

# Enterprise Objective Monitoring and Control Services

Deliverable 12 – Medicaid Information Technology  
Architecture State Self-Assessment Roadmap Transition  
Strategy and Sequencing Plan

Version 1.0



GOVERNMENT OF PUERTO RICO

Department of Health  
Medicaid Program

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## 1.0 Executive Summary

The Puerto Rico Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) 2020 Annual Update (AU) Roadmap Transition and Sequencing Plan has been prepared for the Puerto Rico Medicaid Program (PRMP) consistent with the Centers for Medicare & Medicaid Services (CMS) MITA SS-A Companion Guide for State Medicaid Agencies (SMAs). The 2020 MITA Roadmap builds upon the vision established in the Concept of Operations (COO) provided in the Puerto Rico 2020 MITA 3.0 SS-A AU Report (Section 4.0) and uses assessments of MITA maturity progress toward PRMP MITA goals. CMS expects all states to prepare and submit a MITA Roadmap with its MITA SS-A findings. To receive enhanced Federal Financial Participation (FFP), SMAs need to have a CMS-approved MITA Roadmap that supports compliance with CMS Standards and Conditions for its Enterprise Systems (ES). This Roadmap prepared for PRMP and for the Puerto Rico Medicaid Enterprise (PRME) meets CMS expectations for a useful MITA Roadmap and contains the following criteria for measurable implementation:

- Addresses goals and objectives, as well as key activities and milestones, covering a five-year outlook for proposed system solutions, as part of the Advance Planning Document (APD) process
- Updates the MITA Roadmap document on an annual basis
- Demonstrates how PRMP plans to improve in MITA maturity over the five-year period and its anticipated timing for full MITA maturity
- Provides a sequencing plan that considers cost, benefit, schedule, and risk
- Helps to ensure that the PRME Business Architecture (BA) conforms with the MITA SS-A COO and CMS MITA Business Process Models

CMS will track progress against an SMA's approved MITA 3.0 SS-A Roadmap Transition and Sequencing Plan when determining if system updates meet its Standards and Conditions for system Development, Design, and Implementation (DDI) enhanced funding.

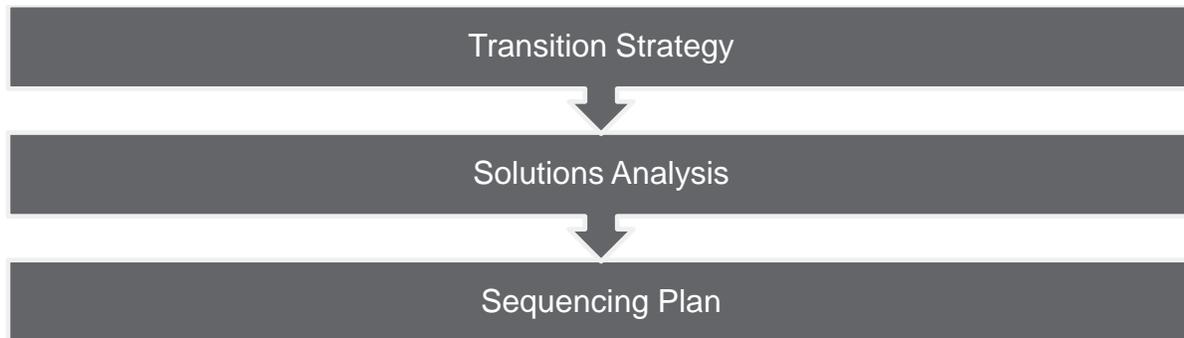
The 2020 MITA Roadmap was created by utilizing the PRME MITA 3.0 Framework As-Is and To-Be assessments; the revised 2020 MITA COO; MITA Visioning Sessions with PRMP and Administración de Seguros de Salud de Puerto Rico (ASES); PRME Information Architecture (IA) and Technical Architecture (TA) Scorecard Workbooks; and the Medicaid Enterprise Solution (MES) Roadmap. A MITA gap analysis was also conducted and documented the gaps in MITA maturity between the As-Is and To-Be process environments in each of the three MITA Architectures. The results of that gap analysis are summarized in Section 6.0 of the 2020 Puerto Rico MITA SS-A AU Report.

The 2020 MITA Roadmap offers a strategy for the development and implementation of key policies and initiatives identified by PRMP to achieve the desired To-Be MITA maturity levels by closing gaps in maturity identified in the gap analysis. The 2020 MITA Roadmap also builds

upon maturity achievements gained since the initial MITA 3.0 SS-A, completed in 2015, and the 2019 MITA SS-A Update.

PRMP contracted BerryDunn to assist with updating the Puerto Rico 2020 MITA 3.0 SS-A AU Report, Roadmap, COO, and other project artifacts. The 2020 MITA Roadmap provides a plan for PRMP to meet its short- and long-term goals with business process improvement opportunities or technological solutions to mature the PRME. This Roadmap includes a path to maturity through the steps identified in Figure 1 below.

**Figure 1: Roadmap to Maturing the Enterprise**



The MITA 3.0 Framework acknowledges that technology is one of several enablers important to growth and transformation of a Medicaid Enterprise. Throughout the SS-A process, PRMP recognized that perpetuating current state-specific processes and practices comes at a cost. Maintaining the status quo will ultimately constrain Puerto Rico's use of MITA aligned technologies and require more resources.

This Roadmap identifies PRMP goals and solutions related either to projects and initiatives that are planned or in progress with the purpose of achieving its TA goals and closing the process gaps identified through the MITA team's analysis of the MITA business processes. Additionally, this analysis identified business process gaps and IA and TA solutions that may help resolve them. Other IT investment projects, which may help in increasing the automation of current business processes, are also included in this report. The MITA team helped in identifying and documenting technologies and business initiatives during the MITA Visioning Sessions, categorizing them as being planned, underway, or recently completed to reach PRMP goals and objectives.

PRMP also initiated an MES Roadmap project separately, which identified the following current initiatives:

- Interoperability rule compliance
- MEDITI3G implementation and certification
- Organizational and staffing improvements
- Puerto Rico Medicaid Management Information System (PRMMIS) Phase III implementation

- Payment Error Rate Measurement (PERM) and Medicaid Eligibility Quality Control (MEQC) audits
- Health Information Exchange (HIE)
- Cybersecurity roadmap
- MITA SS-A Annual Updates and enhancements to procurement processes
- Program and Portfolio Management Planning and Implementation (IMES)
- State Plan Amendments (SPAs)
- Vendor and contract management
- Project management services Phase III Procurement

The MES Roadmap shows PRMP's firm commitment to its plans for addressing TA gaps found within the 2020 MITA SS-AU. PRMP's efforts in creating the MES Roadmap is an expression of its leadership to understand and plan for significant improvement to its Medicaid Enterprise technology within the end of calendar year 2026. PRMP is using the MITA 3.0 SS-A and Roadmap as critical tools that influence procuring and developing Medicaid Enterprise technology assets.

