



**CMS**

*CENTERS for MEDICARE & MEDICAID SERVICES*

## How Do MITA's Business Architecture Components Relate?

**September 25, 2006**

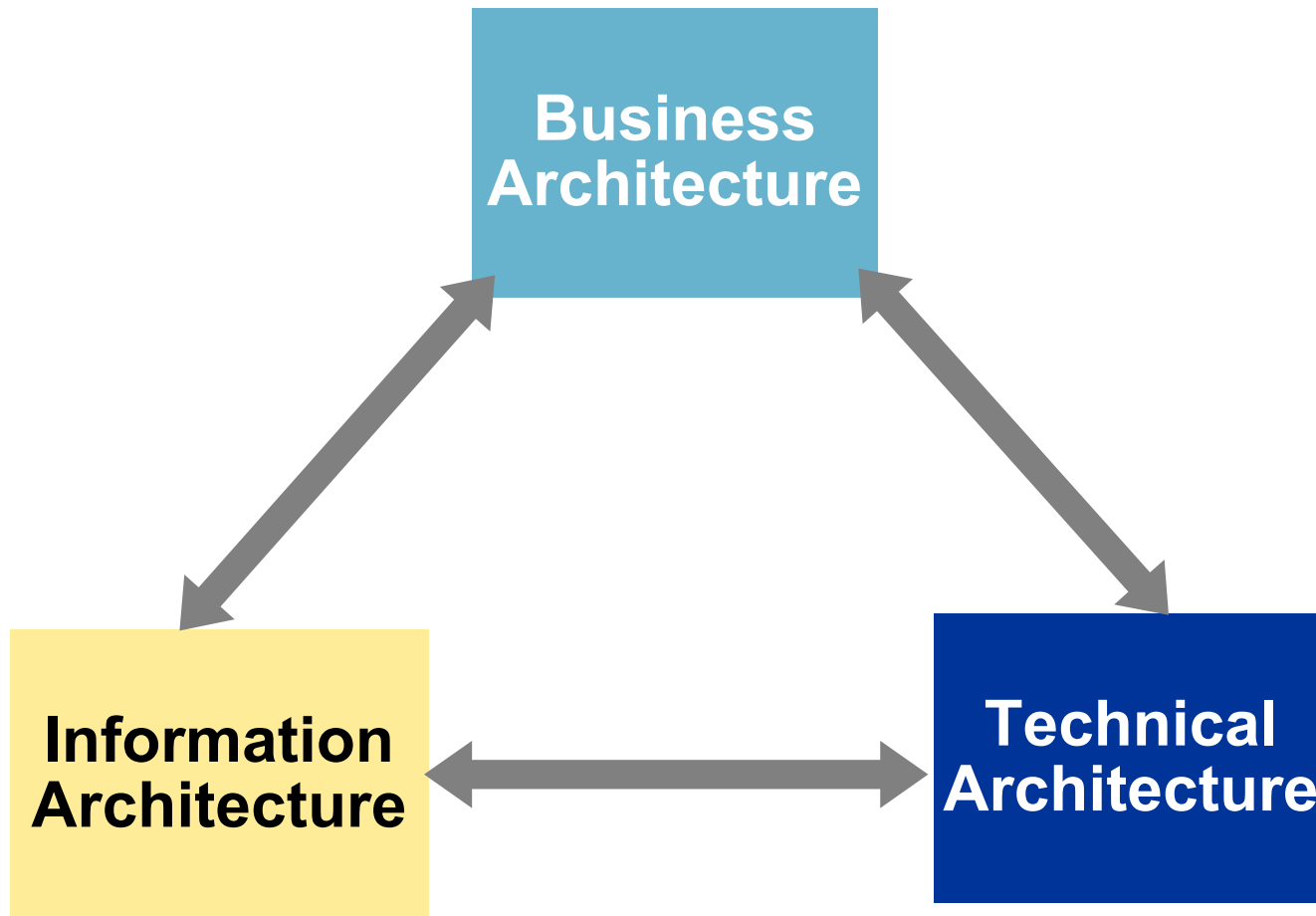
**2:00 – 3:15 p.m.**



# What this Presentation Covers

- **Relationship of Business Architecture to Information Architecture and Technical Architecture**
- **Relationship among the Components of the MITA Business Architecture per Framework 2.0**
- **Work in Progress**
- **Next Steps**

# Relationship among MITA Components

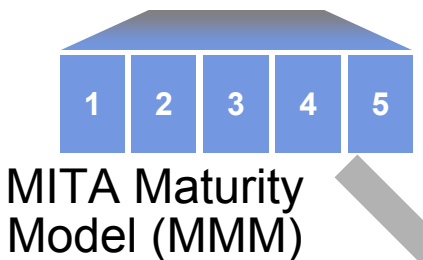


# Relationship among the Components of the MITA Business Architecture Framework 2.0

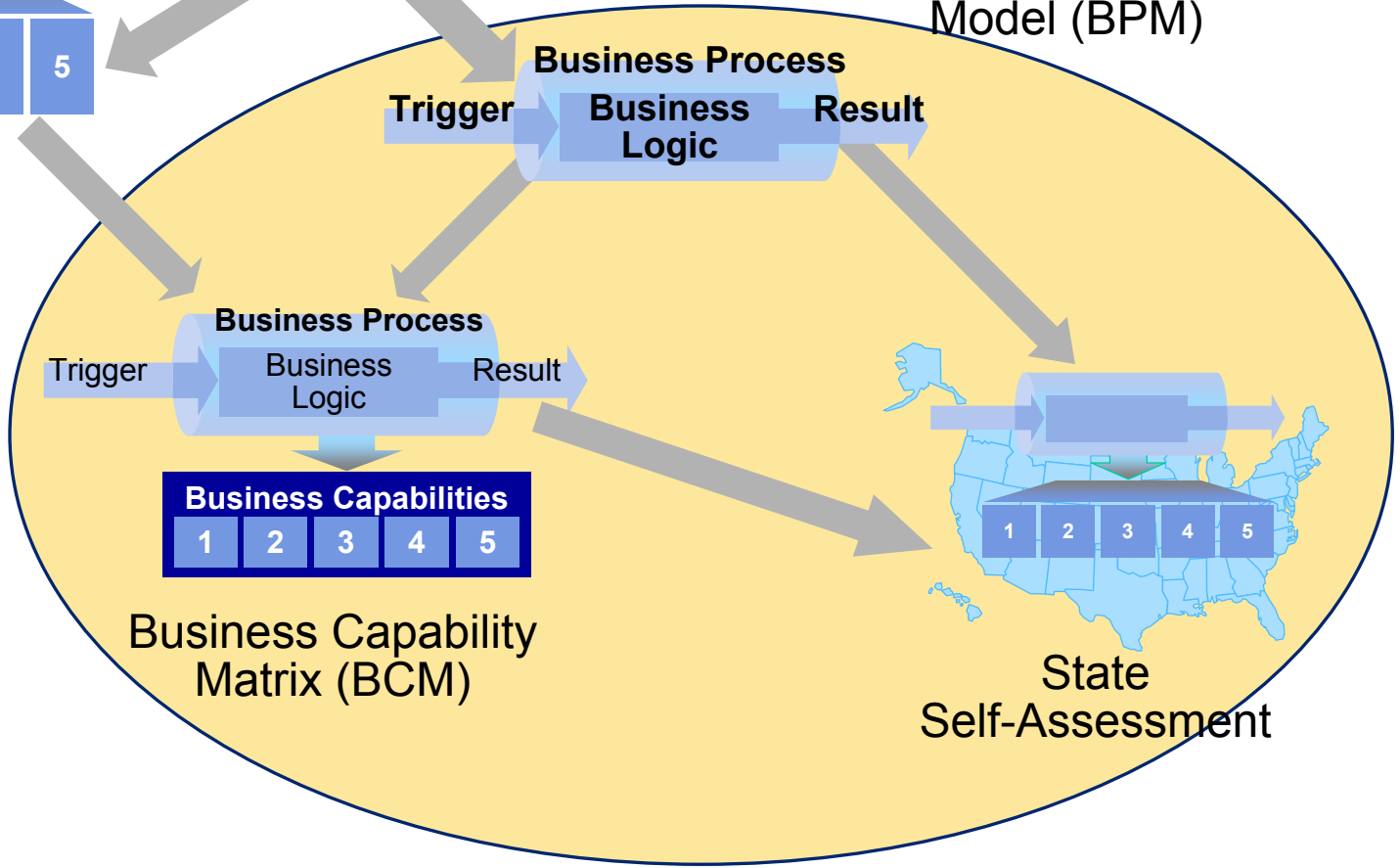
- **Concept of Operations (COO)**
- **MITA Maturity Model (MMM)**
- **Business Process Model (BPM)**
- **Business Capability Matrix (BCM)**
- **State Self-Assessment (SS-A) Process**



