



MESC 2024 Pre-Conference Workshop: MITA 4.0 and State Self-Assessment

August 12, 2024



Welcome and Thank You!

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Objectives

- Raise awareness on how MESC 2023 attendees feedback was incorporated into MITA 4.0
- Generate understanding of status of progress and potential changes to MITA
- Gather feedback on changes for MITA through engagement

Approach

- Initial overview recapping MITA discussions last year, the focus since then, and the status of workgroup discussions
- Overview of MITA 4.0 (what it's looking like, what's not yet 'ready for review/feedback', and the need from you at this time)
- Facilitated table exercises to gather feedback on MITA 4.0 including SS-A

MITA and the MITA Governance Board



The MITA Governance Board (MGB) began reconvening at HIT Connect in April 2023 to reinvigorate MITA and established several work groups to begin working on the next generation of MITA and SSA.

The MGB's primary goal is to provide guidance to these work groups as they develop MITA 4.0 in accordance with **CMS' goals for MITA**:

- Make MITA more meaningful
- Reduce burden on SMAs
- Enable automation
- Tighten integration with APD, Certification and other MES activities
- Release guidance that is aligned with current trends in healthcare and IT

The MGB established a new **vision for MITA**:

The Medicaid Information Technology Architecture (MITA) supports the achievement of Program goals and objectives to better serve stakeholders and promote greater efficiencies towards compliance and the administration and operation of the Medicaid Enterprise System (MES).

MITA Governance Board Sponsored Workgroups

MITA NextGen

- Leveraging The Open Group Architecture Framework (TOGAF) process to identify MITA components, sub-components, and outputs
- Drafted an architecture vision
- Working on Business, Information Systems, and Technical Architecture

Interoperability

- Working on reference implementation for Prior Authorization Final Rule
- Creating use case that could be used to implement the CMS Prior Authorization Final Rule

SS-A

- Completed a gap analysis of current and pilot SS-A tools against requirements from last year's MESC workshop
- Developing a strategy, process, and reference model to be included for recommendation.

What's Next?

Gather feedback on SS-A

Reflect and Reboot

Pilot New MITA architectures, SS-A maturity model, and assessment tools with a small group of SMAs



Focus for the workshop

Communications

MESC 2023 Challenges & Ideas

MITA 3.0 challenges

Consistency and clarity

Inconsistency in guidance, processes, and templates, and confusion related to outcomes and metrics.

Communication and collaboration

Lack of effective communication between stakeholders, including sharing of best practices, lessons learned, and knowledge dissemination.

Flexibility and adaptability

Difficulty in adjusting to changes and incorporating agile approaches in planning, development, and production phases.

Organizational Change Management (OCM)

Challenges in managing changes across the organization, from strategy to resource allocation.

Requirements and understanding

Issues with requirements, their traceability, and stakeholder understanding.

High-level ideas to address challenges

Flexibility and customization

Developing a more flexible and customizable State Self-Assessment (SS-A) process that focuses on state-specific capabilities, needs, and outcomes.

Outcome-focused approach

Emphasizing desired outcomes to guide SS-A processes and linking these outcomes to strategic planning, roadmaps, and APD certification.

Technology and innovation

Utilizing decision support systems, machine learning, and artificial intelligence to assist states in completing SS-A, predicting areas of improvement, and mining best practices.

Streamlining and simplification

Simplifying the SS-A process by potentially eliminating certain levels, focusing on areas of change and maturity, and incorporating information needed for APD.

Integration and alignment

Aligning SS-A with other processes such as APD, certification, and procurement, as well as connecting MITA to relevant systems like SME and TMSIS.

Collaboration and best practices

Developing centralized tools for SS-A-related decisions and exploring resources for maturing intra- and inter-state data exchanges into business processes.