PRMP's continued use of the MITA SS-A and Roadmap will help ensure procurement projects exist to solve current business needs by documenting the path to improvement and progress toward reaching clear IT investment goals and objectives.

This report contains the following sections:

- Section 2.0 Purpose – Explains the purpose of the Roadmap and its components.
- Section 3.0 Discussion and Findings – Explains the background CMS provided for how the MITA Roadmap is developed from the MITA SS-A and the findings of the MITA SS-A AU.
- Section 4.0 Transition Strategy – Examines the analysis of how closing the gaps in maturity identified in the MITA SS-A will achieve MITA goals and objectives leading to business process maturity.
- Section 5.0 Solutions Analysis – Examines the analysis that PRMP and ASES leadership conducted by identifying solutions and priorities for addressing gaps in maturity and business improvement for the PRME.
- Section 6.0 Sequencing Plan – Identifies the priorities established by PRMP leadership and the plans for implementing these solutions.
- Section 7.0 Conclusion – Summarizes the Transition and Sequencing Plan in the Roadmap.

- Section 8.0 Next Steps – Offers CMS information on the steps PRMP will take next to execute the Transition and Sequencing Plan.
- Appendix A: Meaning and Usage of Terms – A glossary of terms used in the Roadmap.
- Appendix B: MITA Maturity Elements – A reference to the CMS definition of the MITA Maturity Elements.
- Appendix C: Terms and Acronyms –A list of common MITA 3.0 SS-A Roadmap terms and acronyms.

## 2.0 Purpose

The purpose of this 2020 MITA Roadmap is to demonstrate how the implementation of PRMP's strategic vision effectively meets MITA goals, objectives, and principles, resulting in maturity and meeting CMS expectations for FFP. This deliverable has three major components: the Transition Strategy, Solutions Analysis, and the Sequencing Plan.

The Transition Strategy describes and builds upon the gap analysis outlined in the 2020 SS-A AU by reviewing and analyzing MITA gaps and their associated MITA goals and objectives. Each MITA goal and objective is examined independently and presented in terms of its contribution to MITA maturity. The Transition Strategy analyzes solutions as identified in the gap analysis and ascertains how each solution helps PRMP transition from its MITA As-Is state to its projected To-Be maturity level. The Transition Strategy is detailed further in Section 4.0.

The Solutions Analysis requires an independent review to determine each solution's contribution to achieving MITA goals, objectives, and maturity. This analysis is also used to develop the Sequencing Plan. The Solutions Analysis is detailed further in Section 5.0.

The Sequencing Plan proposes an order, or ranking, for each solution in terms of its overall contribution to the PRME and to MITA maturity, as well as a timeline for completion and gap resolution in the associated business areas. After each solution is independently evaluated, the Sequencing Plan identifies the implementation order and strategic timeline for the solutions identified by the leadership team. The plan also examines the contribution of each solution to the overall goal of achieving MITA maturity. The Sequencing Plan is detailed further in Section 6.0.

The three components combine to offer a measurable path to achieve the overall CMS goal of helping PRMP transition its Medicaid program's focus from a basic healthcare payer to a prudent purchaser of quality healthcare.

## 2.1 Background

The CMS MITA Maturity Model (MMM) uses measures of architectural capabilities to define best practices for business, technical, and health management for Medicaid programs. These benchmarks and best practices were identified and defined as part of the MITA initiative by CMS. The purpose of the MMM is to provide guidance for improving overall effectiveness of government healthcare business processes, with emphasis on a Medicaid Enterprise. The model addresses improvement in three areas: business processes, technology, and information (data) architecture. A Medicaid Enterprise can use the MMM to:

- Assess the State Medicaid Enterprise
- Set process improvement objectives and priorities
- Provide guidance for ensuring stable, capable, and mature processes

The five capability maturity levels established in the MMM represent a progression of maturity of quality improvement benchmarks for business, technical, and health management best

practices for Medicaid programs. By deconstructing the model to develop an assessment standard, PRMP defined its own business capabilities, characteristics, and measures at each MITA maturity level. Table 1, below, defines the elements that compose the MMM as MITA Maturity Levels 1 through 5. The CMS definitions for the MMM elements are located in Appendix B.

**Table 1: MITA 3.0 Maturity Levels**

MITA 3.0 Maturity Levels	
<b>Level 1</b>	The SMA focuses on meeting compliance thresholds for state and federal regulations, aiming primarily at accurate enrollment of program-eligible, timely, and accurate payment of claims for appropriate services.
<b>Level 2</b>	The SMA focuses on cost management and improving the quality of and access to care within structures designed to manage costs (e.g., managed care, catastrophic care management, and disease management).
<b>Level 3</b>	The SMA focuses on coordinating and collaborating with other agencies to adopt national standards, develop, and share reusable processes to improve the cost effectiveness of healthcare service delivery. The SMA promotes intrastate information exchange and business services.
<b>Level 4</b>	The SMA, now with widespread and secure access to clinical information, can improve healthcare outcomes, empower members and provider stakeholders, measure objectives quantitatively, and focus on program improvement. The SMA promotes interstate information exchange and business services.
<b>Level 5</b>	The SMA focuses on fine-tuning and optimizing program management, planning, and evaluation, with national (and international) interoperability improvements that maximize automation of routine operations.

## 2.2 Methodology

The CMS MITA 3.0 Framework provides a toolset for organizational alignment and health care business process improvements consistent with an emerging national model. The information is intentionally broad enough to enable states to align their business processes using a national standard, yet customizable to meet their unique state needs and goals for operating and managing the Medicaid Enterprise.

The MITA 3.0 Framework also provides the opportunity for states to:

- Assess present capabilities (the As-Is environment)
- Target a path for improvement (the To-Be environment envisioned)
- Clearly identify where “gaps” exist between current and wanted conditions
- Identify solutions to address the gaps through process improvements

- Create a Roadmap to analyze transition alignment with MITA goals and sequence solutions

This Roadmap supports the Medicaid Enterprise Certification Life Cycle (MECL) and Outcomes-Based Certification (OBC) approaches, beginning with initiation and planning through DDI to certification of PRME systems and modules. Each AU evaluates the alignment of ongoing system maintenance and operations with the desired improvement outcomes of all supporting technology systems implementation for the PRME. This evaluation in maturity supports efforts for business areas to drive technology investments that will increase efficiencies and reduce costs.

## 2.3 Data Collection

In March 2021, PRMP and BerryDunn held a Visioning Session to update Puerto Rico's vision for the MITA 3.0 SS-A 2020 AU. Fact-finding sessions for each of the MITA business areas were held from May to July 2021. July 2021 information-gathering sessions were conducted with PRMP and ASES business areas and process owners, contractors, vendors, and BerryDunn Subject Matter Experts (SMEs). MITA 3.0 SS-A information and PRME documentation from PRMP, ASES, and their vendors were leveraged to the fullest extent to establish a reference point during the initiation of the fact-finding sessions.