Concept of Operations (COO)



Business Process Model (BPM)



# MITA Is an Agent of Change

## SOME TRANSFORMATION TARGETS

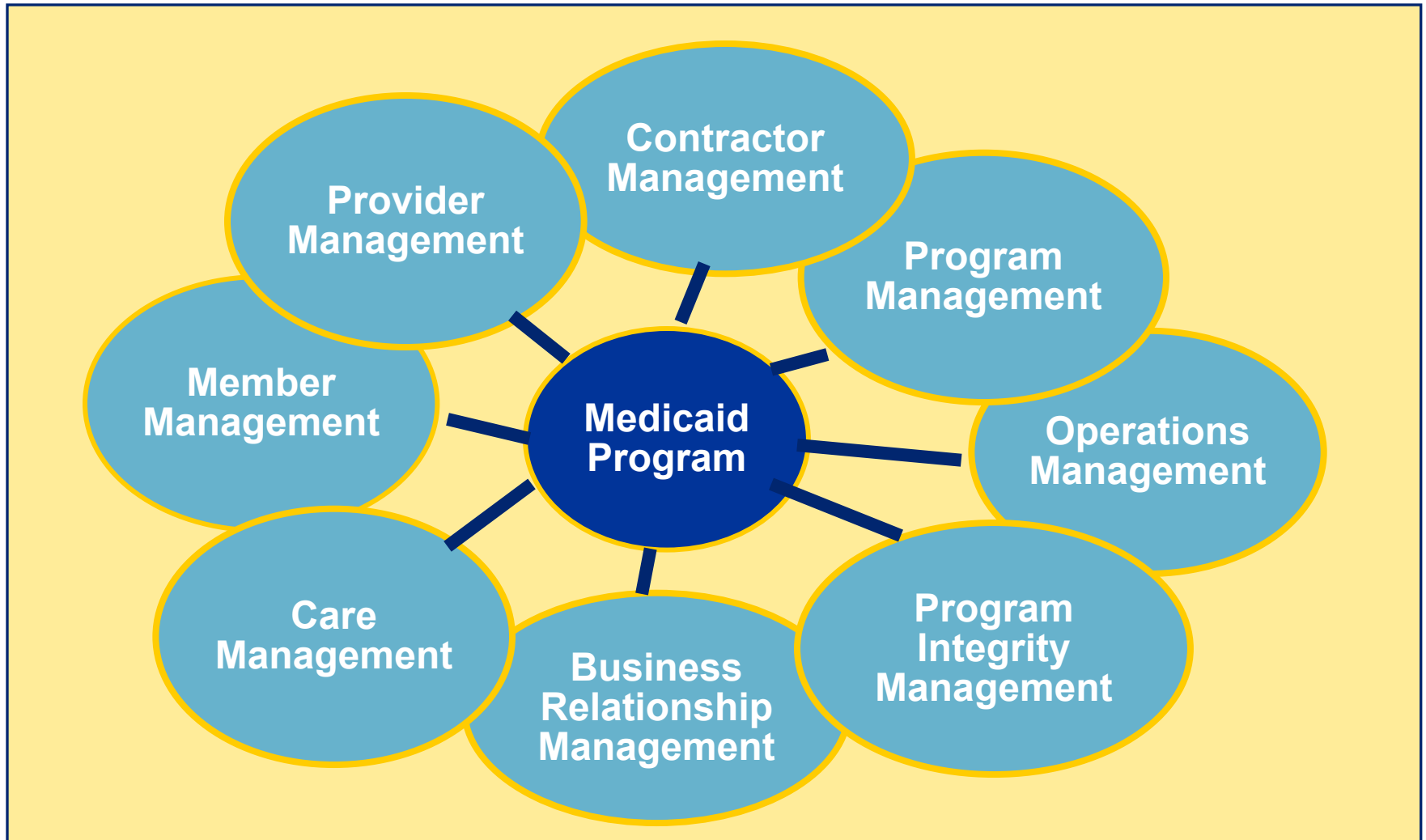
**Beneficiaries are linked to programs based on clinical and administrative data shared across agencies and State boundaries.**

**Provider's medical record data communicates directly with the service authorization and payment process.**

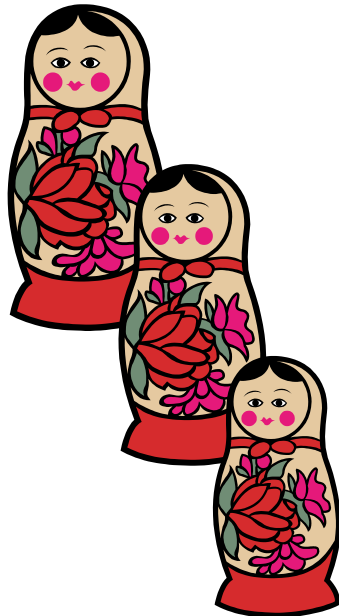
**Program managers, case workers, beneficiaries, and providers make appropriate decisions based on comprehensive clinical record and administrative data available anywhere, any time.**



# Business Areas Are High-level Groupings of Business Processes



# Business Architecture Component Definitions

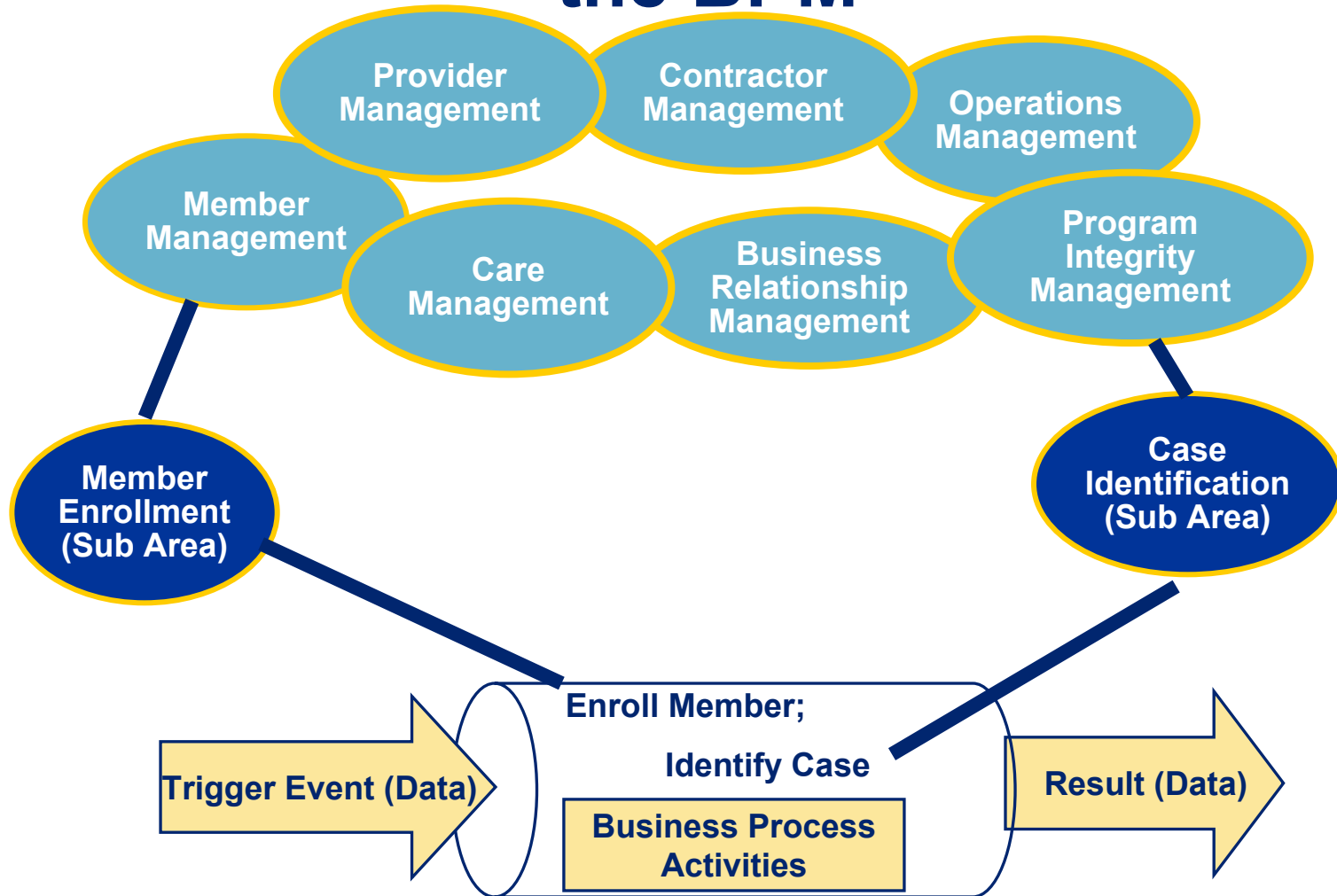


- **Business Area** – A high level grouping of business processes that share common focus and information
- **Sub Business Area** – A lower level grouping of business processes (for more complex Business Areas)
- **Business Process** – An activity begun with a unique trigger event and producing specific result (79)
- **Business Capability** – Specific level of maturity of a business process (5 levels per BP)
- **Self-Assessment** – A State's identification of current and future level of business capability for each business process