MITA 4.0 Will Statements



MITA will:

- Reduce SMA burden associated with strategic planning, implementation, and maintenance and operations phases
- Leverage existing documentation to aide in the creation and submission of an SS-A
- Seek to utilize existing forums (i.e., CMS State Officer Meetings, CMS Monthly Meetings) for discussion on MITA SS-A relevant items
- Implement and enforce MITA 4.0 SS-A standards reflective of industry best practices to promote interoperability, reuse, and the growth of modularity within the Medicaid enterprise
- Include templates for documentation to support a Medicaid Enterprise
- Include maturity models for SMA and federal partners to monitor the agency's performance and identify actions needed to further the success of enterprise-wide initiatives
- Align the CMS certification outcomes and the APD to leverage the MITA 4.0 SS-A standards to continue to support the Medicaid enterprise modular strategy

**Scan the QR code to access
the MITA GitHub site to learn
more about MITA and keep
up to date on MITA 4.0**



Send questions and feedback to MITAGovBoard@cms.hhs.gov

State Self-Assessment (SS-A): Overview and Review of Draft Work Products

Carol Hefling, Department for Medicaid Services
Kentucky Cabinet for Health and Family Services

Uma Kandasamy, North Highland

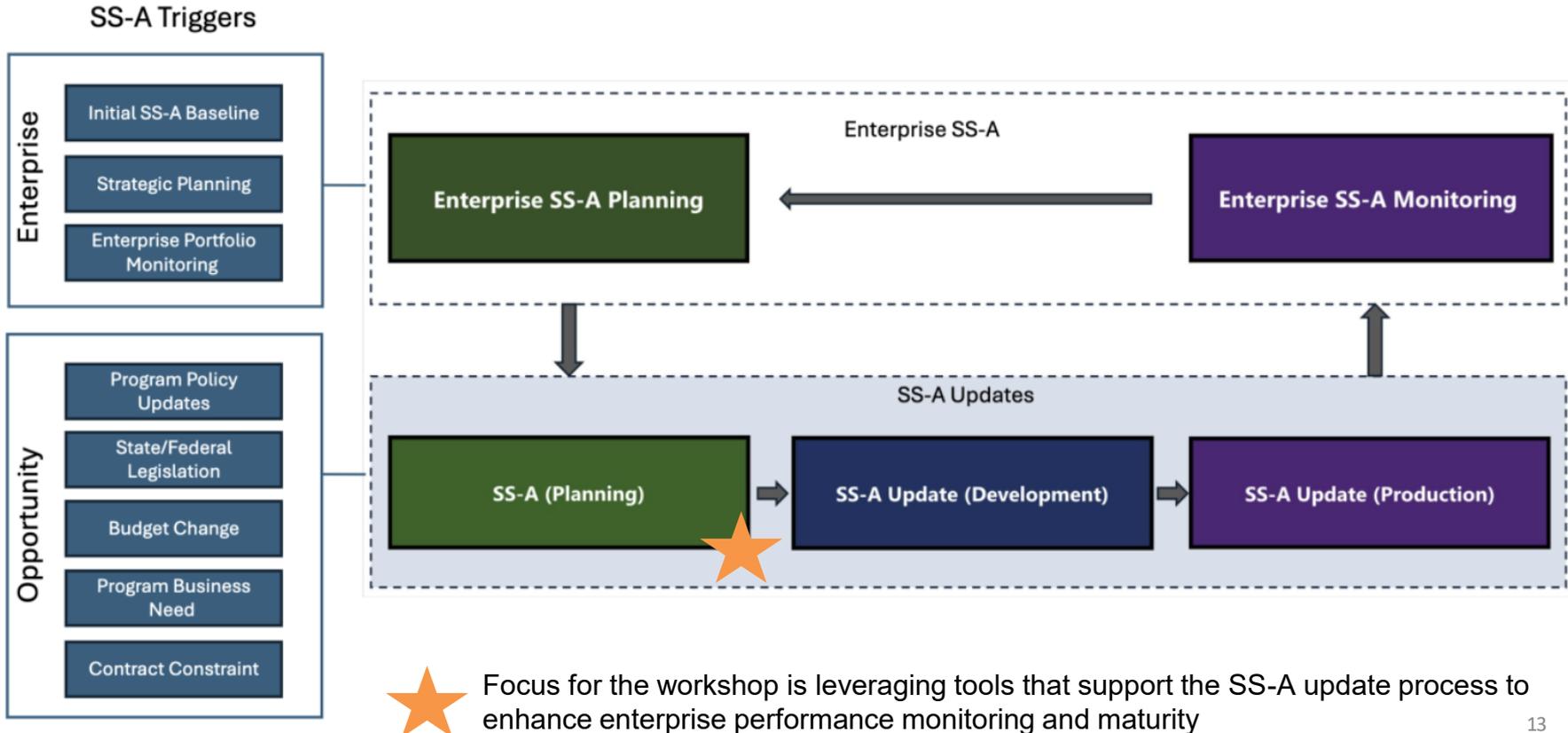
What have we been focused on?

