMA begins to use MITA SS-A for evaluation of its As-Is and identification of its To-Be capabilities for Technical Architecture. Technical Architecture Scorecard	SMA updates or completes its SS-A for Technical Architecture and the Seven Standards and Conditions Technical Architecture portion. MITA 3.0 Capability Matrix MITA 3.0 Capability Matrix
Performance Measure	N/A	N/A

Seven Standards and Conditions Scorecard - Provider Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Industry Standards Condition		
Business Architecture	2 SMA applies mixture of federal and state specific standards for business analysis. MITA 3.0 SS-A 2014 Use Cases	3 SMA uses MITA framework, industry standards, and other nationally recognized standards for business analysis within intrastate agencies. MITA 3.0 Capability Matrix
Supporting Evidence Reference Information Architecture	2 Mixture of HIPAA and state-specific data standards. Information Architecture Scorecard	3 SMA uses MITA framework, industry standards, and other nationally recognized standards for intrastate exchange of information within the intrastate agencies and stakeholders. Incorporates industry standards such as Section 508 compliance for all interfaces in requirements, development, and testing phases. MITA 3.0 Capability Matrix
Supporting Evidence Reference Technical Architecture	1 Focus on meeting compliance thresholds. Some compliance with HIPAA standards for messaging and technology. Technical Architecture Scorecard	3 SMA uses MITA framework, industry standards, and other nationally recognized messaging and technology standards within the intrastate agencies and stakeholders. Incorporates industry standards such as Section 508 compliance of the SDLC for software and interfaces in technical modeling techniques. New systems. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	N/A	N/A
Leverage Condition		
Business Architecture	1 Very little collaboration occurs with other agencies to leverage or reuse business processes. MITA 3.0 SS-A 2014 Use Cases	2 SMA identifies existing agency solutions for its business processes and identifies duplicative business processes. MITA 3.0 Capability Matrix
Supporting Evidence Reference Information Architecture	1 Very little collaboration occurs to leverage or reuse data standards or information. Information Architecture Scorecard	2 SMA identifies and demonstrates consideration of existing agency data management and standardization solutions. SMA identifies existing duplicative information components within the agency. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

Seven Standards and Conditions Scorecard - Provider Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Technical Architecture	1 Very little collaboration occurs with other agencies and entities to leverage or reuse messages and technical solutions. SMA has not adopted a SOA. Technical Architecture Scorecard	3 SMA collaborates and identifies existing intrastate message, technical components, and technology solutions, before embarking on ground-up custom development. SMA identifies existing duplicative system components within the state. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	N/A	N/A
Business Results Condition		
Business Architecture	2 Business processes within business area are predominantly manual, but the SMA uses the business processes within this business area to support accurate operations and communications. The SMA communicates effectively with providers. MITA 3.0 SS-A 2014 Use Cases	3 Automated business processes support accurate operations. Accommodates customer preferences for communications by email, text, phone, mobile device, or other automated means. (MMIS RFP/Contract) MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Information Architecture	2 SMA establishes SLA and some KPI for collection and monitoring of data standards. Information Architecture Scorecard	3 SMA uses information and data standards for automating messages in the highly automated processing of health care and eligibility claims. SMA identifies performance standards within the state. MMIS RFP/Contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference		
Technical Architecture	2 Monthly report from Xerox. Some KPIs collected. Some monitoring of performance in place. Technical Architecture Scorecard	3 MMIS RFP/Contract. SLAs and KPIs should be collected within the new system as per contract. MITA 3.0 Capability Matrix
Supporting Evidence Reference Performance Measure	N/A	N/A
Reporting Condition		
Business Architecture	1 SMA does not conduct continuous improvement in business operations. Does conduct program evaluations. Any data analysis is manual. MITA 3.0 SS-A 2014 Use Cases	2 SMA begins to produce reports to conduct program evaluations and continuous improvement in operations. Provide automation around these processes. Eligibility decision logic is maintained in CBMS. MITA 3.0 Capability Matrix
Supporting Evidence Reference		

Seven Standards and Conditions Scorecard - Provider Management		
All MITA Business Areas	As-Is Level of Business Capability	To-Be Level of Business Capability
Information Architecture Supporting Evidence Reference Technical Architecture Supporting Evidence Reference Performance Measure	2 SMA begins to produce reports to conduct program evaluations and continuous improvement. Information Architecture Scorecard 1 SMA produces very little message data, services, or performance information. Technical Architecture Scorecard N/A	3 SMA has intrastate transaction data and reports with performance information available for program management. MMIS RFP/Contract. MITA 3.0 Capability Matrix 3 SMA uses services that automatically generate reports through open interface messages, to designated intrastate agencies and entities repositories or data hubs, with appropriate audit trails. MITA 3.0 Capability Matrix N/A
Interoperability Condition		
Business Architecture Supporting Evidence Reference Information Architecture Supporting Evidence Reference Technical Architecture Supporting Evidence Reference Performance Measure	2 SMA identifies areas where it interacts with other agencies. MITA 3.0 SS-A 2014 Use Cases 2 SMA identifies information and data standards for interaction with the Exchange or any other agencies to allow interoperability. Information Architecture Scorecard 2 SMA identifies messages and technology standards for interaction with the Exchange or other agencies to allow interoperability. Technical Architecture Scorecard N/A	3 SMA implements coordination and integration with other agencies to allow interoperability. New system will support receipt of data by HCPF from other agencies and the Exchanges. MITA 3.0 Capability Matrix 3 SMA adopts MITA framework, industry standard, other nationally recognized standards, and information for interaction with the Exchanges and other state agencies to allow intrastate interoperability. MITA 3.0 Capability Matrix 3 SMA adopts MITA framework, industry standards, and other nationally recognized messaging and technology standards for interaction with the Exchange or other state agencies to allow intrastate interoperability. MITA 3.0 Capability Matrix N/A

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