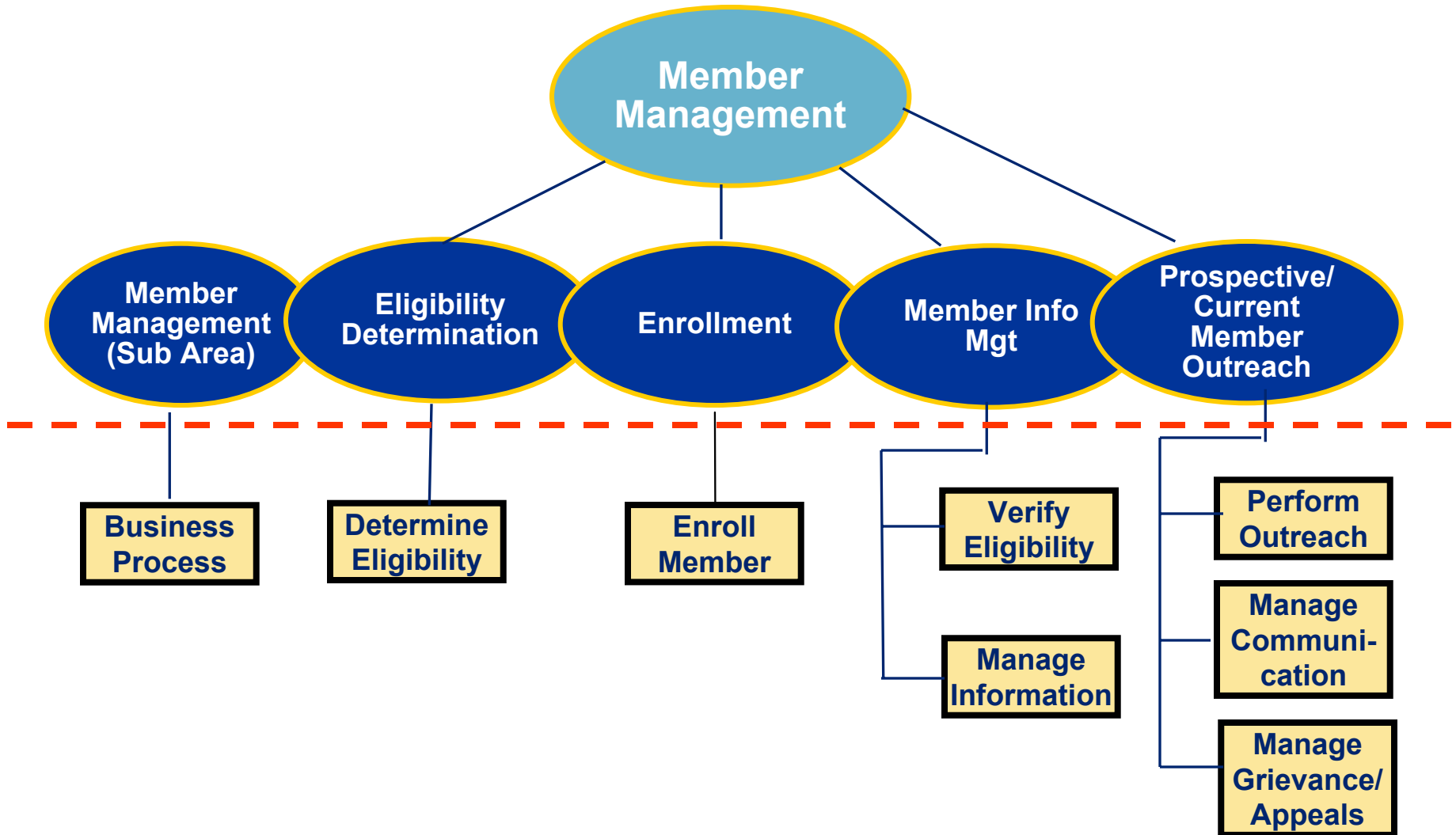


# The Business Process Is the Focus of the BPM

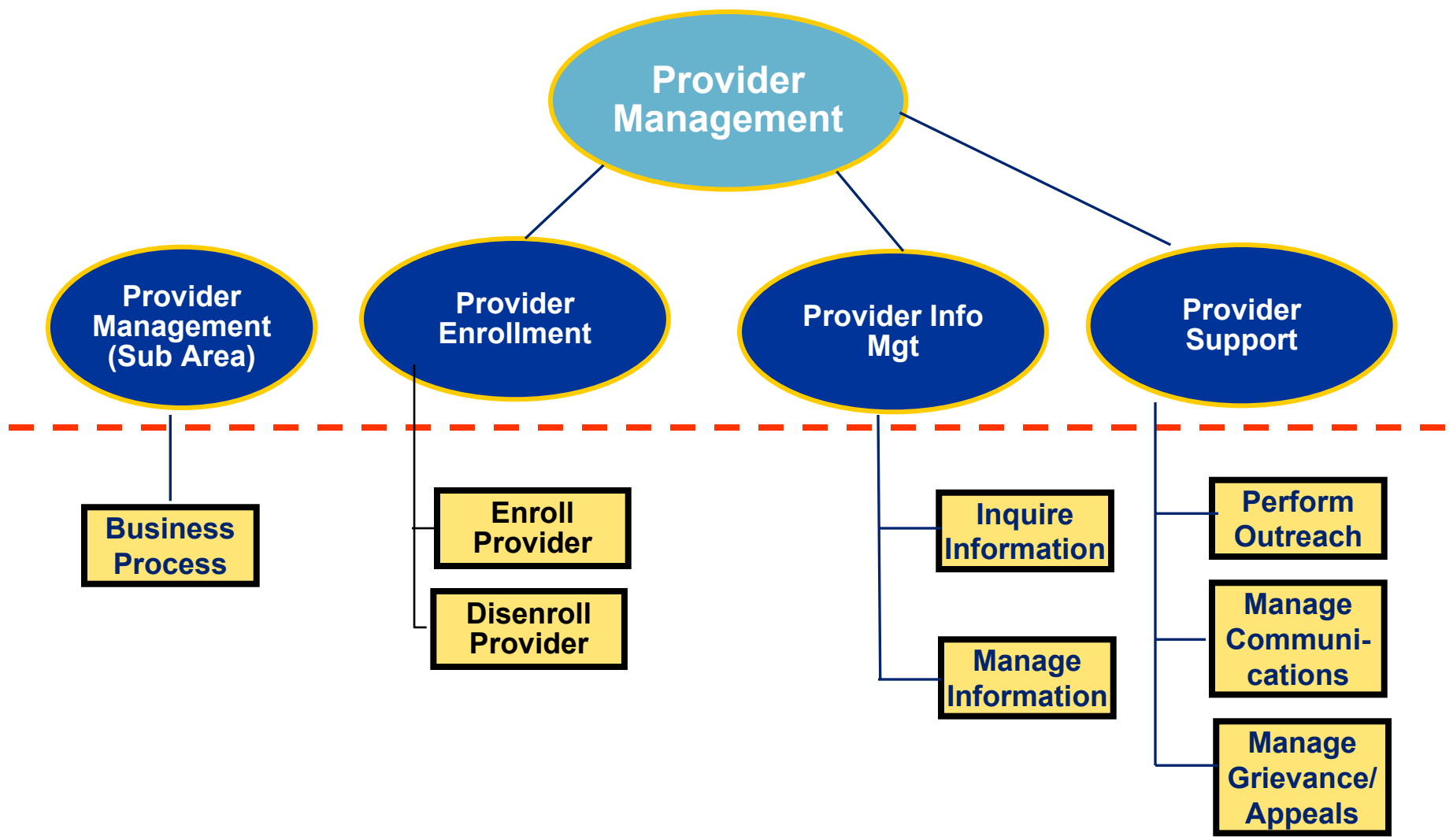




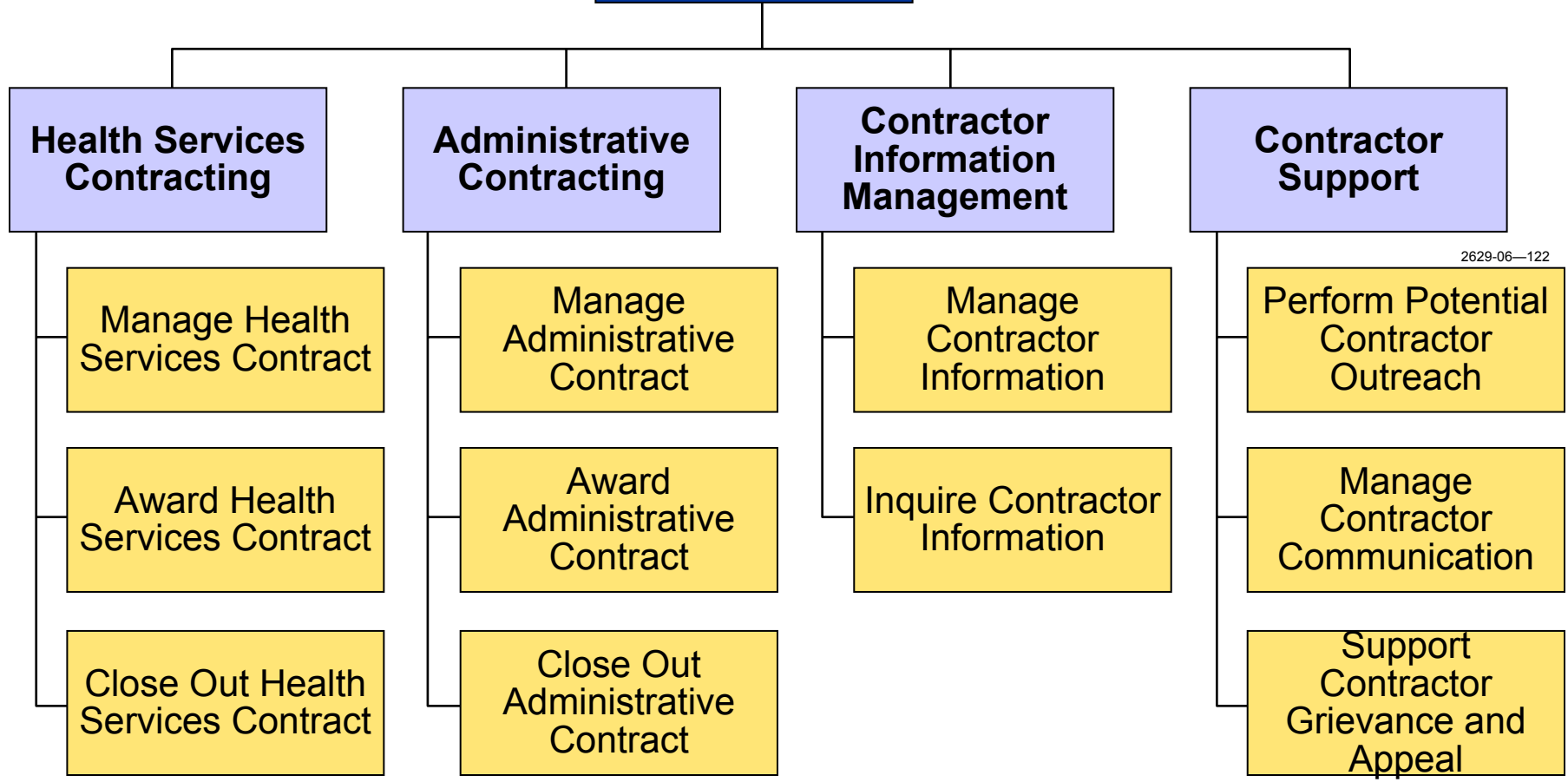
# Member Management Business Area and Business Processes