BerryDunn developed Business Process forms using the CMS MITA Business Process Models to help develop and define narrative descriptions for each business process. The CMS MITA Capability Matrices were also used during the maturity assessments in order to measure PRMP's business processes against specific MITA capability questions and distinct levels of maturity. The CMS MITA capability matrices, scorecard workbooks, and the As-Is and To-Be maturity scores were used to assess the final overall maturity of each MITA business area across the MMM. These templates were used as tools to guide critical analysis of the information gathered during the MITA fact-finding sessions.

PRMP and BerryDunn worked together to create an updated portfolio of MITA-aligned projects and initiatives from data gathered during the MITA business area fact-finding sessions, and PRMP, ASES, and other systems vendor technical documentation. This has also been documented in the 2020 MITA SS-A AU Report. To help ensure consistency with efforts outside of the 2020 MITA SS-A AU, the 2020 MITA Roadmap analyzes the projects and initiatives identified by the MES Roadmap project for the purposes of the Transition and Sequencing Plan.

The MES Roadmap project separately identified ongoing and desired projects and initiatives and prioritized them using a separate set of criteria, and the reader can refer to the MES Roadmap for more information on these criteria. The foundation of the MITA Roadmap is formed by application of the MITA Gap Analysis, SS-A maturity assessment and PRMP/ASES MITA-aligned goals and objectives MES Roadmap projects. The MITA Transition and Sequencing Plan assumes that the MES Roadmap projects are supported by the CMS MITA Conditions and Standards and does not present that analysis here. The PRMP MES Roadmap should be consulted for further information on the CMS Conditions and Standards, as well as alignment and compliance of the solutions presented with CMS Standards and Conditions for funding.

## 2.4 Research and Documentation

In addition to strategic and business process information-gathering sessions, the following documentation was referenced as supporting evidence for the MITA SS-A AU Report and Roadmap:

- Managed Care Organization (MCO) Provider Contracts and Manuals
- PRMMIS General System Design (GSD) Documentation (Gainwell)
- PRMMIS Certification Materials
- PRMMIS Phase III Advanced Planning Document Update (APDU) and Request for Proposal (RFP)
- Puerto Rico State Medicaid Health Information Technology Plan (SMHP)
- Puerto Rico Department of Health (PRDoH) HIE/Electronic Data Warehouse (EDW) Contract
- Provider Enrollment Portal (PEP) DDI Documentation
- MEDITI3G DDI Documentation
- ASES and PRMP vendor contracts
- PRME MITA Data Management Strategy (DMS)
- PRME MITA Technical Management Strategy (TMS)

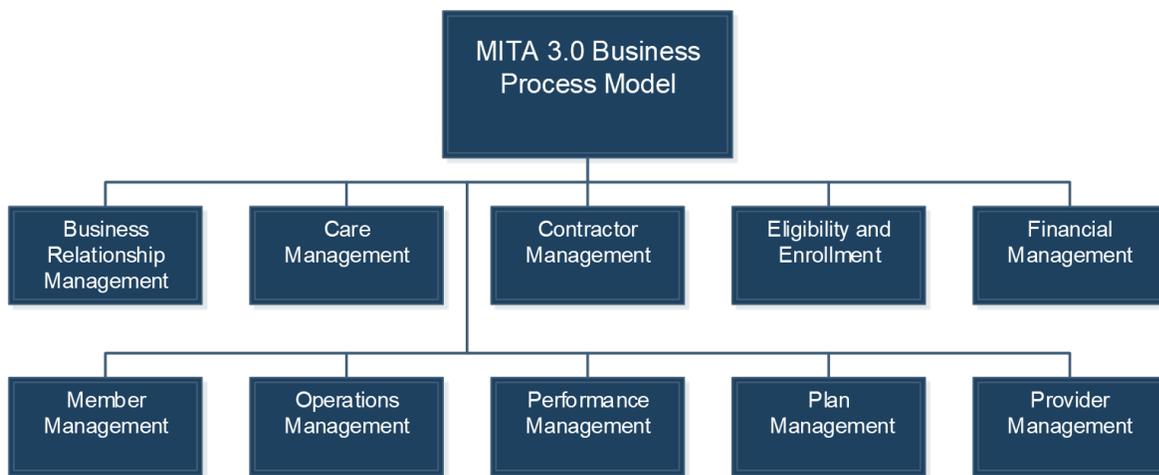
## 3.0 Discussion and Findings

The Discussion and Findings section provides the approach of taking MITA 3.0 SS-A 2020 AU findings to create a MITA 3.0 SS-A Roadmap Transition and Sequencing Plan for the maturity of the PRME by building upon the gap analysis. It also identifies the maturity level gaps between the As-Is and To-Be environments, per the 2020 MITA SS-A AU.

### 3.1 Overview

This section describes the tasks and activities undertaken during the AU of the 2020 MITA Transition Strategy and Sequencing Plan Update in support of the MITA 3.0 Business Process Model, as depicted below.

**Figure 2: MITA Business Process Model**



### 3.2 MITA 3.0 2019 to 2020 AU Changes

The reassessment of the MITA business areas for the Puerto Rico MITA 3.0 AU was conducted between January 2021 and July 2021. The assessment findings of this update demonstrate ongoing business process improvement in many business areas, largely due to the following implementations:

- MEDITI3G Eligibility System went live in 2021 and is currently in certification
- PEP went live in 2020 and was certified in December 2020
- ASES automated reporting system deployed by ASES for the MCO contractors in 2020

### 3.3 MITA 3.0 MMM

The MMM is a tool that industry and government organizations use to illustrate how a business matures over time. Specifically, the MMM is an adaptation of industry best practices that the multistate Medicaid Enterprise can use to support and facilitate reuse across intrastate technology portfolios or to leverage interstate shared technology assets for common business functions. As stated previously, the PRME MMM serves as historical reference models for BA, IA, and TA capabilities’ maturity over time to support the PRMP technology portfolio investment in the Medicaid Enterprise. The MMM also defines the process capabilities for CMS Standards and Conditions and establishes the boundaries and measures to determine whether a business capability is correctly and sufficiently defined.

The table below describes the elements of the MMM and how they are populated for the MITA 3.0 AU. The PRME MMM is composed of many different documents that were prepared for the SS-A as deliverables and artifacts. These documents are maintained by PRMP in support of the current approved 2019 MITA SS-A AU for reference in preparation of APDs, RFPs, and certification activities.

For the Puerto Rico 2020 MITA 3.0 SS-A, these elements are captured in the various MITA artifacts to document the findings of MITA business process assessments. The documents that comprise the MMM serve as comprehensive MITA maturity tracking toolset for the SS-A and each subsequent AU.