- Gap analysis of the current SS-A 3.0 against the inputs from MESC23 workshop, KY Pilot, pilot SS-A tools and work group brainstorming
- Categorized and prioritized the gaps
- Formed 3 Sub Workgroups to focus on Performance Strategy, Performance Process, Standard Reference Models & template

Scope of 3 Sub-workgroups:

- Performance strategy will define the scope of the SSA and how the SSA can be incorporated into strategic planning efforts for the states.
- Performance process will frame the SS-A as a set of practices and tools that can be used across the enterprise to identify goals, assess processes, leverage frontline staff improve processes, and offer feedback to leadership.
- Standard reference models and templates will help guide the development and alignment of goals, outcomes, and metrics across State Medicaid Agencies (SMA) and help manage and measure the performance of the Medicaid Enterprise System (MES).

SS-A Lifecycle



 Focus for the workshop is leveraging tools that support the SS-A update process to enhance enterprise performance monitoring and maturity

SS-A Lifecycle

Enterprise SS-A

Enterprise Strategic Planning



Planning APD
Activity Updates

Performance Activities

- Assess Enterprise Goals & Objectives
- Perform Enterprise Assessment (Baseline)
- Identify Enterprise Business Needs

Architecture Activities

- Assess enterprise business, data and technology architecture

Output

- Business Need/Opportunity Initiation
- Enterprise Roadmap Updates
- APD Updates (As necessary)

Enterprise Portfolio Production & Monitoring



Annual CMS
Reporting

Timing

Continuously – Production (SMA)
Annually - CMS Reporting

Performance Activities

- Assess enterprise performance & maturity
- Identify enterprise business challenges
- Update enterprise goals & outcomes & metrics as needed
- Identify portfolio gaps and opportunities
- Develop enterprise remediation plans as needed

Output

- CMS Outcomes and Metrics Reporting



SS-A Updates

SS-A (Planning)



Advanced
Planning
Document

Performance Activities

- Define Opportunity Outcomes
- Define Opportunity Metrics
- Calculate Opportunity As-Is Metric Values
- Establish Opportunity To-Be Metric Values
- Assess As-Is against To-Be Metric Values
- Align Opportunity to Program Goals & Objectives

Architecture Activities

- Define baseline business, data and technology architecture description
- Develop target business, data and technology architecture description
- Identify leverage and reuse opportunities

Output

- SS-A Scorecard
- Update Opportunity Roadmap
- I-APD

SS-A Update (Development)



Project Status
Report(s)

Performance Activities

- Ongoing assessment of outcomes and metrics

Architecture Activities

- Validate architecture business, data and technology requirements
- Align solution architecture to Investment Architecture Reference Models
- Identify architecture gaps and required modifications

Output

- Architecture Compliance Report

SS-A Update (Production)



Project Status
Report(s)

Performance Activities

Individual MES Opportunity

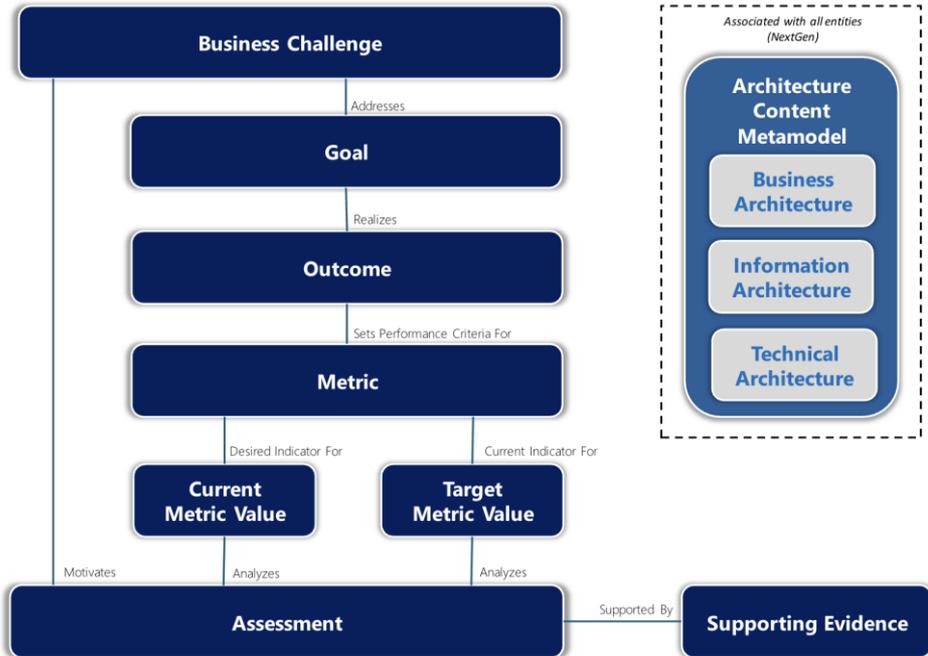
- Collect As-Is Metric Values
- Assess As-Is against To-Be Metric Values
- Identify gaps and opportunities
- Develop remediation plans as needed