# Provider Management Business Area and Business Processes

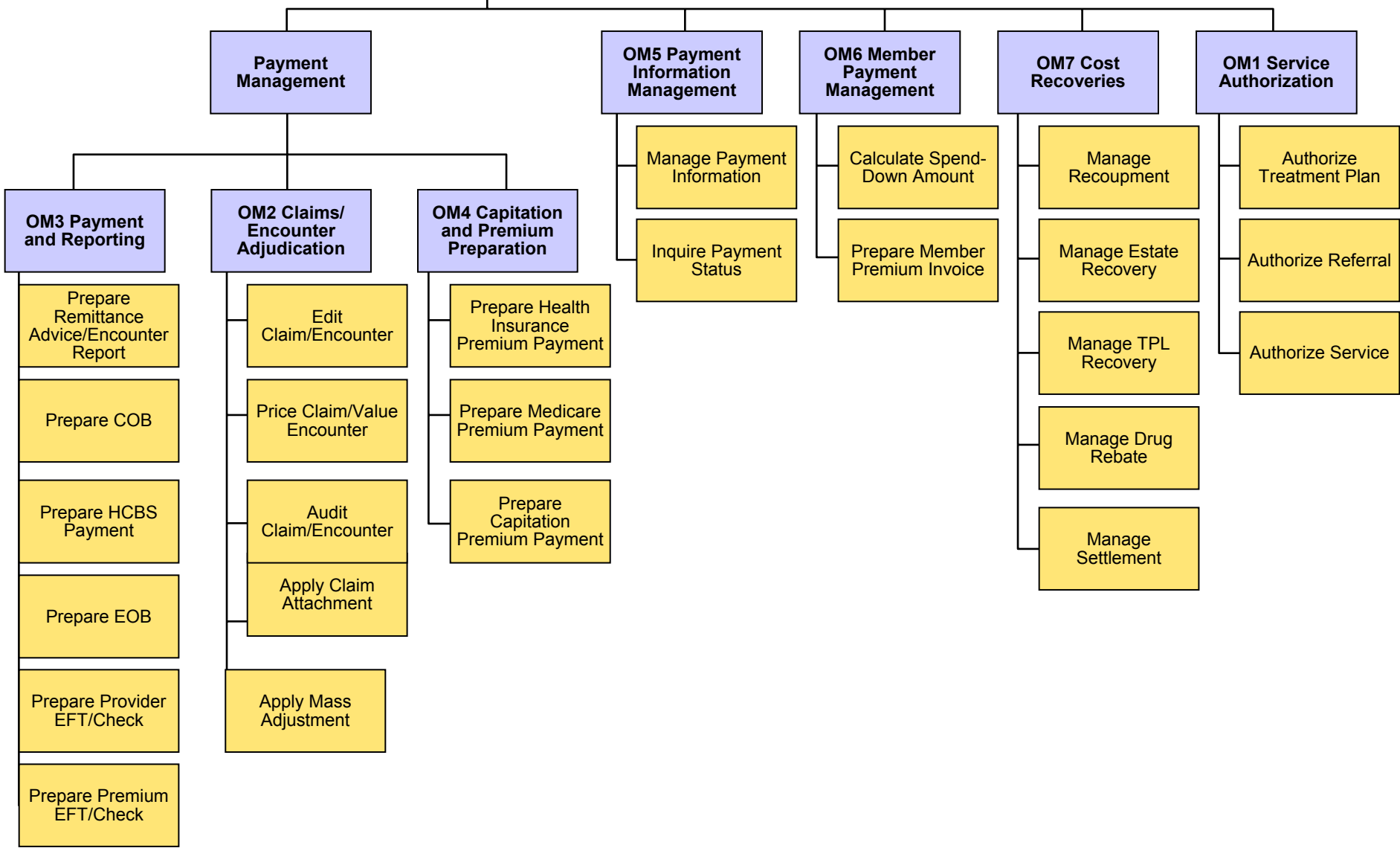


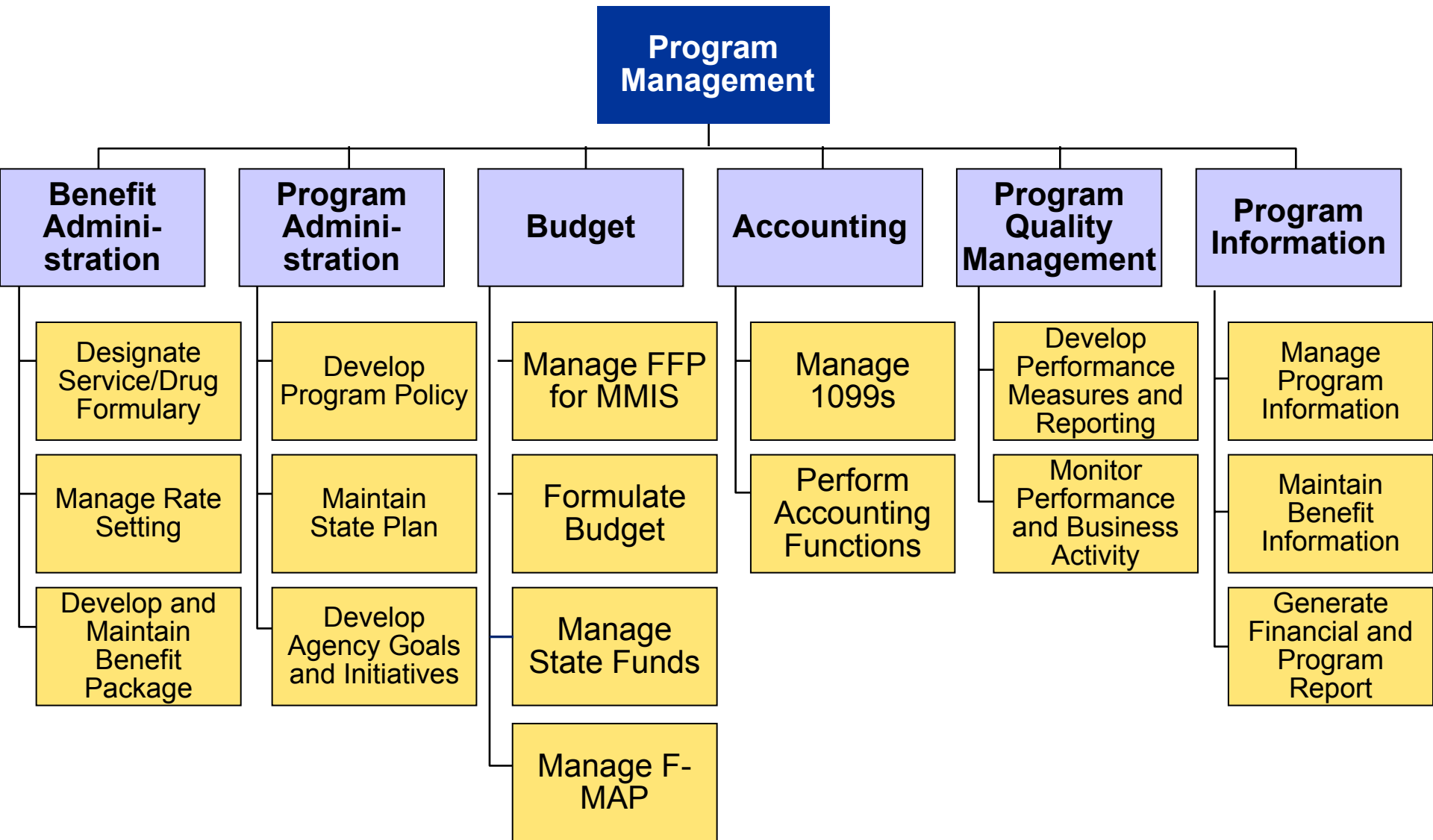
**Contractor Management**

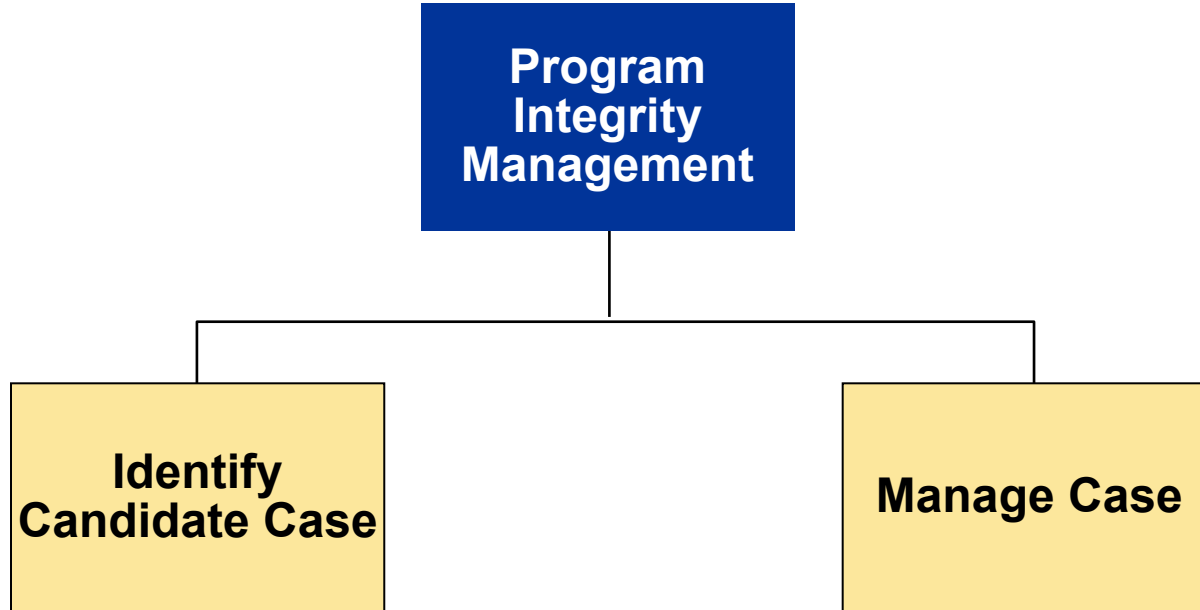


