

Part I — Business Architecture

Appendix E — MITA State Self-Assessment Details

Introduction

Beginning April 1, 2007, CMS introduced a national initiative in which States were instructed by CMS to begin conducting assessments of their Medicaid business enterprises. This initiative is described in Part 1 Chapter 6 of the MITA Framework document as the MITA State Self Assessment (MITA SS-A). The MITA SS-A is a process that States use to review their strategic goals and objectives, measure their current business processes and capabilities against MITA-defined business capabilities, and ultimately develops target capabilities that will allow the State to transform its Medicaid enterprise to be consistent with MITA principles.

Appendix E provides information for States in the preparation of procurement documents related to the MITA SS-A as well as the process and templates necessary to complete a State's Self-Assessment. This Appendix should be used in conjunction with Part 1, Chapter 6 – State Self-Assessment contained in MITA Framework 2.0.

Users of this Appendix include:

- Project Managers
- Financial Managers
- Business/System Analysts

There are five main sections to this Appendix.

- Purpose
- Scenarios and Funding an MITA SS-A
- Source Documents, Process
- MITA SS-A Submission Process, APD's and RFP's
- Model Templates

Purpose

The purpose of a completed State SS-A is to identify the “As Is” state and “To Be” (target) state of a State's Medicaid business enterprise. Using a standard methodology and tools to document the way a State conducts business now, and plans to conduct business in the future, the MITA SS-A provides a baseline that will facilitate collaboration between the States and CMS, between the States and industry, and among the States themselves. This is accomplished by using the MITA SS-A process to align States' Medicaid business areas to MITA's 8 business areas and sub-areas, then to map a States' business processes to those contained in MITA Framework 2.0.

MITA SS-A Funding and Scenarios

Prior approval is required for States requesting Federal Financial Participation (FFP) for new and on-going projects through the Advance Planning Document (APD). Enhanced funding at 90% is available for States that conduct a MITA State Self-Assessment. To qualify for this funding, several approaches may be considered in preparing and submitting the required APDs to CMS. The table below presents some common scenarios under which States may request enhanced funding for the State Self-Assessment.

Table 1 - MITA SS-A Funding Scenarios

	Scenario #1 Standalone MITA SS-A	Scenario #2 MITA SS-A for New MMIS	Scenario #3 MITA SS-A for MMIS Enhancement
Scenario Description	<p>No immediate plans to replace or enhance an existing MMIS.</p> <p><u>Condition #1</u>: “Baseline” MITA SS-A performed to define the “as-is” environment of the current MMIS.</p> <p>Or</p> <p><u>Condition #2</u>: MITA SS-A performed to help shape the State’s strategic plan for a near-term MMIS replacement or major system enhancement by defining both the “as-is” and “to-be” environments.</p>	<p>DDI of a replacement MMIS.</p> <p>MITA SS-A performed to support the requirements analysis phase of system design.</p>	<p>DDI of a significant enhancement to an existing MMIS.</p> <p>MITA SS-A performed to support the requirements analysis phase of enhancement design. The scope of the MITA SS-A may address all business processes or only the processes affected by the enhancement.</p>
Procurement Docs	Standalone PAPD for the MITA SS-A only (Use Template #1 in this appendix)	PAPD for an MMIS, to include the MITA SS-A	APDU or PAPD - seek CMS Regional Office guidance.
Enhanced Match?	Yes @ 90%	Yes @ 90%	Yes @ 90%
Follow-up	To be eligible for enhance match, the State must submit an implementation PAPD for a new or enhanced system within 3 years of the standalone MITA SS-A. The results of the MITA SS-A are attached to the PAPD.	Results of the MITA SS-A are attached to the IAPD and associated RFP.	Results of the MITA SS-A are attached to the APDU and associated procurement document(s).

The scenarios presented in Table 1 represent general information. States should always seek the advice of their CMS regional office contact prior to preparing procurement documentation to determine what is required by CMS for their particular State.