**Table 1: MITA 3.0 SS-A Maturity Model (MMM) Matrix Elements**

MMM Data Element	Description	MITA Documentation
Status	<p>The status of the business process maturity information and how it is applicable to the MITA 3.0 SS-A AU. The status classifications are the following:</p> <ul style="list-style-type: none"> <li>• Maturing</li> <li>• Non-maturing</li> <li>• Lower maturity</li> <li>• Not applicable (N/A)</li> <li>• New</li> <li>• Retiring</li> <li>• Deactivated</li> </ul>	MITA BA Scorecard
Business Area	The name of the business area	MITA SS-A Report BA, TA, IA Scorecards
Business Category	The name of the business category	MITA SS-A Report BA, TA, IA Scorecards

MMM Data Element	Description	MITA Documentation
Business Process Code	The business process code as prescribed by CMS (e.g., BR01, BR02)	MITA SS-A Report BA, TA, IA Scorecards
Business Process	The name of the business process	MITA SS-A Report BA, TA, IA Scorecards Business Process Forms
MITA 3.0 Business Process Documents	The link to the document library where business process data (collected during information-gathering sessions) is stored	MITA SS-A Report BA, TA, IA Scorecards Business Process Forms
MITA 3.0 BA As-Is	The current BA As-Is maturity level for each business process	MITA SS-A Report BA Scorecards BA Capability Matrices
MITA 3.0 BA To-Be	The desired BA To-Be maturity level in the next five years for each business process	MITA SS-A Report BA Scorecards BA Capability Matrices
2020 MITA 3.0 SS-A AU BA As-Is	The current BA As-Is maturity level for each business process as assessed in the 2020 MITA 3.0 SS-A AU	MITA SS-A Report BA Scorecards BA Capability Matrices
MITA 3.0 SS-A AU BA To-Be	The desired BA To-Be maturity level in the next five years for each business process as assessed in the MITA 3.0 SS-A AU	MITA SS-A Report BA Scorecards BA Capability Matrices
IA	The IA data collected during information-gathering sessions captured in the MITA 3.0 SS-A IA Scorecard Workbook	MITA SS-A Report IA Scorecards IA Capability Matrices
MITA 3.0 IA As-Is	The current IA As-Is maturity level for each business process	MITA SS-A Report IA Scorecards IA Capability Matrices
MITA 3.0 IA To-Be	The desired IA To-Be maturity level in the next five years for each business process	MITA SS-A Report IA Scorecards IA Capability Matrices
MITA 3.0 SS-A AU IA As-Is	The current IA As-Is maturity level for each business process as assessed in the MITA 3.0 SS-A AU	MITA SS-A Report IA Scorecards IA Capability Matrices
MITA 3.0 SS-A AU IA To-Be	The desired IA To-Be maturity level in the next five years for each business	MITA SS-A Report IA Scorecards

MMM Data Element	Description	MITA Documentation
	process as assessed in the MITA 3.0 SS-A AU	IA Capability Matrices
TA	The TA data collected during information-gathering sessions captured in the MITA 3.0 SS-A IA Scorecard Workbook	MITA SS-A Report TA Scorecards TA Capability Matrices
MITA 3.0 TA As-Is	The current TA As-Is maturity level for each business process	MITA SS-A Report TA Scorecards TA Capability Matrices
MITA 3.0 TA To-Be	The desired TA To-Be maturity level in the next five years for each business process	MITA SS-A Report TA Scorecards TA Capability Matrices
MITA 3.0 Business Area Owner Approval Date	The date that state leadership approved each business process	SS-A Tracking Tool
MITA 3.0 SS-A CMS Acceptance Date	The date that CMS approved the 2020 MITA 3.0 SS-A and MITA 3.0 SS-A Roadmap	PRMP MITA
MITA 3.0 Goals	The Medicaid Enterprise goals from the MITA 3.0 SS-A	MITA SS-A Report - COO MITA Roadmap
MITA 3.0 Business Area Owner	The PRME Business Area Owner	MITA SS-A Report BA Scorecard
MITA 3.0 Business Category Owner	The PRME Business Category Owner	MITA SS-A Report BA Scorecard
MITA 3.0 Business Process Owner	The PRME Business Process Owner	MITA SS-A Report BA Scorecard

### 3.4 MITA 3.0 Analysis

The MITA 3.0 AU analysis involved the evaluation of business process improvement data after it was collected through system implementation research and MITA fact-finding sessions. Each business process' improvement data was mapped to the MMM, adding to the SS-A data collected during the MITA 3.0 SS-A AU project. The capability maturity assessment of all MITA business processes and the State's goals and objectives aligned to create a path for PRME Maturity. As stated in Section 2.1, the MMM includes the set of BA, IA, and TA capabilities defined as progressive levels of business process maturity for the Medicaid Enterprise.

The 2020 Roadmap is part of the overall 2020 MITA SS-A AU that will be reviewed and updated along with all subsequent MITA SS-A AUs. This 2020 update describes the advancements

planned within the PRME portfolio as envisioned by Puerto Rico and includes strategic analysis of its current goals and objectives as described in the following Section 3.5 MITA Goals and Objectives.

### 3.5 MITA Goals and Objectives

Table 4 below aligns Puerto Rico Medicaid goals and objectives with the CMS MITA goals and objectives, as well as associates any gaps with a planned objective within the transition strategy. This section identifies changes in the MITA goals and objectives, which PRMP has identified subsequent to the MITA 3.0 SS-A Roadmap, as documented in the 2020 MITA 3.0 SS-A AU.

The PRME transformation goals identified for this Roadmap include:

- Seamless and integrated systems through interoperability, common standards, and an open architecture
- Efficient and effective response to changes in programs and technology
- Enabling enterprise technologies that align with Medicaid business processes and technologies
- Data that is timely, accurate, usable, and easily accessible
- Use of performance measurement
- Coordination with other government agencies and the provider community to integrate health outcomes within the Medicaid community
- Industry standards adoption for secure data exchange
- Promotion of reusable components through standard interfaces and modularity
- Promotion of efficient and effective data sharing to meet stakeholder needs

In order to achieve these transformation goals and increase alignment with MITA business model, PRMP plans to:

- Integrate business processes and technology within the Medicaid Enterprise
- Leverage technology and services to enhance performance and decision-making
- Enhance the security, timeliness, and accuracy of data exchanged with authorized and authenticated business partners
- Establish access to data from sister agencies and programs
- Improve access to information necessary for Financial Management (FM) and Provider Management (PM)
- Simplify the process for submission of provider information and improve provider access to real-time data

- Expand performance improvement

Table 4 below provides the detailed PRME goals and objectives gathered during the 2020 MITA SS-A Visioning Session and fact-finding sessions with PRMP and ASES leadership.