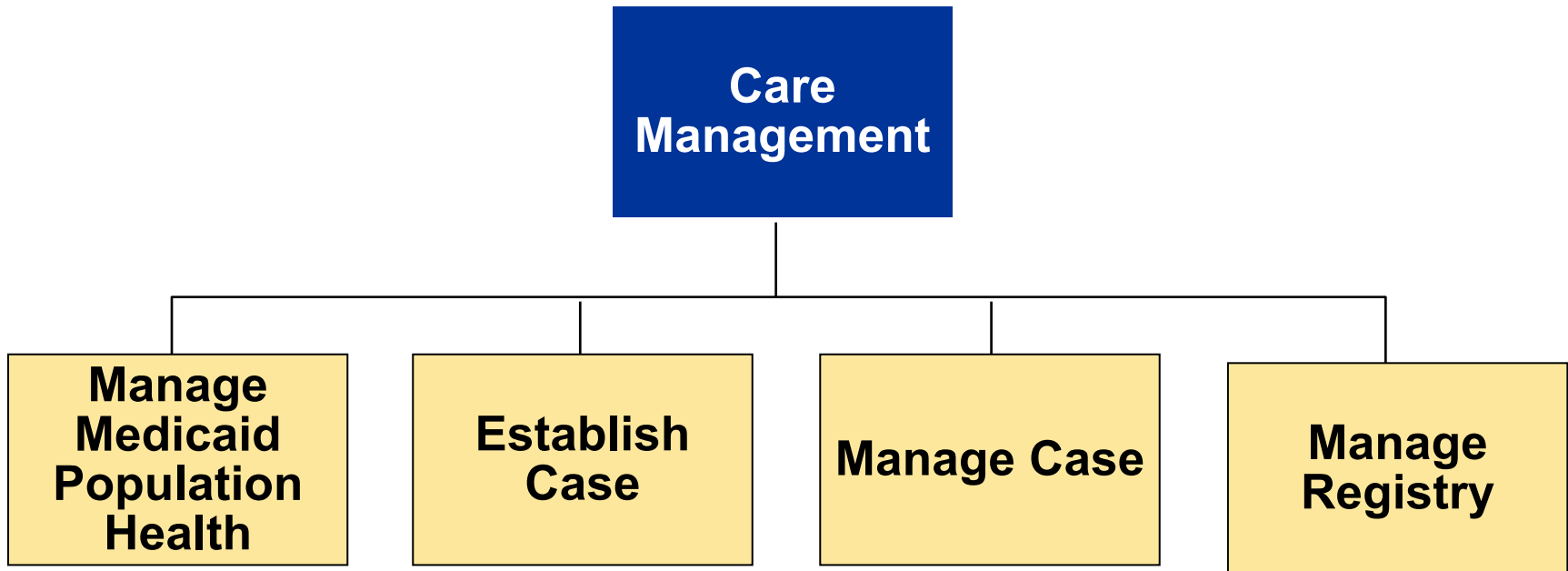
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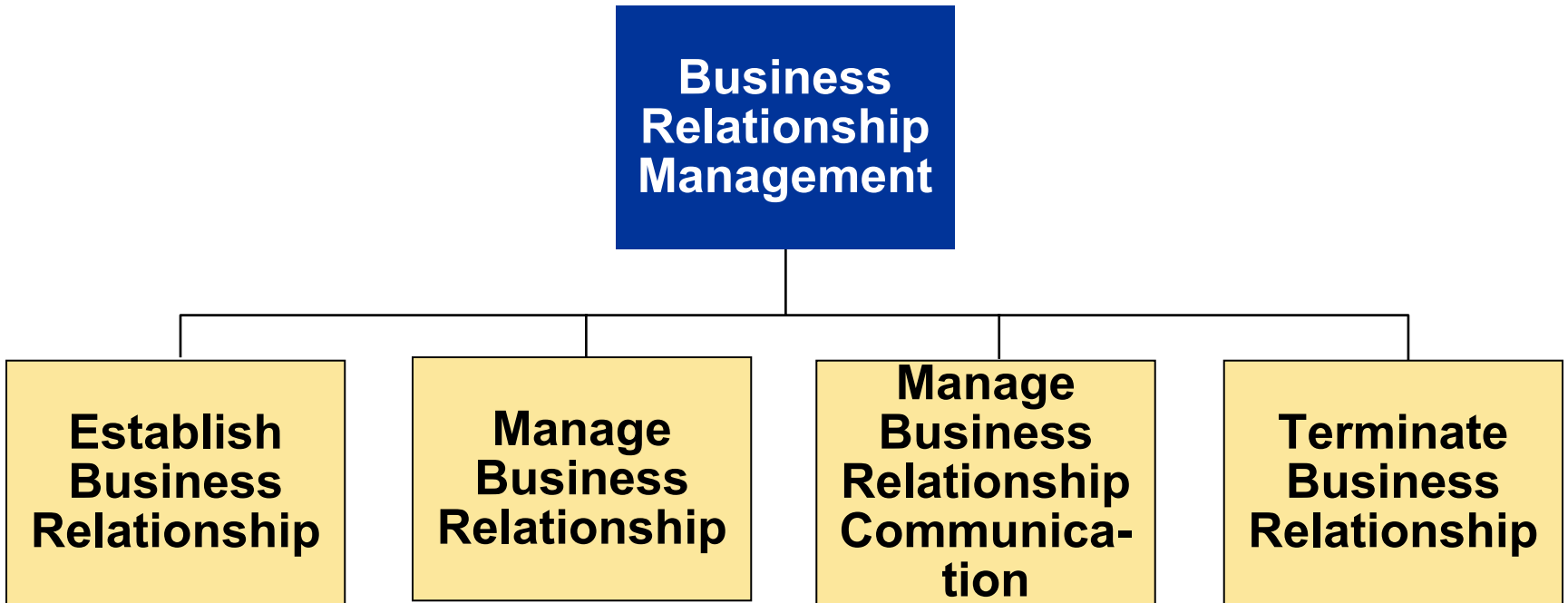
**Operations Management**