As shown in Scenario #1 in Table 1, a State may elect to conduct an “As Is” baseline assessment to determine their current MITA maturity levels, based upon the general criteria contained in MITA Framework 2.0. The assessment can be completed using State staff or with contractor assistance. The development and completion of a MITA Transition Plan should occur within 3 years of the date of the approved APD for the State to retain the 90% funding granted for the MITA SS-A. Otherwise, the “as is” assessment activity may be considered a feasibility study that is only eligible for 50% FFP per SMM §11276.11. A State may also elect to conduct an “As Is” and a “To Be” self-assessment. The “To-Be” portion of this assessment defines the maturity levels the State selects to achieve over a span of three to ten years, and may involve a phased approach for completion. Although the MITA SS-A may identify maturity levels that will only be realized in the long term, the State’s Implementation APDs will address only those enhancements targeted for the short term.

For new projects, such as a system replacement (Scenario #2 in Table 1), the MITA SS-A should be initiated during the implementation planning process and funding for the MITA SS-A should be requested in a Planning APD (PAPD). In a situation where a State is making a major enhancement to an existing system (Scenario #3 in Table 1), the funding request for the MITA SS-A may appear in a PAPD for the enhancement or may appear in an APD Update (APDU). States should seek the advice of their CMS regional office contact to determine which method is preferred. In either case, the results of the MITA SS-A become part of the procurement lifecycle and are submitted with the IAPD or subsequent APDs (as needed, annual) and the RFP, if appropriate, for the new development work.

Costs identified in the APD are understood to be estimated costs and only actual costs incurred are to be claimed, in accordance with 42 CFR 433, SMM Part 11, and OMB Circular A-87. All expenditures claimed by the State must be supported by documentation readily available for CMS review

Application of Office of Management and Budget Circular A-87- Cost Principles for State, Local, and Indian Tribal Governments OMB Circular 87 will apply when an enterprise-wide self-assessment is being conducted that involves staff from outside the Medicaid agency. The website for this circular is located http://www.whitehouse.gov/omb/circulars/a087/a87_2004.html

Source Documents, Process and Templates

The MITA SS-A is described in MITA Framework 2.0, Part 1, Chapter 6, of the Business Architecture. A review of the Business Architecture should be completed prior to initiating the MITA S-SA. The following Chapters are essential reading prior to starting the MITA SS-A.

Source Documents

(From MITA Framework 2.0: <http://www.cms.hhs.gov/MedicaidInfoTechArch/>)

Part 1 - Business Architecture

Chapter 1 — Business Architecture Introduction
Chapter 2 — Concept of Operations
Chapter 3 — Maturity Model
Chapter 4 — Business Process Model
Chapter 5 — Business Capability Matrix
Chapter 6 — State Self-Assessment
Appendix A — Concept of Operations Details
Appendix B — Maturity Model Details
Appendix C — Business Process Model Details
Appendix D — Business Capability Matrix Details
Appendix E — MITA State Self-Assessment Details

Process

CMS is using the information in this framework document to standardize the initial process for conducting a MITA SS-A. While the framework provides a standardized approach, States are encouraged to refine this approach, allowing for State flexibility that will foster the creation of “best-of-breed” solutions created by States. As States submit these solutions to CMS, they will be used to publish additional templates with examples and to issue future information for national use. The MITA tools used in this process, such as the baseline business processes and business capabilities are used to perform a high-level assessment of a State’s current business capabilities.

