



*High performance. Delivered.*

## **Journey to High Performance:**

### ***The Future of MITA***

2008 MMIS Conference

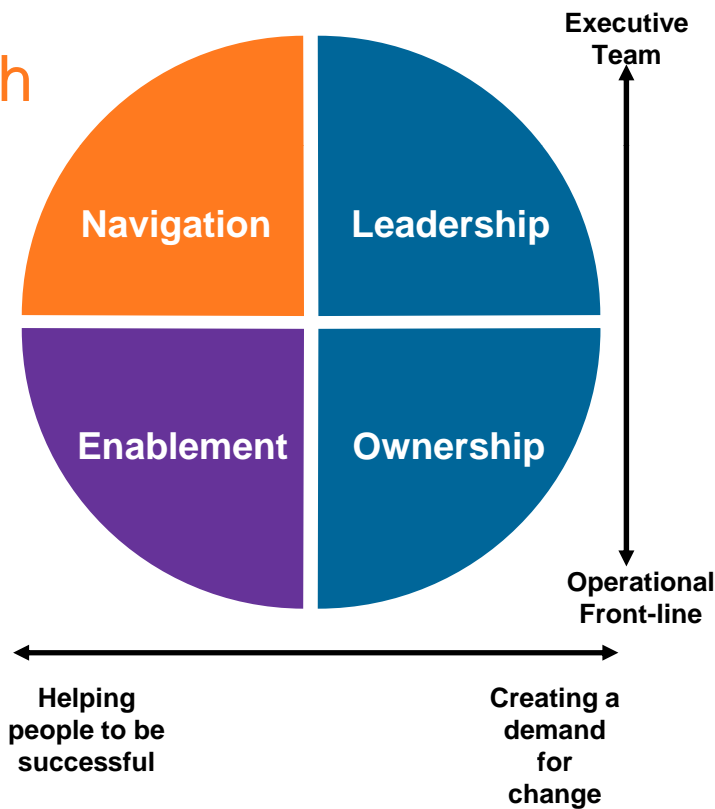
# Why MITA?

- **Current Medicaid model is unsustainable**
- **Legacy systems are costly and inflexible**
- **Customization creates inefficiency**
- **Persistent fire fighting prevents true performance and outcomes management**
- **Refocuses us on what really matters: improving the life and health of the beneficiary**