Output

- Updated SS-A Scorecard
- Enterprise Portfolio Performance Dashboard
- O-APD



SS-A Conceptual Model



Conceptual Model Vision

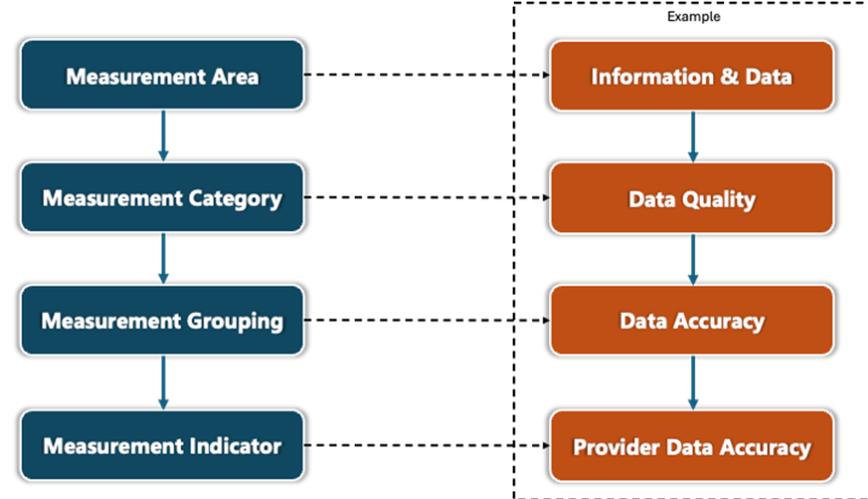
Creates a consistent vocabulary and understanding of the work products or artifacts that are associated with performing and reporting the MITA SS-A. The SS-A content metamodel will adhere to national standards including alignment to similar work products/artifacts already in use by CMS and SMA's to standardize language and reduce confusion amongst SMAs.

Conceptual Model Uses

- Establishing common vocabulary across SMA's
- Defining relationship between SS-A, strategic plan and Architectural models
- Identifying high-level constraints and limitations on how the entities are used within the context of the SS-A.