There are four general steps to follow in completing the MITA SS-A:

- List & prioritize the State’s goals and objectives
- Define the State’s current business model & map to the MITA Business Process Model
- Assess the State’s current capabilities- As Is
- Determine the State’s target capabilities- To Be

Templates:

- **Template #1: *Model Planning APD Checklist*** – This template is for use by the State when requesting enhanced funding via the Planning Advance Planning Document (PAPD) to conduct a standalone MITA SS-A. This checklist can not be modified.
- **Template #2: *Steps for Conducting a MITA State Self-Assessment*** – This template contains the basic steps States should use when conducting a MITA SS-A. The process steps follow the four step approach. The template also contains recommended staffing and MITA Framework 2.0 references to assist with the process. States may add steps to this template as needed and may also choose to add new sections to the template to aid in performance of additional assessment activities such as a mapping of the State’s technical capabilities. The detailed output from this activity need not be submitted along with the assessment results, documented in Template #3 below, but should be retained by the State.
- **Template #3: *Model for MITA State Self-Assessment Attachment to APD/RFP*** – This template provides a model for States to use when documenting and reporting the results of their MITA SS-A. The template represents the minimum set of information needed to include as an attachment to the State’s APD. This template can be expanded based upon the State’s unique business environment.

Submission of MITA Self-Assessments with APD’s and RFP’s

In order to introduce the MITA SS-A into the procurement life-cycle, States are requested to include the results of the MITA SS-A, Template #3 of this appendix, as an attachment to follow-on APD submissions. If a State elects to perform a standalone MITA SS-A then Template #3 becomes a standalone deliverable rather than an attachment to a future APD. Template #3 will be reviewed by the Regional Office as part of the review process in approving funds for MMIS system activities. Your Regional Office Medicaid systems staff and our MITA team are available to assist your staff in using the checklist, or with any questions you may have.

Template 1

MODEL PLANNING APD CHECKLIST

MITA State Self-Assessments (Medicaid)

The Planning APD is a very brief document (6-10 pages) prepared and submitted *prior to initiating* Planning Phase activities. It is used to secure Federal financial participation (FFP) for the State. It is a plan to plan. The purpose is not to provide needs and plans in detail but to develop a high-level management statement of vision, needs, objectives, plans, and estimated costs. The focus is on describing how planning will be accomplished and demonstrating that the State has established a plan that is reasonable for the level of effort of the project. Planning APDs that meet the standards for approval shown in the following two pages will be approved within 60 days. The Planning APD has four sections: 1. Statement of Need 2. Project Management Plan for planning 3. Planning project budget, and 4. Estimated of total project costs.

Section	Content	Description of Minimum Requirements
Statement of Need This section of the Planning APD should set forth the State's information and services "vision," ¹ including the scope and objectives of the planned information system and its interrelationships with other systems (if known). In addition, the needs statement should define the system requirements in terms of problems and needs listed in the next column.	✓ Statement of "Vision"	Conduct a MITA Self-Assessment of its current and future business needs to determine a transition plan for the future. This will be an "as is/baseline" self-assessment or an "as is" and "to be" self assessment. In either case the State plans to implement changes based upon the MITA SS-A within 3 years. The MITA SS-A should be consistent with MITA Framework 2.0. <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Full <input type="checkbox"/> Partial – Explain
	✓ This will be a full Assessment or partial	
	✓ Statement of the Problem/need in terms deficiencies in existing capabilities,	Briefly explain <input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ New or changed program requirements	Does the MITA SS-A document the new and/or changes planned for the current APD or for the future as well? Current APD only _____ Future Needs _____
	✓ Opportunities for economy or efficiency	CMS will assume the MITA SS-A will produce opportunities for both economy and efficiency provided that the MITA self-assessment criteria included in the APD are addressed.

¹ "Vision" means the State planners' view of future program needs and the systems architecture necessary to support those needs.