# MITA = Change

**Navigation:**  
Promoting smooth transitions

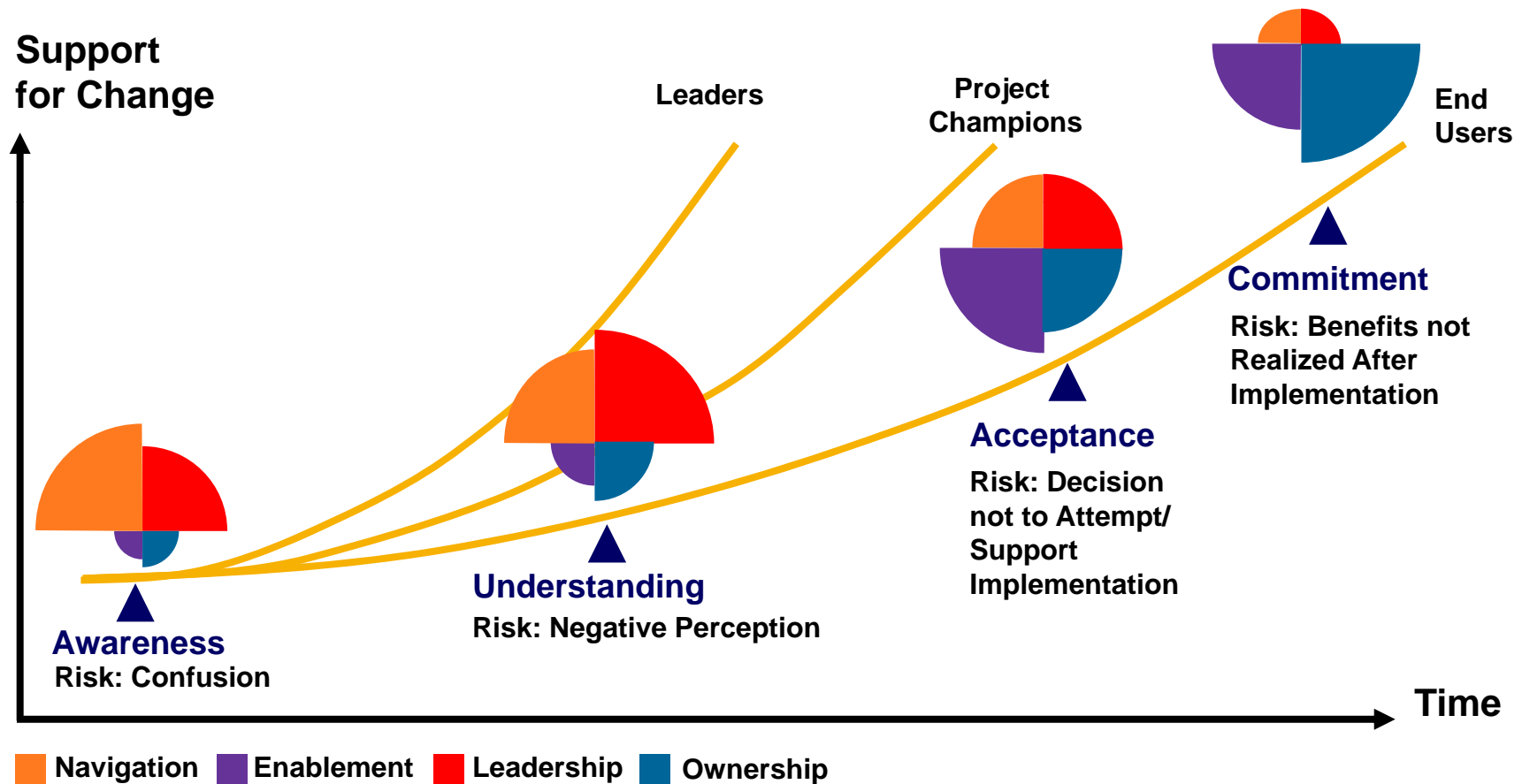
**Enablement:**  
Providing tools and resources