**Table 2: 2020 MITA SS-AU Goals and Objectives**

<b>GOAL – Improve program effectiveness and efficiency</b>
Technology, data, and business process integration: Integrate business processes and technology within the Medicaid Enterprise
Improve population health management
Automate patient identification
Develop analytics and reporting capabilities for population management
Value-based care (VBC): Value-based programs reward health care providers with incentive payments for the quality of care they provide to their patients. Value-based programs are important because they’re helping CMS move toward paying providers based on the quality, rather than the quantity of care they give patients. These programs support the goals of providing better care for individuals, improving the overall health for specific populations and reducing overall costs of health care services provided to Medicaid beneficiaries.
<b>GOAL – Minimize risk and maximize value from contracted services and products</b>
Implement Government Accountability Office (GAO) Report recommendations for competitive procurement
Standardize and optimize the solicitation and contracting process
Enhance contract language for vendors
Increase the transparency of contract information through automation
<b>GOAL – Leverage technology to enhance performance and decision-making</b>
Transform PRMP into an information-driven agency
Simplify the data architecture and systems across the PRMES
Establish the PRMMIS as the single source of truth for Medicaid data
Provide tools and training-related support for PRMP staff to further understand and analyze data from across the Medicaid Enterprise
<b>GOAL – Assess, implement, and monitor compliance with all relevant federal laws and regulations (e.g., Patient Protection and Affordable Care Act (ACA) State Medicaid Manual, Health Insurance Portability and Accountability Act (HIPAA))</b>
Further define and document PRMP and PRDoH policies and procedures in support of the Medicaid Enterprise
Increase credibility of the Medicaid program office within the Government of Puerto Rico and with the CMS
Receive CMS approval for Modified Adjusted Gross Income (MAGI), Eligibility Process, and Application SPAs

Receive CMS approval for MAGI Verification Plan
Receive approval from CMS for MEDITI3G Certification Review
Approval of MAGI, eligibility process, and application SPAs
Approved Certification Review for MEDITI3G
<b>GOAL – Ensure program quality</b>
Enhanced Data Quality: Strengthen the trust of and improve the quality of data across the Medicaid Enterprise
Improve program oversight
Track patient treatment plans and health outcomes
Aggregate and normalize clinical data across the HIE enterprise
<b>GOAL – Enhance and improve efficient, effective, and meaningful outreach and communication</b>
Centralize provider directories
<b>GOAL – Enhance the security, timeliness, and accuracy of data exchanged with authorized and authenticated business partners</b>
Improved Timeliness of Data Integration: Provide tools and training-related support for PRMP staff to further understand and analyze data from across the Medicaid Enterprise
Automate PEP data exchange with more verification partners
Expand data exchange with additional information hubs from other agencies
<b>GOAL – Improve healthcare outcomes for members</b>
Leverage technology advancements to improve healthcare outcomes for its citizens
<b>GOAL – Improve interoperability for Eligibility and Enrollment Management</b>
Interoperability compliance
<b>GOAL – Improve access to information necessary for financial management</b>
<b>GOAL – Enhance ability for members to participate in and exercise responsibility for their personal health choices</b>
Provide more options for determining eligibility or accessing Medicaid services, including self-service kiosk
<b>GOAL – Improve operational efficiency and reduce costs in the healthcare system</b>
Define criteria for moving beneficiaries into and out of the High-Cost High Need (HCHN) registry and eligibility category and communicate beneficiary eligibility group reassignment seamlessly to MCOs
<b>GOAL – Improve access to information necessary for operations management</b>
Develop complete EDW with provider data from PRMMIS and HIE, including statistics and business intelligence capabilities to further interoperability
<b>GOAL – Improve Provider access to real-time data</b>
Promote Interoperability through HIE

Support public health registries and disease surveillance programs through HIE

Encourage future use of the HIE by carriers

**GOAL – Improve effectiveness and efficiency of Performance Management function**

Increase MCO oversight and PRMP's involvement in the Recipient Explanation of Medical Benefits (REOMB) process

**GOAL – Improve consistency of Plan Management processes and effective communication of policy**

Involve PRMP in the tasks of developing rates and conducting the drawdowns from the Manage Rate Setting process

**GOAL – Improve provider access to real-time data**

Promote access to patient health information for providers and Medicaid through HIE

**GOAL – Simplify process for submission of provider information**

Centralize provider enrollment process in PRMP and reduce duplication by MCOs

## 4.0 Transition Strategy

The Transition Strategy provides an analysis of the gaps identified between the As-Is and To-Be maturity and the solutions identified to help resolve them. The Transition Strategy also shows how the resolution of those gaps align to specific MITA objectives.

### 4.1 MITA 3.0 SS-A AU Transition Analysis

The Transition Strategy is conducted from two perspectives. In the first perspective, the business process gaps in maturity identified from the MITA As-Is and To-Be assessments are examined within the context of the MITA goals and objectives they represent. The gaps are described in Section 6.0 of the 2020 MITA SS-A AU Report. The second perspective considers those same gaps analyzed in the context of the PRMP solutions, which were provided in the MES Roadmap.

The results of the 2020 MITA AU gap analysis, which compares the MITA 3.0 To-Be maturity levels with the As-Is maturity levels and how those gaps will be addressed to meet the MITA goals and objectives, are also outlined in this section. This analysis describes whether the expected maturity has been reached and which improvements are currently affecting changes in maturity.

### 4.2 MITA Goals and Objectives Gap Analysis

The following table contains an analysis of the number of MITA gaps that will mature to meet the CMS MITA goals and objectives and the PRMP processes that will mature by meeting those goals.

**Table 3: MITA AU Gap Analysis of Goals and Objectives by Maturity Level**

MITA AU Gap Analysis of Goals and Objectives by Maturity Level			
MITA Objective: Adopt industry standards for data exchange.			
Total Gaps: 37			
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>
4	30	3	0
<p>MITA Goals and Objectives Analysis:</p> <p><b>PRMP GOAL</b> - Assess, implement, and monitor compliance with all relevant federal laws and regulations (e.g., ACA, State Medicaid Manual, HIPAA).</p> <ul style="list-style-type: none"> <li>• Increase credibility of the Medicaid program office within the Government of Puerto Rico and with CMS</li> <li>• Business Relationship Management: Further define and document PRMP and PRDoH policies and procedures in support of the Medicaid Enterprise</li> <li>• Receive CMS approval for MAGI, eligibility process, and application SPAs</li> <li>• Receive CMS approval for MAGI Verification Plan</li> <li>• Receive approval from CMS for MEDITI3G Certification Review</li> <li>• Approval of MAGI, eligibility Process, and application SPAs</li> <li>• Approval of MAGI Verification Plan</li> <li>• Approved Certification Review for MEDITI3G</li> </ul> <p><b>PRMP GOAL</b> - Improve provider access to real-time data</p> <ul style="list-style-type: none"> <li>• Promote access to patient health information for providers and Medicaid recipients through HIE</li> </ul> <p>Business process improvements that will result in the adoption of industry standards for data exchange upon maturation to the currently assessed Level 2. This includes successful gap resolution for the following business areas:</p> <ul style="list-style-type: none"> <li>• Contractor Management (CO)</li> <li>• Performance Management (PE)</li> <li>• Business Relationship Management (BR)</li> <li>• Care Management (CM)</li> <li>• Eligibility and Enrollment (EE)</li> <li>• Financial Management (FM)</li> <li>• Operations Management (OM)</li> <li>• Plan Management (PL)</li> </ul>			