Section	Content	Description of Minimum Requirements
Project Management Plan The Project Management Plan summarizes how the State will plan. The State's planning project organization is briefly described. At this point in the project, all that is required is that the State identifies key players in the planning phase, such as the project manager and other key planning staff by name and title. This information can be depicted in an organization chart. The Project Management Plan for planning describes how and when the activities for the Planning Phase will be conducted and schedules milestones for completion of key events.	✓ Planning project organization (State and contractor resources) – people, responsibilities and relationships	Provide descriptive one page chart and one page of accompanying narrative.
	✓ Planning activities, schedule, products and deliverables	Briefly summarize in one page or less.
	✓ Commitment to conduct analyses and JAD sessions (Please provide a statement when “No” is checked)	Requirements analysis <input type="checkbox"/> Yes <input type="checkbox"/> No (e.g. Gap Analysis) Feasibility study <input type="checkbox"/> Yes <input type="checkbox"/> No Alternatives analysis <input type="checkbox"/> Yes <input type="checkbox"/> No Cost/benefit analysis <input type="checkbox"/> Yes <input type="checkbox"/> No JAD (joint application design sessions with users) <input type="checkbox"/> Yes <input type="checkbox"/> No Functional specification <input type="checkbox"/> Yes <input type="checkbox"/> No Systems design <input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Re-inventing the Wheel ✓ Commitment to define (update) functional requirements for the purpose of evaluating the transfer of an existing system	If available, has there been any consideration given to collaborate with another state? Explain.
	✓ Requirements and evaluation plan	Briefly summarize in one page or less.
Planning Project Budget This section succinctly describes in narrative form the resource needs for which funding support during the Planning Phase may be requested by the State. These needs may relate to State and contractor staff costs, computer time, hardware and commercially available software, travel, space,	✓ By categories, cost elements and amounts	Show cost allocation among users Anticipated FFP (90%, 75% and 50%) Anticipated State costs Projected costs by fiscal quarter + summarized by fiscal year, including planning project total, and program totals.

Section	Content	Description of Minimum Requirements
supplies, telephones, photocopying, and so forth. This section of the APD also provides the budget and the cost allocation to be used during the Planning Phase.		
Assurances This section refers to the procurement of automated data processing equipment for mechanical claims processing, and whether it was procured under the appropriate requirements outlined in the Code of Federal Regulations (CFR) listed, the appropriate sections of the State Medicaid Manual (SMM), and a State Medicaid Letter (dated December 4, 1995). This section also refers to access to records, licensing, ownership of software and the safeguarding of information contained within the system.	✓ Procurement Standards (Competition/Sole Source)	45 CFR Part 95.613 <input type="checkbox"/> Yes <input type="checkbox"/> No SMM Section 11267 <input type="checkbox"/> Yes <input type="checkbox"/> No 45 CFR Part 95.615 <input type="checkbox"/> Yes <input type="checkbox"/> No SMM Section 11267 <input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Access to Records	42 CFR Part 433.112(b)(5) – (9) <input type="checkbox"/> Yes <input type="checkbox"/> No 45 CFR Part 95.615 <input type="checkbox"/> Yes <input type="checkbox"/> No SMM Section 11267 <input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Software Ownership ✓ Federal Licenses ✓ Information Safeguarding	Explain all No answers and provide complete justification <input type="checkbox"/> Yes <input type="checkbox"/> No
	✓ Progress Reports	SMM Section 11267 <input type="checkbox"/> Yes <input type="checkbox"/> No

Template 2: STEPS FOR CONDUCTING A MITA STATE SELF-ASSESSMENT

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
1. List & Prioritize the State's Goals and Objectives			
1.1. Plan for State Self-Assessment.	MITA SS-A Team and executive sponsors meet to gain a common understanding of the MITA SS-A.	<ul style="list-style-type: none"> State Medicaid Executives, Managers, and all staff who are expected to participate in the MITA SS-A. 	White Paper: Planning for MITA: An Introduction to MITA Transition Planning
1.2. Determine State goals for transformation.	Medicaid executives and senior-level management meet to develop a strategic plan for the Medicaid enterprise and to identify transformation goals.	<ul style="list-style-type: none"> State Medicaid Executives and Senior Managers 	Part 1, Chapter 2 Part 1, Chapter 6
1.3. Identify and prioritize State objectives to achieve strategic goals.	Medicaid executives and senior-level management meet to identify the objectives and milestones that will be used to measure progress toward transformation goals.	<ul style="list-style-type: none"> State Medicaid Executives and Senior Managers 	Part 1, Chapter 2