**Leadership:**  
Sponsoring the change

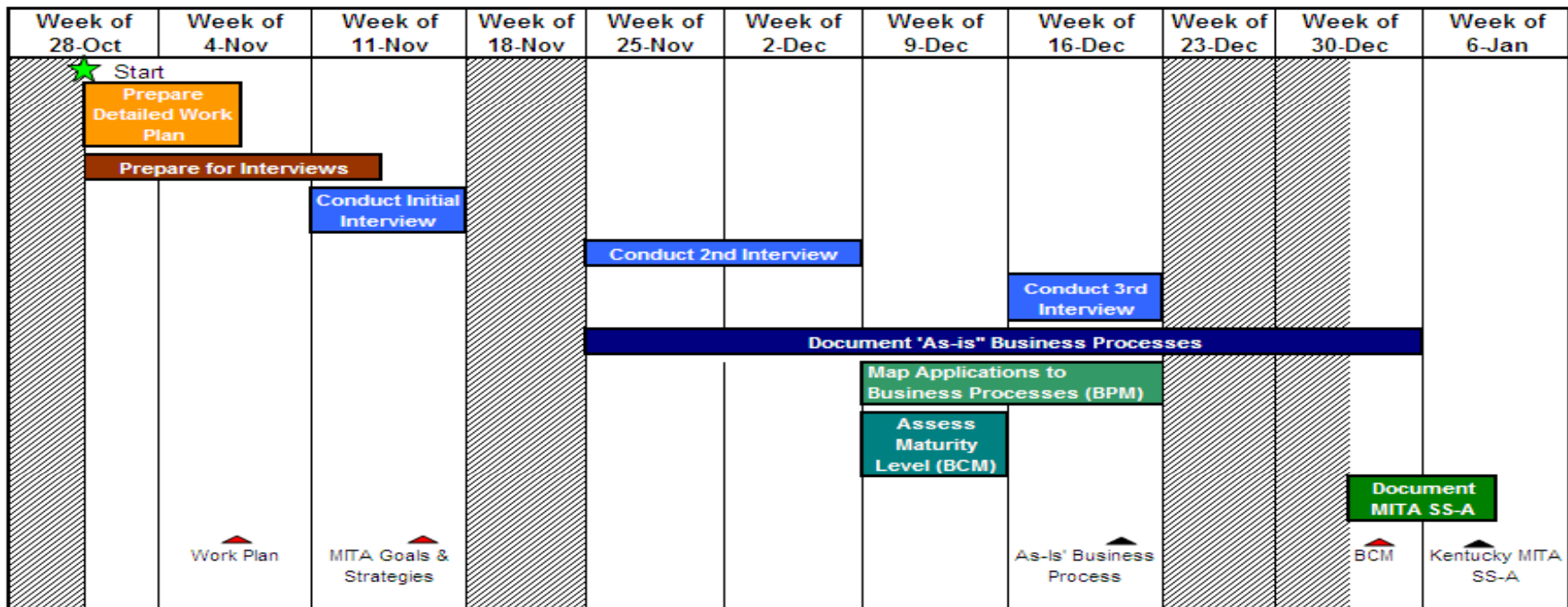
**Ownership:**  
Building commitment

# The MITA Commitment Curve



# The Kentucky Experience

- Kentucky MITA Project Plan Review: **Where have we been?**



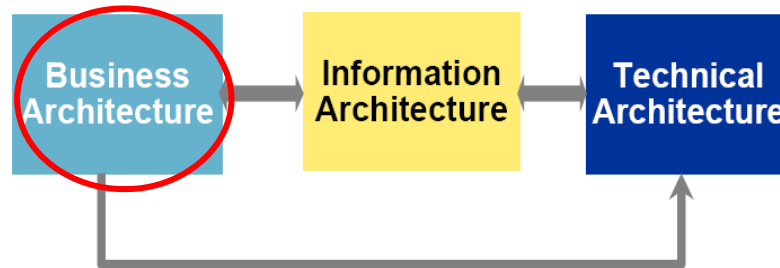
/// Holiday Time/ Off-Site

**January 8, 2008 Final Deliverable Submission:**

- Business Process Model (BPM)
- Business Capability Model (BCM)
- State Self-Assessment (SS-A)



# Kentucky Framework: Business Architecture



## Defined by CMS:

### 1. **Concept of Operations (COO)**

The COO serves as a model to frame a vision for Medicaid program healthcare outcomes and administrative efficiencies.

### 2. **MITA Maturity Model (MMM)**

The MMM provides a description and measurable qualities for five levels of maturity and serves as a roadmap for improvements and a transition from the present to the future.

## Defined by Kentucky during SS-A:

### 3. **Business Process Model (BPM)**

The MITA BPM presents a hierarchy of Medicaid business processes organized into categories (or *tiers*) of processes

### 4. **Business Capability Matrix (BCM)**

State maps its business processes to the MITA model, then determines which business capability level best matches its current capabilities

### 5. **State Self-Assessment (SS-A)**

A State Self-Assessment is a State's review of its own strategic goals, objectives, and current business capabilities against the MITA BCM. After a self-assessment, the State can develop a list of target capabilities that allow it to meet its strategic goals and objectives.

# KY MITA SS-A Project Results

- Over 60 Subject Matter Experts/Stakeholders interviewed
- 73 As-Is Business Processes documented for BPM
- 54 Capabilities Assessed for BCM, average rating 1.24
- 300+ page final SS-A deliverable
  - Executive Overview
  - Populated, Excel-based MITA SS-A Toolkit
  - Final Word-based BPM
  - Final Word/Excel-based BCM
- Final presentation to key stakeholders
- Basis on which to build future assessments, APDs

## KY Lessons Learned

- Establish a strong state appointed MITA champion that has the following responsibilities:
  - Establishes importance of the SS-A with all stakeholders
  - Identifies initial group of stakeholders
  - Performs the communication at a minimum, interview 1
  - Participates with as many activities as possible, especially early on
- Creation of a key stakeholder contact list is critical
- Establish relationships early on with those who appear reluctant to participate in the project