Performance Reference Model

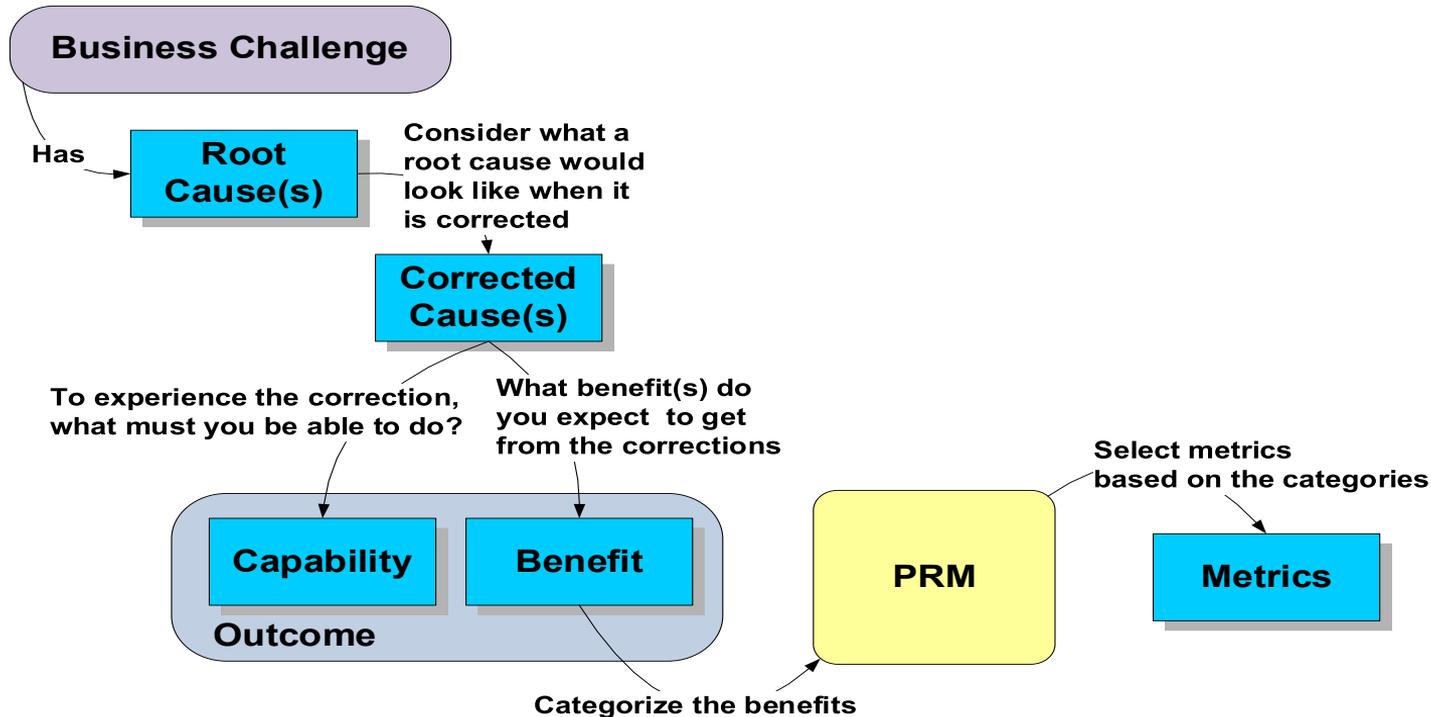
- Inspired by FEA PRM Model, modified for MITA
- Articulates the traceability from outcomes to organizational performance and the corresponding IT initiatives aimed at improving these outcomes.
- Creates “line of sight” for IT project managers, program managers and key decision-makers to understand the current gaps in outcome performance and how a proposed solution hypothesis can be evaluated in terms of outcome metrics
- Structure is based on (3) Tiers:
 - **Measurement Area** - The high-level organizing framework of the PRM capturing aspects of performance at the output levels. This layer is directly linked to the performance objectives established at the agency and program levels.
 - **Measurement Category** - Collections within each measurement area describing the attribute or characteristic to be measured.
 - **Measurement Grouping** - Further refinement of categories into specific types of measurement indicators.



Outcomes & Metrics Development Process



From Challenge to Outcome and Metrics



The SS-A workgroup has documented few ideas and options on the maturity model

1. Capability Model :

- Focused on a specific capability that was identified during the SSA Planning phase.

2. Benefits Realization Model :

- Focused on how far the benefits identified during SS-A Planning has been achieved.

3. Outcome Capability Model :

- Focused on how much the state has embraced the outcomes based approach for their implementation.

4. Outcomes Realization Model :

- Focused on how far the outcomes identified during SS-A has been achieved.



MITA 4.0 Overview and Review of Draft Products

Jessica Groeling, Department Vermont Health
Access and MITA Governance Board Member

What have we been focused on?

- The MITA NextGen working group has focused on the Business Architecture (BA), Technical Architecture (TA), and Information Architecture (IA).
- Using The Open Group Architecture Framework (TOGAF)- A widely-used framework for developing an enterprise architecture. Providing a structured approach for identifying the architectural components and sub- components needed within the architecture framework that aligns with organizational goals.
- Aligned 3 Sub- working groups with the TOGAF Phases: Phase B Business Architecture, Phase C Information Systems Architecture and Phase D Technical Architecture.