MITA Objective: Promote reusable components through standard interfaces and modularity.			
Total Gaps: 39			
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>
4	32	3	0
<p>MITA Goals and Objectives Analysis:</p> <p><b>PRMP GOAL</b> - Improve Provider access to real-time data</p> <ul style="list-style-type: none"> <li>Promote interoperability through HIE</li> <li>Support public health registries and disease surveillance programs through HIE</li> <li>Encourage future use of the HIE by carriers</li> </ul> <p>Business process improvements that will result in the promotion of reusable components through standard interfaces and modularity upon maturation to the assessed Level 2</p> <p>This includes successful gap resolution for the following business areas:</p> <ul style="list-style-type: none"> <li>CO</li> <li>CM</li> <li>EE</li> <li>FM</li> <li>OM</li> <li>PE</li> <li>PL</li> <li>PM</li> </ul>			
MITA Objective: Promote efficient and effective data sharing to meet stakeholder needs.			
Total Gaps: 35			
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>	<i>Number of Gaps</i>
4	28	3	0
<p>MITA Goals and Objectives Analysis:</p> <p><b>PRMP Goal</b> - Technology, data, and business process integration: Integrate business processes and technology within the Medicaid Enterprise</p> <ul style="list-style-type: none"> <li>Improve population health management</li> <li>Automation of patient identification</li> <li>Develop analytics and reporting capabilities for population management</li> <li>VBC</li> </ul> <p><b>PRMP GOAL</b> - Enhance and improve efficient, effective, and meaningful outreach and communication</p> <ul style="list-style-type: none"> <li>Centralize provider directories</li> </ul> <p><b>PRMP GOAL</b> - Improve access to information necessary for FM</p> <p><b>PRMP GOAL</b> - Improve operational efficiency and reduce costs in the healthcare system</p>			

- Define criteria for moving beneficiaries into and out of the HCHN registry and eligibility category and communicate beneficiary eligibility group reassignment seamlessly to MCOs.

**PRMP GOAL** - Improve effectiveness and efficiency of the PE function

- Increase MCO oversight and PRMP's involvement in the REOMB process

**PRMP GOAL** - Simplify process for submission of provider information

- Centralize Provider enrollment process in PRMP and reduce duplication by MCOs

Business process improvements that will result in promoting efficient and effective data sharing to meet stakeholder needs upon maturation to the assessed Level 2

This includes successful gap resolution for the following business areas:

- CM
- EE
- FM
- OM
- PL

**MITA Objective: Provide a beneficiary-centric focus.**

Total Gaps: 17

Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i> 4	<i>Number of Gaps</i> 13	<i>Number of Gaps</i> 0	<i>Number of Gaps</i> 0

MITA Goals and Objectives Analysis:

**PRMP GOAL** - Improve program effectiveness and efficiency

- Technology, data and business process integration: Integrate business processes and technology within the Medicaid Enterprise
- Improve population health management
- Automation of patient identification
- Develop analytics and reporting capabilities for population management
- VBC

**PRMP GOAL** - Ensure Program Quality

- Improve program oversight
- Enhanced Data Quality: Strengthen the trust and improve the quality of data across the Medicaid Enterprise
- Track patient treatment plans and health outcomes
- Aggregate and normalize clinical data across the HIE enterprise

**PRMP GOAL** - Improve healthcare outcomes for members

- Leverage technology advancements to improve healthcare outcomes for its citizens

**PRMP GOAL** - Enhance ability for members to participate in and exercise responsibility for their personal health choices

- Provide more options for determining eligibility or accessing Medicaid services, including self-service kiosk

Business process improvements that will result in a beneficiary-centric focus upon maturation to the assessed Level 2

This includes successful gap resolution for the following business areas:

- CM
- EE

**MITA Objective: Support interoperability, integration, and an open architecture.**

Total Gaps: 37

Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i> 5	<i>Number of Gaps</i> 29	<i>Number of Gaps</i> 3	<i>Number of Gaps</i> 0

MITA Goals and Objectives Analysis:

**PRMP GOAL** - Leverage technology to enhance performance and decision-making

- Transform PRMP into an information-driven agency
- Simplify the data architecture and systems across the PRMES
- Establish the PRMMIS as the single source of truth for Medicaid data
- Provide tools and training-related support for PRMP staff to further understand and analyze data from across the Medicaid Enterprise.

**PRMP GOAL** - Improve interoperability for EE Management

- Interoperability compliance

Business process improvements that will result in support for interoperability, integration, and an open architecture upon maturation to the assessed Level 2

This includes successful gap resolution for the following business areas:

- CM
- EE
- FM
- OM
- PE
- PM

**MITA Objective: Promote secure data exchange.**

Total Gaps: 39

Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i> 5	<i>Number of Gaps</i> 31	<i>Number of Gaps</i> 3	<i>Number of Gaps</i> 0

MITA Goals and Objectives Analysis:

**PRMP GOAL** - Enhance the security, timeliness, and accuracy of data exchanged with authorized and authenticated business partners.

Improved Timeliness of Data Integration: Provide tools and training-related support for PRMP staff to further understand and analyze data from across the Medicaid Enterprise.

- Automate PEP data exchange with more verification partners
- Expand data exchange with additional information hubs from other agencies

Business process improvements that will result in the promotion of secure data exchange upon maturation to the assessed Level 2

This includes successful gap resolution for the following business areas:

- CM
- EE
- FM
- OM
- PE
- PL
- PM

**MITA Objective: Promote good practices (e.g., the Capability Maturity Model [CMM] and data warehouse).**

Total Gaps: 35

Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
<i>Number of Gaps</i> 4	<i>Number of Gaps</i> 28	<i>Number of Gaps</i> 3	<i>Number of Gaps</i> 0

MITA Goals and Objectives Analysis:

**PRMP GOAL** - Improve program effectiveness and efficiency

- Technology, data and business process integration: Integrate business processes and technology within the Medicaid Enterprise
- Improve population health management
- Automation of patient identification
- Develop analytics and reporting capabilities for population management
- VBC

**PRMP GOAL** - Assess, implement, and monitor compliance with all relevant federal laws and regulations (e.g., PPACA, State Medicaid Manual, HIPAA)

- Increase credibility of the Medicaid program office within the Government of Puerto Rico and with CMS
- BR: Further define and document PRMP and PRDoH policies and procedures in support of the Medicaid Enterprise
- Receive CMS approval for MAGI, eligibility process, and application state plan amendments (SPAs)
- Receive CMS approval for MAGI Verification Plan
- Receive approval from CMS for MEDITI3G Certification Review
- Approval of MAGI, eligibility process, and application SPAs
- Approval of MAGI Verification Plan
- Approved Certification Review for MEDITI3G

**PRMP GOAL** - Improve access to information necessary for operations management

- Develop complete EDW with provider data from PRMMIS and HIE, including statistics and business intelligence capabilities to further interoperability

**PRMP GOAL** - Enhance the ability to analyze the effectiveness of potential and existing benefits and policies

**PRMP GOAL** - Improve consistency of PL processes and effective communication of policy

- Involve PRMP in the tasks of developing rates and conducting the drawdowns from the Manage Rate Setting process

Business process improvements that will result in the promotion of good practices upon maturation to the assessed Level 2

This includes successful gap resolution for the following business areas:

- CM
- CO
- EE
- FM
- PE
- PL

### 4.3 Transition Strategy Conclusion

Business improvements made across the PRME business areas will help in achieving Puerto Rico's vision to support the MITA goals and objectives. The implementation of the PRMMIS Phases I and II have resulted in many improvements over the past few years. Resolution of the gaps identified in Table 5 above will also help PRMP achieve MITA goals and continue to result in higher levels of capability maturity as future PRMMIS phased enhancement modules are implemented.