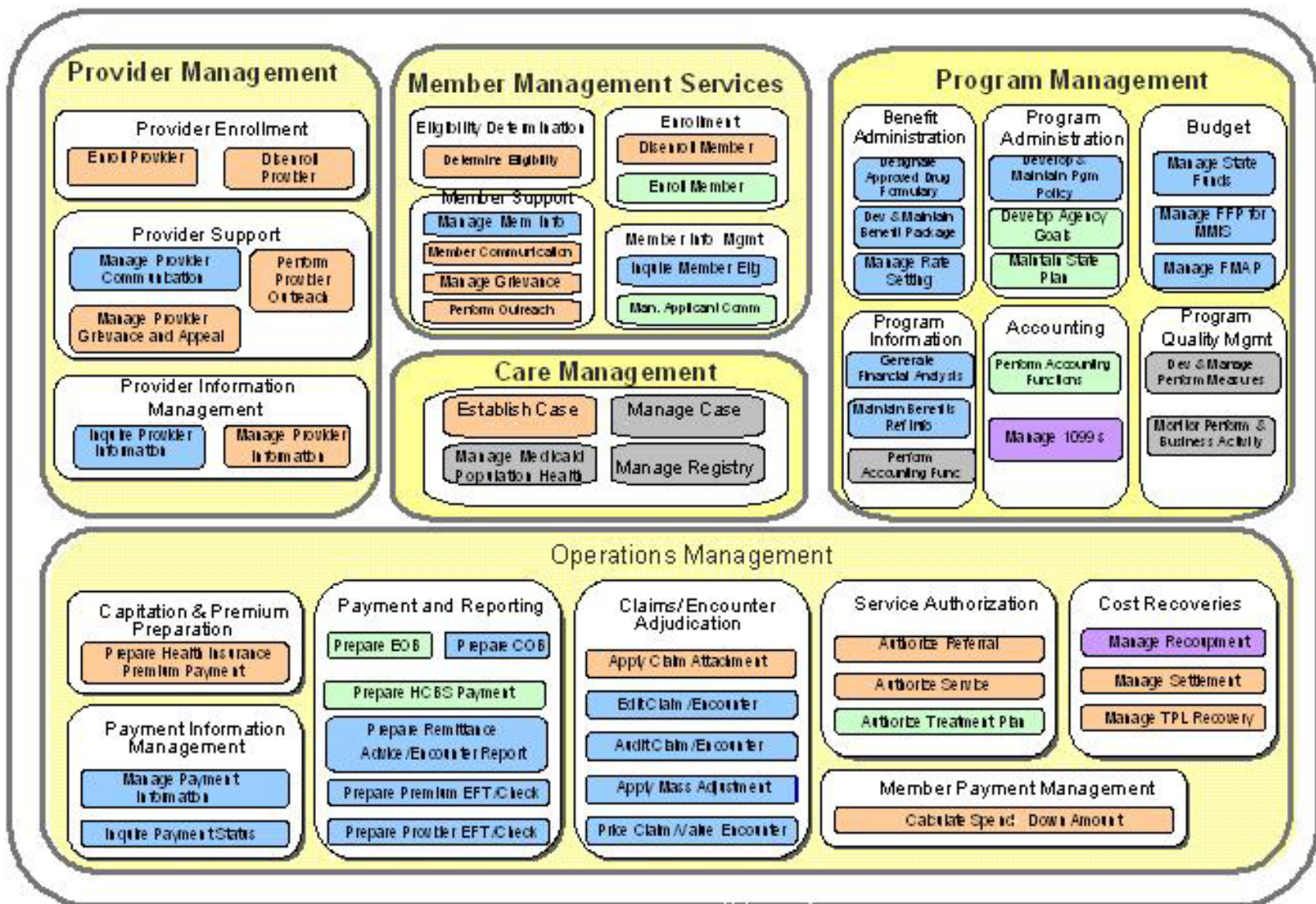
# KY Lessons Learned

- Verifying and validating key stakeholders have a crystal clear understanding of the expectations, potential activities could be jeopardy or a game to encourage participation
- On-site participation is critical for working sessions
- If stakeholders aren't engaged at the initiation of the project, it should be identified as a risk.
- Establish delivery review and approval process, this should also be incorporated into the project plan.