Scope of 3 Sub-workgroups:

- **Phase B Business Architecture**- Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals and respond to the strategic drivers set out in the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns.
- Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Business Architectures Duration.

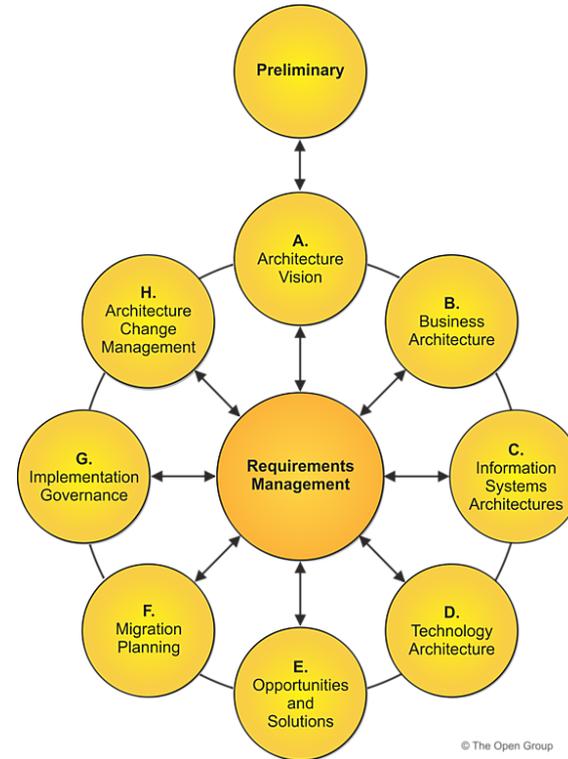
- **Phase C Information Architecture**- Develop a framework for State Medicaid Agencies (SMA's) to use as they develop and maintain a data architecture to support their Medicaid Enterprise. The objectives include:
 - Develop the Target Information Systems Architectures, describing how the enterprise's Information Systems Architecture will enable the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns.
 - Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Information Systems (Data and Application).
- **Phase D Technical Architecture**- Develop a framework for State Medicaid Agencies (SMA's) to use as they develop and maintain a technical and application design strategy for Medicaid Enterprise systems by leveraging industry standards and best practices and encourage states to move from an isolated environment to more of a shared services approach.
 - The TA Framework will assist state leadership in the creation and development of a sound strategy, along with a roadmap that will allow the States to gain an understanding of how to take advantage of the latest advancements in technology from an enterprise perspective.
 - Establish and map Business services developed during the business architecture effort to technical services identified through the Technical Reference Model (TRM), reference architecture and application rationalization efforts.

The TOGAF Architecture Development Method (ADM)- describes a method for developing and managing the lifecycle of an Enterprise Architecture.

Throughout the ADM cycle, there needs to be frequent validation of results against the original expectations for the whole ADM cycle, and for the particular phase (Phase A, B, C..Etc.....) of the process.

The phases of the ADM cycle are further divided into steps, which are defined in the detailed description of each phase.

Each phase of the ADM has specific inputs and outputs that are derived from the steps, these inputs and outputs help to guide the process and ensure consistency and completeness.



Overview of Use Case Scenario

A user, or actor: State of Bliss (Agency of Human Services, Agency of Digital Services (sibling IT agency), Department of Bliss Health Access (Business Leads, SME)

Trigger or Problem Description: The Department for Bliss Health Access (DBHA), Long-Term Care (LTC) Medicaid Program includes Choices for Care, Developmental Disabilities Home and Community Based Services, Brain Injury Program, and Intensive Home and Community Based Treatment. The Department of Bliss LTC staff determines financial eligibility for members who apply for LTC Medicaid.

- Currently, LTC staff cannot process pending applications within the 45-day timeliness standard and is seeking workload efficiencies and customer service improvements using an application to reduce manual and repetitive workload associated with Excel tracking sheets and manual paper forms.
- Workload efficiencies will reduce application processing times while pre-populated review applications will reduce customer effort when compared to the current reapplication process.