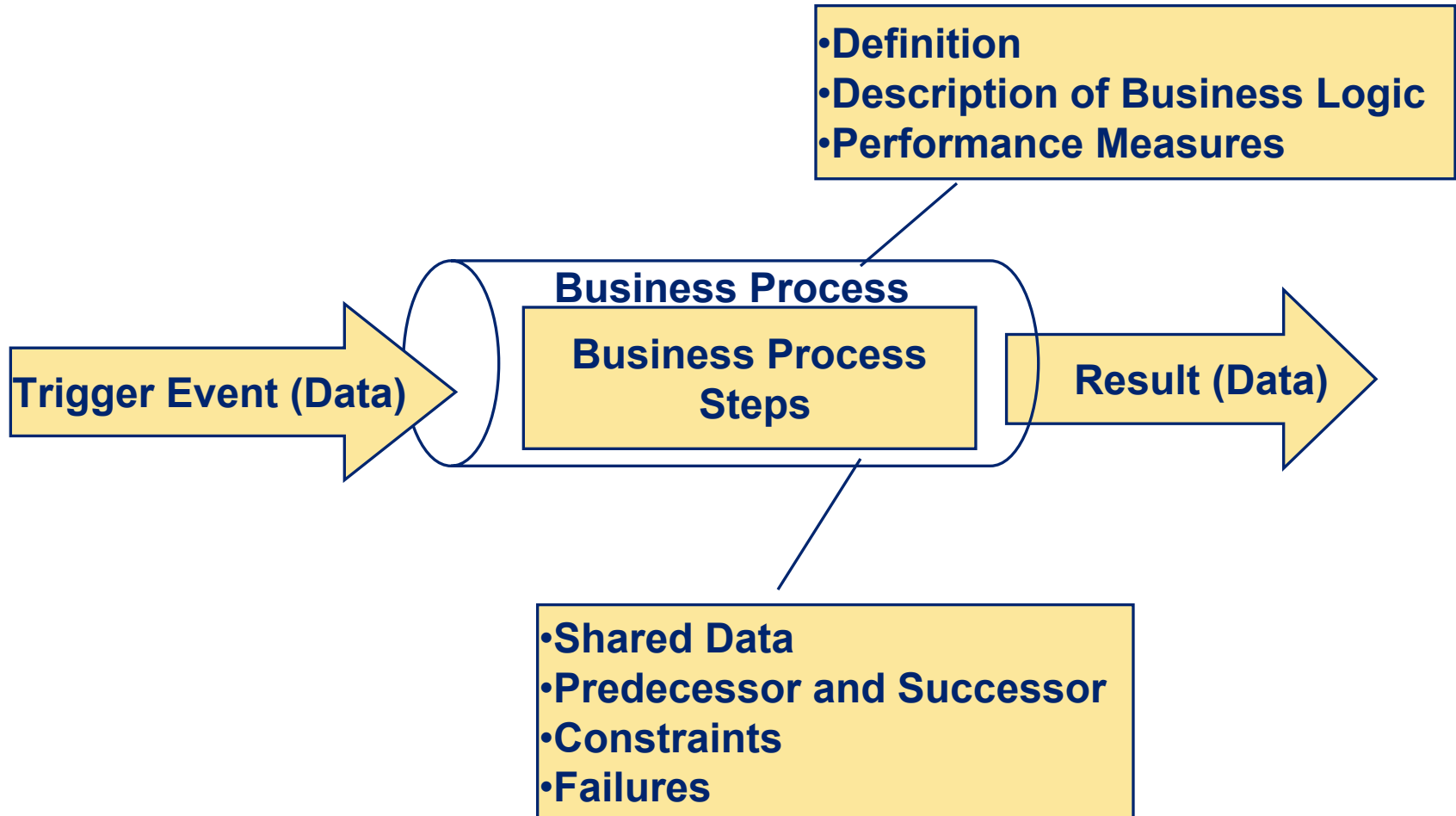








# MITA Business Process

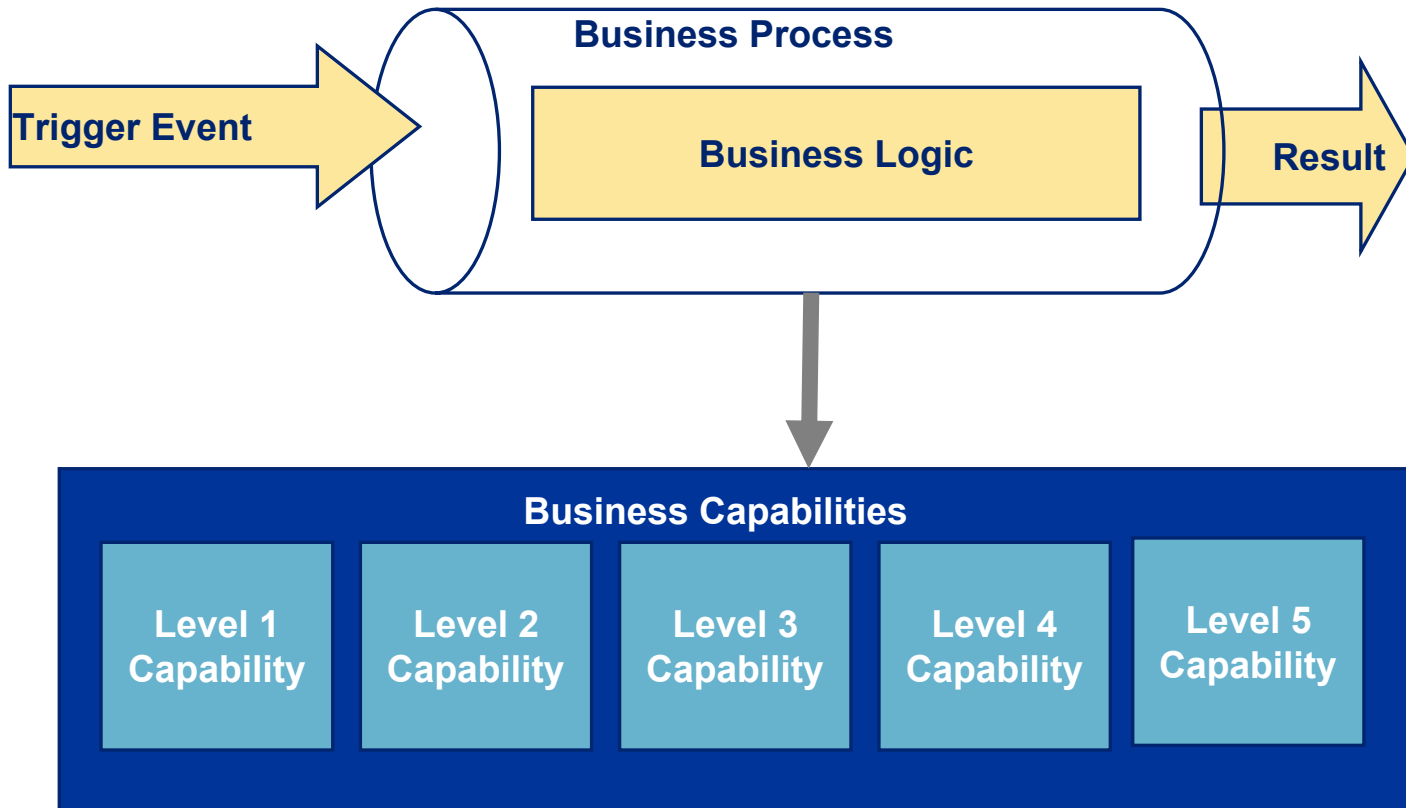


# Business Process Template

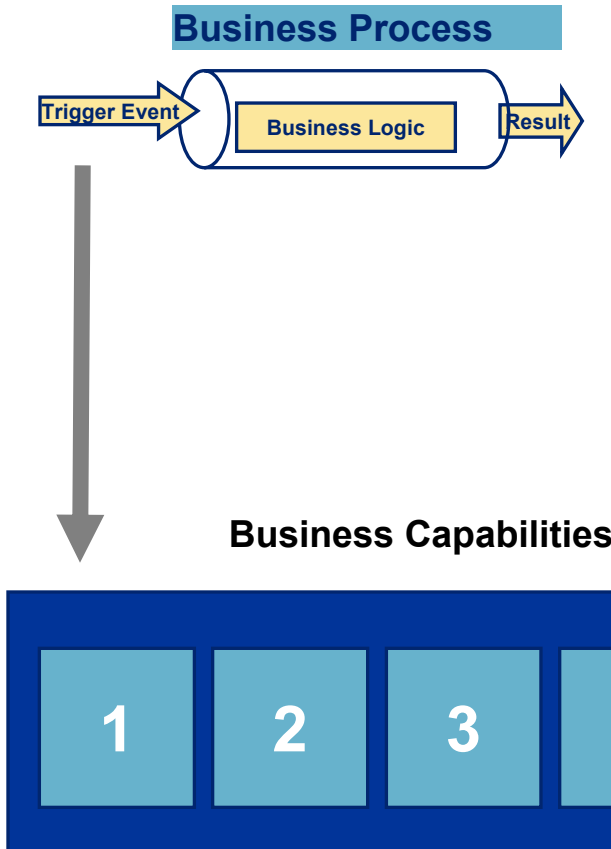
Edit Claim Business Process	
ITEM	DETAILS
<b>DESCRIPTION</b>	The <i>Edit Claim</i> business process receives an original or an adjustment claim data set from the <i>Receive Inbound Transaction</i> process and (ETC.)
<b>TRIGGER EVENT</b>	A claim/encounter data set (received from the <i>Receive Inbound Transaction</i> process. Includes both paper and EDI).
<b>RESULTS</b>	<ol style="list-style-type: none"> <li>Validated claim data set (sent to the <i>Audit Claim</i> process)</li> <li>Resolved suspended claim/encounter data set (ETC.)</li> </ol>
<b>BUSINESS PROCESS STEPS</b>	<ol style="list-style-type: none"> <li>Start: Receive claim/encounter data set from the <i>Inbound Transaction</i> process</li> <li>Determines its status as initial, adjustment to a processed claim/encounter (based on the resubmit flag with a previously assigned ICN), or a duplicate submission that is already in the adjudication process but not yet completed and loaded into payment history (using a unique Patient Account Number)</li> <li>Validate that claim/encounter submission meets filing deadlines based on service dates.</li> <li>ETC.</li> </ol>
<b>PREDECESSOR</b>	<ol style="list-style-type: none"> <li><i>Receive Inbound Paper/Phone/Fax</i> process</li> <li><i>Receive Inbound EDI</i> process</li> </ol>
<b>SUCCESSOR</b>	<ol style="list-style-type: none"> <li><i>Audit Claim</i> process</li> <li><i>Etc.</i></li> </ol>
<b>SHARED DATA</b>	<ol style="list-style-type: none"> <li>Provider Registry data: e.g., NPI, provider demographics, provider taxonomy</li> <li>Member Registry data: e.g., member identifier, member demographic data, third party resources</li> <li>ETC..</li> </ol>
<b>CONSTRAINTS</b>	[Requirements, variations]
<b>FAILURES</b>	<p>The <i>Edit Claim</i> process contains a series of potential points of failure. The claim could fail any edit. Business rules define when one or more edit failures will result in suspending or denying the claim.</p> <ol style="list-style-type: none"> <li>Examples:</li> </ol>