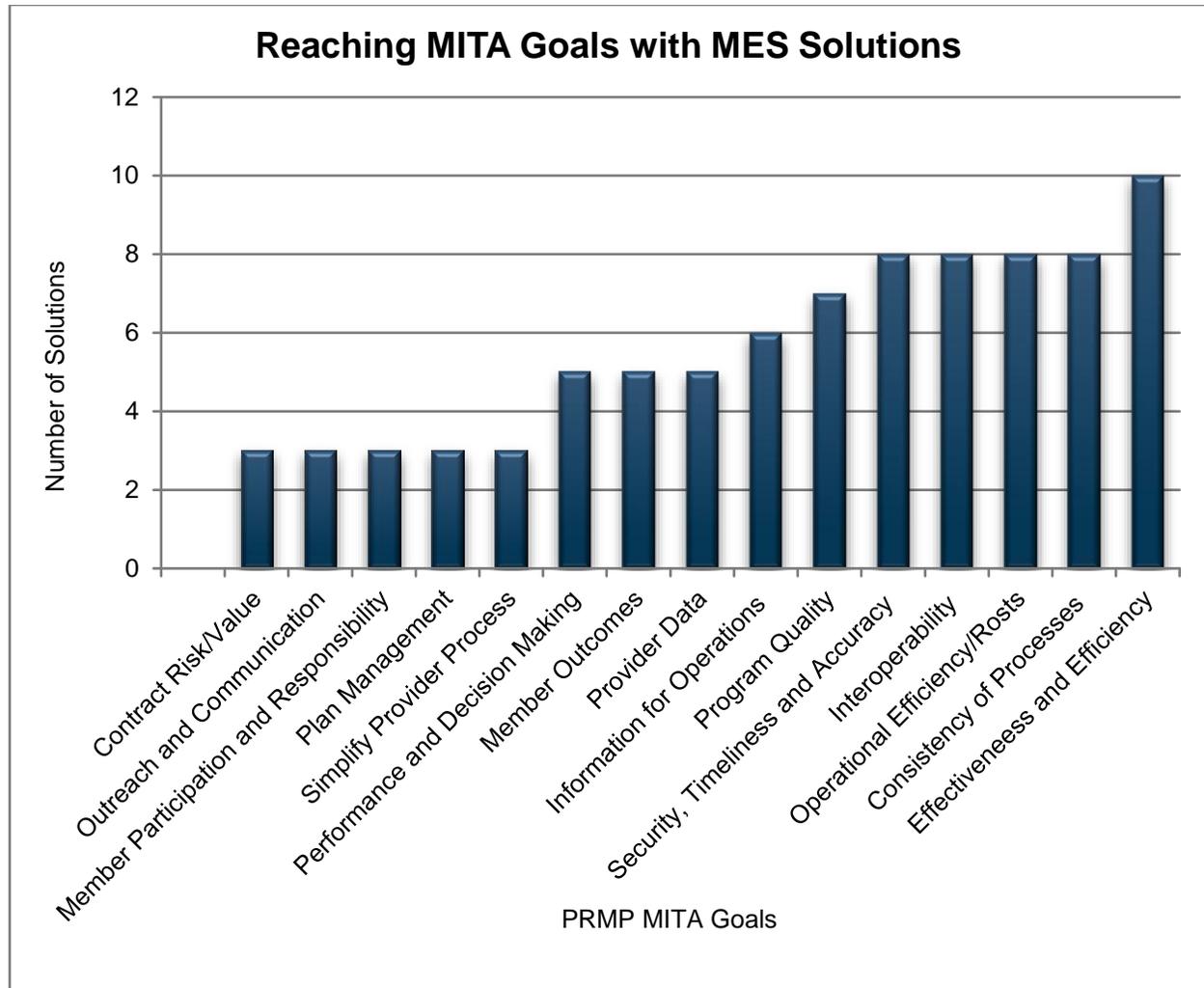
During the MITA Visioning Session, the Medicaid Enterprise leadership team chose to address more fundamental issues such as organizational alignment, data integrity and interoperability initiatives, performance improvement, and process managements. Leadership also discussed FM process improvements that will guide the decisions for rollout of the subsequent PRMMIS phased enhancements. The 2020 implementation of the PRDoH HIE/EDW contract, PEP, and MEDITI3G in 2021, all have significant impacts on the overall PRME MITA maturity.

The 2020 MITA SS-A AU assessment activities also identified new systems and existing system enhancements that continue to increase the automation of business processes, improve data security, increase data exchange and system interoperability in the short term, which can logically be completed in conjunction with efforts made to closing the MITA goals and objective gaps.

Many projects that support these PRMP system enhancements will have a broader impact on process improvements as well. Over the next five years, key MES system-enhancing projects will produce the greatest maturity across all MITA architectures and meet goals of MITA

proportionally. The figure below identifies the degree to which the MES solutions will meet MITA goals as describes above and identifies the number of solutions meeting each goal.

**Figure 3: MITA Goals Met by Puerto Rico Solutions**



Gaps in the MITA goals and objectives for enterprise management are supported by the projects identified by PRMP leadership in the MITA Visioning Session. All of the projects identified at that time are being planned, in procurement, or currently implemented in Puerto Rico. The solutions in Figure 3 are reaching higher maturity because they will address existing information silos through the development of single or centralized business rules and processes, which can be shared among the various business areas and relationships.

The Solutions Analysis in Section 5.0 further examines the solutions that PRMP will leverage to meet the business process improvement goals in terms of the gaps analyzed in the tables above. The Solutions Analysis examines how the gaps between the As-Is and To-Be capabilities will be resolved to achieve the desired process improvements and meet MITA and Puerto Rico’s Medicaid Enterprise goals and objectives.

## 5.0 Solutions Analysis

The MITA Visioning Sessions held with the PRMP and ASES leadership resulted in the identification of updates on current and ongoing initiatives, projects, and goals, which will result in process improvements within the agency's five-year vision. Other sessions and research conducted by the partnering BerryDunn Enterprise Objective Monitoring and Control (EOMC) teams also provided the basis for the PRMP strategic vision for the PRME.