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
1.4. Determine Scope of the MITA SS-A.	Determine breadth and depth of the assessment, i.e., all Medicaid Enterprise, partial –focusing on certain business areas, statewide – encompassing other State agencies.	<ul style="list-style-type: none"> State Medicaid Executives and Senior Managers 	Part I, Chapter 6
1.5. Establish MITA Project Team.	Identify a MITA project manager and MITA project team members.	<ul style="list-style-type: none"> Senior Managers 	N/A
1.6. Develop MITA SS-A Project Plan	Determine project organization, project management, schedule, methodology and approach. Determine timeline; number of resources; overall cost for the project.	<ul style="list-style-type: none"> MITA Project Team 	N/A
1.7. Link State vision to MITA vision.	Show how the State's vision aligns with MITA	<ul style="list-style-type: none"> MITA Project Team 	Part 1, Chapter 2
1.8. Compare Medicaid vision with State's Enterprise Architecture (if applicable)	If there is a Statewide CIO or Medicaid agency CIO, summarize the State's or Department enterprise architecture and assess compatibility with MITA.	<ul style="list-style-type: none"> MITA Project Manager State or Medicaid CIO office 	Part 1, Chapter 1 Part 2, Chapter 1 Part 3, Chapter 1

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
2. Define the State's Current Business Model & Map to the MITA Business Process Model			
2.1. Begin populating Template 3.	Use the MITA Framework document to complete columns 1 and 3 of the Model for MITA State Self-Assessment Attachment to APD/RFP.	<ul style="list-style-type: none"> MITA Project Team 	Part 1, Appendix E, Template 3
2.2. Identify State Medicaid Business Areas and Map to MITA Business Areas.	Produce table showing MITA Business Areas mapped to State Business Areas (number of State BAs may vary from MITA model).	<ul style="list-style-type: none"> MITA Project Team Business Area Managers 	Part 1, Chapter 4 Part 1, Appendix C
2.3. Include other Programs, Agencies if applicable	If the scope of the MITA SS-A includes other agencies, e.g., Substance Abuse Treatment, Public Health; include these in the business area table.	<ul style="list-style-type: none"> MITA Project Team Business Area Managers from associated programs. 	Part 1, Chapter 2

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
2.4. Note Exceptions, Differences	<p>Analyze the exceptions and differences discovered during the mapping exercise to determine if outliers can be merged into business areas defined in the MITA model or if these business areas need to stand alone.</p> <p>Update BA table as needed and transfer results to column 2 of the MITA State Self-Assessment Attachment to APD/RFP.</p> <p>State business areas that do not map to a business area defined in the MITA framework should be listed in Template #3 after the MITA-defined business areas.</p>	<ul style="list-style-type: none"> MITA Project Team 	<p>Part 1, Chapter 4</p> <p>Part 1, Appendix C</p> <p>Part 1, Appendix E, Template 3</p>
2.5. Map State Business Processes to MITA Business Processes (within MITA Business Areas)	<p>Produce table linking State and MITA business processes for each business area. Include State-only business processes at the end of each business area.</p>	<ul style="list-style-type: none"> MITA Project Team Business Area Managers and business process SMEs. 	<p>Part 1, Chapter 4</p> <p>Part 1, Appendix C</p>

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
2.6. Note Exceptions, Additions, Differences, and Non-Applicable Business Processes	<p>Analyze the exceptions and differences discovered during the mapping exercise to determine if outliers can be merged into business processes defined in the MITA model or if these business processes need to stand alone.</p> <p>Update business process table as needed and transfer results to column 4 of the State Self-Assessment Attachment to APD/RFP.</p> <p>State business processes that do not map to a business process defined in the MITA framework should be listed at the end of each business area section.</p>	<ul style="list-style-type: none"> MITA Project Team 	<p>Part 1, Appendix C</p> <p>Part 1, Appendix E, Template 3</p>
2.7. Document the location, organization, and system for each business process.	<p>NOTE: MITA is neutral on location, organization, system. May apply to groups of business processes</p>	<ul style="list-style-type: none"> MITA Project Team 	N/A