# MITA Business Process and Business Capabilities



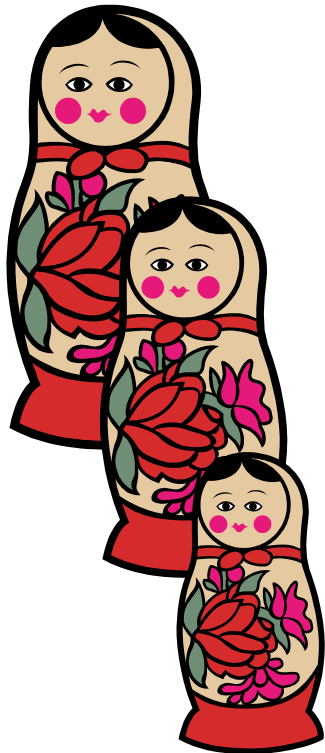
# The Business Capability Is the Key



**Business Process is maturity level-neutral.  
Also neutral re Who, Where, How**

**Business Capability levels are specific re What, When, Roadmap; used for Self-Assessment**

# Business Capability Level Definition



- **Definition** – Describes a business process at a specific level of maturity
- **Attributes** – Set of qualifications used to refine the Definition, i.e, Timeliness, Efficiency, Impact
- **Conformance Criteria** – Binary questions (Yes/ NO) that determines level of maturity



## DESCRIPTION

## ATTRIBUTES

- Timeliness of Outcome
- Data Access and Accuracy
- Quality of Result
- Efficiency
- Effectiveness
- Impact on Stakeholders

## CONFORMANCE CRITERIA



# Work in Progress

- **NMEH MITA Workgroup Validation**
  - **Several States Participate**
  - **Review of Business Process and Business Capabilities**
    - ◆ **Member Management Completed**
    - ◆ **Provider Management in Draft**
- **Community Review of Framework 2.0**
  - **Observations**
  - **Recommendations**
- **Individual States Conducting Self-Assessments**
  - **Potential Contributions to Framework**
  - **Best Practices**

## Next Steps

- **Continue State Validation of Business Processes and Business Capabilities (NMEH, STAG)**
- **Focus on Developing Conformance Criteria**
- **Link Business Capability Level and Logical Information Model Requirements**
  - **Separate Session on Information Architecture**
- **Link Business Process/Capability to Business Service and Technical Capabilities (Technical Architecture)**
  - **Separate Session on Technical Architecture**
- **Continue CMS – State – Industry Collaboration**
  - **Separate Session on State Early Adopters and Best Practices**

# Next Steps: Definition of Conformance Criteria

- Provide an objective way of determining the maturity level of an individual MITA business process
- How do you know your business process is at a Level 3?