## The Texas Experience – Thus Far

- Launched Current State Assessment in December 2006.
  - 4 months
  - Documented processes
  - Rated maturity collaboratively
  - Limited to parts of the 5 of 8 process areas (Provider, Member, Care, Ops, Prgm)
- Refreshed Current State in November 2007.
  - Revised ratings based on new CMS guidance and changes to MMIS. Next Refresh Planned for October 2008.
- Integrated MITA alignment step into MMIS enhancement processes
- Launched awareness/education campaign in April 2008
- Most processes assessed at MITA Level 1 or 2.
- Launched Health IT Council (HIT)
- Participating in HL7 Provider Enrollment Data and Process Modeling

# TX SS-A Overview

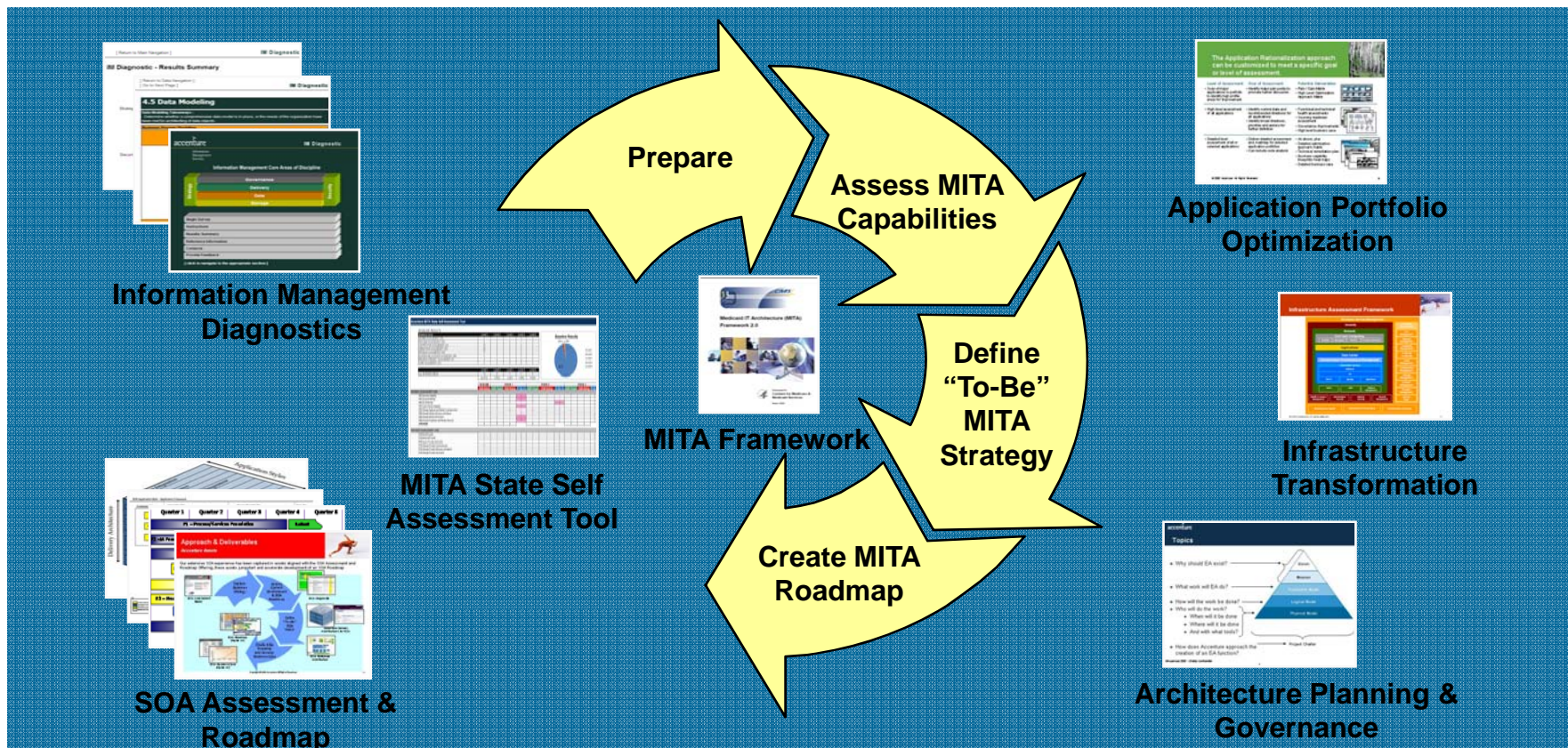


# TX Lessons in Progress

- Still learning...
  - Hard Part Ahead: In the process of assessing the remaining business areas and developing the “to-be” roadmap
- Changing to a MITA-view for the Texas Medicaid will take a lot of work:
  - From a claims processing engine to communication hub will take time.
- Change is uncomfortable
- HHSC Organization Not Aligned to MITA
- The “T” in MITA: Working to achieve agency ownership and buy-in beyond the technical staff
- Educating and Gaining Support From Stakeholders
  - Emphasis on Value Proposition
  - Focus on Sharing Information

# The Accenture MITA Offering

With process, information, and technology focused assets; Accenture is positioned to assist Medicaid organizations achieve their long-term MITA and High Performance vision.