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
3. Assess the State's Current Capabilities - "As Is"			
3.1. Assign Level of Business Capability to MITA Business Processes	<p>Review Description and Attributes for each Level and determine which Level best describes State's current As Is capabilities. Where the MITA definition is incomplete, State will use its own judgment.</p> <p>Transfer Level assignments to State Self-Assessment Attachment to APD/RFP, column 5.</p>	<ul style="list-style-type: none"> • MITA Project Team • Business Area Managers and business process SMEs. 	<p>Part 1, Chapter 5 Part 1, Appendix B Part 1, Appendix D</p>
3.2. Assign Level of Business Capability to State-unique Business Processes	<p>Use the general guidelines regarding maturity levels found in the MITA framework document to assign As-Is maturity levels to State-unique business processes.</p> <p>Transfer Level assignments to MITA State Self-Assessment Attachment to APD/RFP, column 5</p>	<ul style="list-style-type: none"> • MITA Project Team • Business Area Managers and business process SMEs. 	<p>Part 1, Chapter 3 Part 1, Appendix B Part 1, Appendix D</p>

Step	Description	Recommended Staffing	MITA Framework 2.0 Reference
4. Determine the States Target Capabilities – “To Be”			
4.1. Assign Level of Future Business Capability to MITA Business Process	<p>Review Description and Attributes for each Level and determine which Level best describes State’s current targeted To Be capabilities. Where the MITA definition is incomplete, State will use its own judgment.</p> <p>Transfer Level assignments to MITA State Self-Assessment Attachment to APD/RFP, column 6.</p>	<ul style="list-style-type: none"> • Senior Managers • MITA Project Team • Business Area Managers and business process SMEs. 	<p>Part 1, Chapter 5</p> <p>Part 1, Appendix B</p> <p>Part 1, Appendix D</p>
4.2. Assign Level of Future Business Capability to State-unique Business Process	<p>Use the general guidelines regarding maturity levels found in the MITA framework document to assign To Be maturity levels to State-unique business processes.</p> <p>Transfer Level assignments to MITA State Self-Assessment Attachment to APD/RFP, column 6</p>	<ul style="list-style-type: none"> • Senior Managers • MITA Project Team • Business Area Managers and business process SMEs. 	<p>Part 1, Chapter 3</p> <p>Part 1, Appendix B</p> <p>Part 1, Appendix D</p>

Template 3: MODEL FOR MITA STATE SELF-ASSESSMENT ATTACHMENT TO APD/RFP

1	2	3	4	5	6
MITA BUSINESS AREA	STATE BUSINESS AREA	MITA BUSINESS PROCESS	STATE BUSINESS PROCESS	AS IS LEVEL OF BUSINESS CAPABILITY	TO BE LEVEL OF BUSINESS CAPABILITY
Use MITA names and order	Use State names; show differences	List by MITA Business Area and BP code	Use State's naming convention	Refer to MITA Framework 2.0, Part I, Appendix D	State selects its target for improvement
	There may be more State BAs (or fewer)	Use MITA name	Indicate N/A if State does not have this MITA BP or any equivalent	Use Description of Level and Attributes to aid in designation of Level	Use Description of Level and Attributes to aid in designation of Level
	Place State BAs without a MITA equivalent at the end	Use MITA order/sequence	At the end of each BA, include State BPs not found in MITA	Some descriptions are not fully developed. State makes its own decision re Level.	Some descriptions are not fully developed. State makes its own decision re Level.
		Complete list of MITA business processes for each BA, then proceed to next BA/ business process list	State may have many BPs to one MITA BP (see below):	Must meet all criteria of the level; no "1.5"	Must meet all criteria of the level; no "1.5"
Provider Management	"Provider Services"	Enroll Provider	"Enroll DME provider"	LV 1	LV 2
		Enroll Provider	"Enroll MD provider"	LV 2	LV 3