## Conformance Criteria – Ideally

- Present binary questions with **Yes/No** answers
- State either does or does not meet the criteria
- No grey areas left to interpretation
- All or nothing in determining a level
- Some criteria could be ‘waived’ or exempted through a governance process
- Current Business Capability statements (and therefore the Self-Assessment) are subjective

## BUSINESS CAPABILITY ATTRIBUTE -- Timeliness

Level 1

Level 2

Level 3

Level 4

Level 5

- Level 1 – Process completed on average within 60 days (Yes/No)
- Level 2 – Process completed 95% of the time within 30 days (Yes/No)
- Level 3 – Process completed 98% of the time within 24 hours (Yes/No)
- Level 4 – Process completed 99% of the time within 1 hr including examination of clinical and performance record (Yes/No)
- Level 5 – Process completed 99% of the time within 60 sec including access to national data sources (Yes/No)

# Mandatory vs. Recommended

- **All conformance criteria are mandatory (not counting “waived” or exempt status)**
- **To achieve a maturity level you must pass all of the conformance criteria**
- **Possibility for recommended criteria not involved in determining the level**

# Recommended Criteria

- **Recommended criteria could be used to:**
  - Provide additional information about the process
  - Or, categorize the process
- **Recommended criteria could either be answered by:**
  - A binary answer ( yes or no)
  - Select from a set of answers ( pick from a category of features)
  - Open-ended response (e.g., a specific rate)

# Examples of Mandatory Criteria

- **Performance**
  - Transactions/sec
- **Volume**
  - Storage ( # members, amount of disk space, etc.)
  - Transactions (peak, average, etc.)
- **Response times**
  - Respond within x second



# MITA Business Capability Matrix

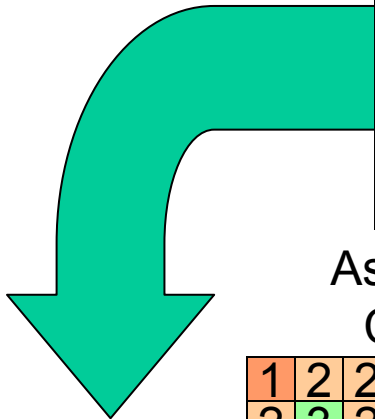
Business Process	Business Capabilities per Level				
	Level 1	Level 2	Level 3	Level 4	Level 5
Enroll Provider	Level 1 Capability	Level 2 Capability	Level 3 Capability	Level 4 Capability	Level 5 Capability
Authorize Service	Level 1 Capability	Level 2 Capability	Level 3 Capability	Level 4 Capability	Level 5 Capability
Adjudicate Claim	Level 1 Capability	Level 2 Capability	Level 3 Capability	Level 4 Capability	Level 5 Capability
Verify Eligibility	Level 1 Capability	Level 2 Capability	Level 3 Capability	Level 4 Capability	Level 5 Capability

## Sample State Self-Assessment Profile

Business Process	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Enroll Provider</b>			As-Is		
<b>Audit Claim and Encounter</b>	As-Is	To-Be			
<b>Authorize Service</b>		As-Is	To-Be		
<b>Manage Provider Grievance</b>	As-Is		To-Be		
<b>Inquire Member Eligibility</b>		As-Is			
<b>Inquire Payment Status</b>		As-Is	To-Be		
<b>Develop and Maintain Benefit Package</b>	As-Is				

# State Business Capability Level Profile

Business Process  
Capability Level  
Assessment

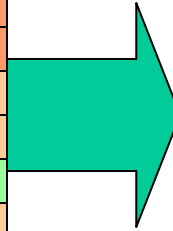



As Is Business Capabilities

1	2	2	2	2	1	2	2	2	2
2	3	2	2	2	2	2	2	3	1
2	3	3	2	2	3	3	2	2	1
2	3	2	2	3	2	3	2	2	2
2	2	2	2	2	3	3	2	2	2
2	2	1	3	2	3	2	2	2	3
2	2	2	3	2	2	2	2	2	2
2	1	2	2	1	1	3	3	2	2

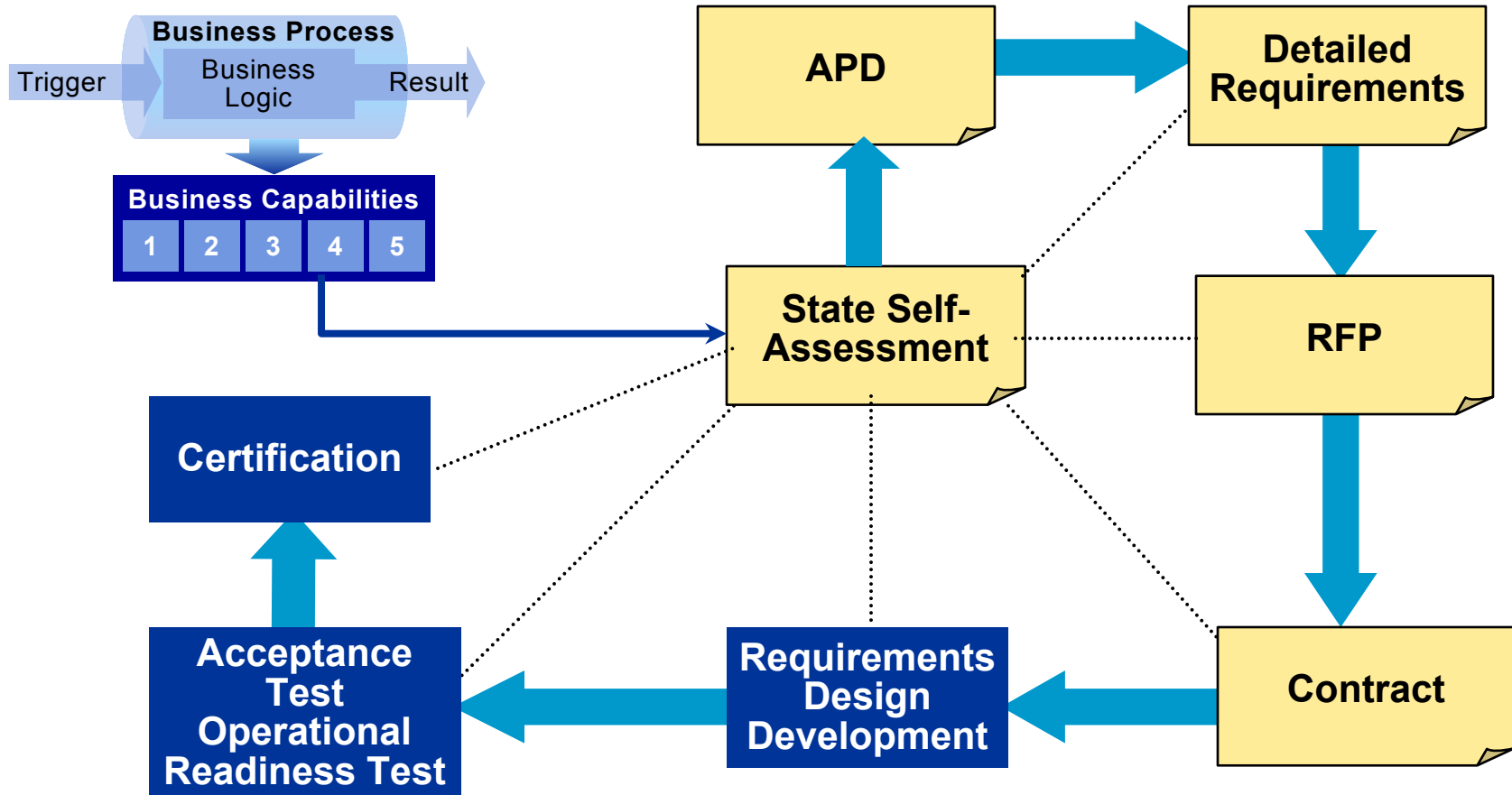
To Be Business Capabilities

1	2	3	4	5	1	2	3	4	4
2	3	2	2	2	2	2	2	3	1
2	3	3	2	2	3	3	2	2	1
2	3	2	2	3	3	3	2	2	2
2	2	2	4	4	3	3	2	2	2
2	2	1	3	3	3	4	4	5	3
2	2	2	3	2	2	2	2	2	2
2	1	2	2	1	1	3	3	3	3





# State Self-Assessment and the Transformation Process



# Summary of Business Architecture (1)

- **The IA complements the BA**
- **TA provides enablers for the BA**
- **The business processes and business capabilities are the cornerstones of the BA**
- **The business process model is neutral re any organization, location, staff, maturity level, and technology**

## Summary of Business Architecture (2)

- **States align their business processes with MITA business processes**
- **States assess their current level of maturity against MITA business capabilities**
- **States target future improvements by selecting higher level MITA business capabilities**

## Summary of Business Architecture (3)

- **Vendors can determine how they can help States achieve higher levels of maturity**
- **Work in progress – focus on validating Business Processes and Capabilities**
- **Future development of Conformance Criteria for each Business Process/ Capability Level**