# The Accenture MITA SSA Toolkit

## **Value Proposition:**

*The Accenture MITA State Self Assessment and Roadmap offering sets the foundation for a successful MITA journey. It enables Medicaid organizations to achieve their long term vision in context of the MITA framework.*

## **Why Accenture:**

*Accenture's assessment and roadmap offering was developed in the context of helping Medicaid organizations achieve the greatest benefits. With extensive architecture experience, diagnostic tools, models, and methodologies, Accenture is uniquely positioned to provide Medicaid organizations with an approach to achieve high performance.*

# Developing the Accenture Medicaid HPPE Framework

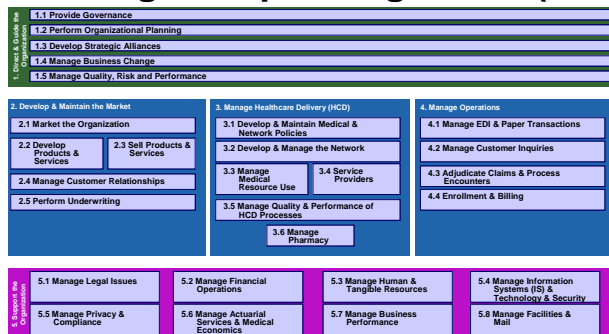
## Medicaid IT Architecture (MITA)



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Figure A-3. Medicaid Enterprise Business Functions

## Payer Preliminary Sub-Logical Operating Model (LOM)

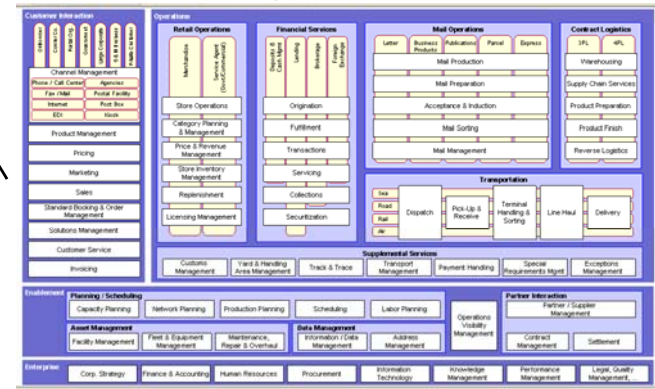


## Accenture Global Health & Life Sciences Foundation Offerings

Foundation Offerings	Emerging Offerings
R&D	MSA
PMP Sales and Marketing	Medicaid Transformation
Supply Chain	Data Analytics
PMP Back Office	Telemedicine / PACs
Health Operations	
Care Management	
Clinical Transformation / EMR	
ENR/HE	

## Medicaid HPPE Framework

## Best Practices from Other HPPE Efforts (e.g., Postal)



## Medicaid Industry Experience

# High Performance Process Excellence for Medicaid Details

- Medicaid Logical Operating Model (LOM)
  - The LOM serves as a one-page snapshot of the high-level capabilities within the Medicaid industry.
  - The LOM captures common industry processes and serves as a tool to baseline the knowledge of Medicaid-related professionals.
- The Capabilities Assessment Model (CAM)
  - The CAM articulates the value experience provides to Medicaid clients that can assist in moving their capabilities from basic to market-leading.
  - The CAM assists in identifying improvement opportunities and benchmarks business capabilities relative to leading practices within the Medicaid industry.

# Conflicting Priorities

- Inflexible legacy systems
- Massive system replacement projects
- MITA assessments and action plans
- Dealing with the uninsured situation
- Agency workforce depletion
- Unsustainable cost structures
- Access and quality of care
- Political demands from multiple levels of government

# Discussion