A goal and the business value: Customer Service Improvement

- The LTC application will support a reduction in the work burden and pressures associated with LTC staff caseload assessments and will:
- Allow for more accurate tracking and documentation of caseloads with less work burden.
- Allow centralization for staff to input and track their cases so management can effectively assess and troubleshoot.
- Allow ease of reporting on specific attributes of stored data and Key Performance Indicators (KPIs).
- Increase efficiencies that allow more timely case processing and improved response time to customers.
- Create required forms from stored data and issue prepopulated review forms to reduce the burden on our elderly and disabled population.
- Use stored data for ex-parte review process

Use Case Scenario Key Information



KEY PROJECT PHASES		
	Project Start	Apr 8, 2024
a	Discovery & Design	Apr 12 – May 7, 2024
b	Solution Dev	May 8– Aug 14, 2024
c	User Acceptance	Aug 15 – Sep 5, 2024
d	User Training	Aug 15 – Sep 5, 2024
e	Go-Live Deploy	Sep 6 – Sep 17, 2024
f	Final Go-Live	Sep 18, 2024
	Hyper care / End	Sep 19 – Oct 15, 2024

Goal

Utilize Salesforce to become the repository for extraneous Long-Term Care (LTC) Medicaid client case tracking data not already stored in the Advanced Computer Controlled Essential Services Software (ACCESS) database.

Project Scope

- Centralize LTC Medicaid data
- Automate Medicaid form generation
- Integrate with ACCESS system
- Provide reporting for LTC

NextGen Workshop Overview



Let's take the TOGAF (The Open Group Architecture Framework) tour! Come along with us in creating a high-level architecture that supports the LTC organization's strategic goals and outcomes by using the phases of the TOGAF, Architecture Development Method (ADM).

- We will work through the TOGAF phases for the LTC Use Case Scenario: Phase B: Business Architecture, Phase C Information Architecture, and Phase D Technical Architecture. Each phase of the ADM has specific inputs and outputs.
- Workshop participants will use artifacts provided from the BA, IA and TA developed by the NextGen workgroups. Using the supporting deliverables attached to the template as inputs, to develop a high-level architecture output that describes how the LTC Unit can align the BA, IA, and TA to achieve the business goals and outcomes.
- Participants will have the opportunity to provide feedback on additional necessary inputs and artifacts that would assist in identifying leverage opportunities. Participants will be asked about the ease of use within the inputs provided and whether it can be leveraged in their organization.
- Participants will develop a high-level architecture using Business, Information and Technology architecture outputs that ensure that the BA, IA and TA are integrated and aligned with each other to support the LTC organization's strategic goals and outcomes.

SS-A Workshop overview



Objective : To use the given scenario, we will use the outcomes development process and the performance reference catalog to identify the outcomes and metrics.

SS-A Workshop Participants are given a handout that contains the following

- Outcomes development process guide
- Case Study Scenario – Provider Enrollment Problem
- Use case Scenario to be solved – LTC Business Scenario
- Performance Reference Model catalog for reference
- Feedback Form

Facilitators shall

- Introduce the products (Outcomes Development process & Performance Reference Model/Catalog) using the case study given
- Guide the team through solving the LTC scenario
- One identified scribe / facilitator to notes in Post-it as the team solves the scenarios

Participants shall

- Work through the LTC scenario
- Fill out Feedback forms and hand-over to facilitators

A decorative graphic on the left side of the slide, consisting of a large, dark blue arrow pointing to the right. The arrow is filled with a pattern of smaller, lighter blue triangles, creating a mosaic or low-poly effect. The background of the slide is white.

Time to Use the Models!

Provide Your Feedback!



From today's workshop:

- How was the SS-A or NextGen models helpful to you?
- How do you envision yourself using the NextGen model to support your enterprise?
- What would make the model(s) more helpful to you?
- How do you think this can help support the development phases of your projects?

For Discussion and Future consideration:

- What should be the scope of the maturity model?
- How can these models influence the maturity model?
- How do you recommend measuring maturity?

Recap:

- Reviewed and tested draft models for SS-A including the SSA lifecycle and model, the Performance Reference Model, and an approach to developing outcomes and metrics in the planning phase.
- Learned about The Open Group Architecture Framework (TOGAF) for developing the MITA 4.0 framework and used it to evaluate and develop a draft architecture for the use case scenario.

Next Steps:

- Workgroups will continue to design and develop MITA 4.0
- Engage small groups of SMAs to test the MITA 4.0 models, tools and guidance
- Pilot MITA 4.0 and SSA with states

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