The MES Roadmap is being developed for PRMP by BerryDunn, and the 2020 MITA Roadmap supports the results of this separate effort, which showcases PRMP's commitment to improving its MITA maturity across its Medicaid Enterprise. The list of current and planned projects and solutions identified for the MES Roadmap, along with the results of the 2020 MITA SS-A AU maturity assessments, were presented during a PRMP leadership meeting in September 2021. The information gathered for the assessment of MITA Maturity is reported in the MITA 3.0 SS-A AU Report, Scorecard Workbooks, MITA Gap Analysis, Business Process Models, Business Process Forms, and Capability Matrices.

The MITA Gap Analysis identifies the gaps between As-Is and To-Be maturity in each architecture and documents the solutions that will result in the desired maturity. The Solutions Analysis presented in Table 6 below is an analysis of how the MES Roadmap Solutions will address the gaps resulting in maturity of the MITA business processes. Within the context of the impacted business processes, the Solutions Analysis examines the challenges and opportunities that each solution offers for improvement of the PRME business processes.

The MES solutions contribute in one or more of the MITA architectures resolving business process gaps in one or more of the MITA business areas. The greater the number of gaps satisfied by the solution, the greater the impact on the PRME. Because the MES solutions are according to the criteria established for the MES Roadmap, the MITA Roadmap uses that sequencing rather than the maturity impact to determine sequencing of solution implementations. MITA guidance provided by CMS will assist in analyzing the impact and measurement of maturity offered by the solution, which is considered when seeking FFP. Table 6 below offers this analysis for this purpose. The MES Sequencing is presented in Section 6.

In general, the MITA BA is supported by the data managed in the IA, and the IA is supported by the TA with data and business solutions that meet industry standards. The 2020 MITA Roadmap views the planned solutions for the PRMES through this lens. Many of the business processes assessed in the MITA SS-A will mature in at least one of the three MITA, architectures and most of those will mature in two or more architectures. The details of which processes are maturing and the architectures that will mature are documented in Section 6.0 of the 2020 MITA 3.0 SS-A AU Report for the PRMP.

The processes that will experience the greatest maturity are identified in the analysis of MITA gaps by solution. The number of gaps to be resolved with the solution in each architecture and the anticipated level of maturity are also provided.

The solutions analyzed for process improvement using the gap analysis are available in Table 6 below.

**Table 4: MITA Gap Analysis of Solutions**

MITA Gap Solutions			
<b>MES Roadmap Solution: Implement the Approved Program Management Plan</b>			
Total Gaps Resolved: 3			
BA	IA	TA	
3	0	0	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
3	0	0	0
<ul style="list-style-type: none"> <li>• Strengths                             <ul style="list-style-type: none"> <li>○ Supports the use of standards</li> <li>○ Supports data governance infrastructure</li> <li>○ Supports MITA-aligned PRME</li> <li>○ Supports business results</li> <li>○ Improves cost effectiveness</li> <li>○ Supports increased collaboration with ASES and other agencies to achieve PRME goals and objectives</li> <li>○ Supports Agile business operations and decision-making</li> <li>○ Opportunity to implement Agile development methodologies</li> </ul> </li> <li>• Challenges                             <ul style="list-style-type: none"> <li>○ Requires change management</li> <li>○ Requires staff training</li> <li>○ Requires staff time</li> <li>○ Requires policy changes</li> <li>○ Memorandum of understanding (MOU)/Trading partner agreements</li> <li>○ Stakeholder engagement</li> </ul> </li> </ul> <p>Addresses gaps in the Business Relationship Management, PE, and PL business areas.</p>			
<b>MES Roadmap Solution: Align Human Capital with the MES Strategic Direction</b>			
Total Gaps Resolved: 39			
BA	IA	TA	
39	4	1	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
4	32	3	0
<ul style="list-style-type: none"> <li>• Strengths                             <ul style="list-style-type: none"> <li>○ Supports data governance infrastructure</li> <li>○ Improves cost effectiveness</li> <li>○ Improves timeliness of process</li> </ul> </li> </ul>			

### MITA Gap Solutions

- Supports quality improvement efforts
- Supports leveraging to support other business processes and areas
- Supports MITA-aligned PRME
- Supports business results
- Supports increased collaboration with ASES and other agencies to achieve PRME goals and objectives
- Supports Agile business operations and decision-making
- Opportunity to implement Agile development methodologies
- Challenges
  - Requires change management
  - Requires staff training
  - Requires staff time
  - Requires policy changes
  - MOU/Trading partner agreements
  - Stakeholder engagement

Addresses gaps in the Business Relationship Management, BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas

#### MES Roadmap Solution: Analyze Enterprise Data Quality

Total Gaps Resolved: 40

BA	IA	TA	
34	40	4	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
5	32	3	0

- Strengths
  - Supports DMS
  - Supports data governance infrastructure
  - Supports the use of standards
  - Supports the use of business rules engines
  - Supports the use of analytics for decision-making and reporting
  - Supports automation of business results
  - Improves cost effectiveness
  - Improves timeliness of process
  - Supports quality improvement efforts
  - Supports modularity
  - Supports interoperability
  - Supports Agile software development
  - Supports business results

### MITA Gap Solutions

- Supports reporting
- Supports the use of analytics for decision-making and reporting
- Improves efficiency
- Supports program and PRME system integration
- Supports collaboration with sister agencies for improved data access and accuracy
- Improves accuracy
- Supports MITA
- Supports MMIS and HIE/EDW integration of HIT
- Supports HIT business process improvement
- Supports MITA goals and objectives
- Challenges
  - Requires Planning and Procurement
  - Requires collaboration with sister agencies
  - Requires change management
  - Requires staff training
  - Requires staff time
  - Requires policy changes
  - MOU/Trading Partner Agreements
  - Might require additional vendors
  - Time to complete might be lengthy
  - Requires development and maintenance of governance and oversight structure, which can take time and collaboration

Addresses gaps in the BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas

#### MES Roadmap Solution: Brand the MES

Total Gaps Resolved: 4

BA	IA	TA	
4	0	0	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
4	0	0	0

- Strengths
  - Supports program and system integration
  - Encourages electronic data exchange
  - Supports business results
  - Improves automation
  - Requires stakeholder engagement
- Challenges
  - Requires collaboration with ASES and other government agencies

### MITA Gap Solutions

- Requires change management
- Requires staff training
- Cost to implement
- Requires policy updates/renaming
- Requires public relations management
- Might require additional vendor support
- Renaming/Redesign agreements
- Requires Stakeholder engagement
- Might require additional vendors
- Time to complete might be lengthy
- Requires development and maintenance of governance and oversight structure, which can take time and collaboration

Addresses gaps in the BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas

#### MES Roadmap Solution: Procure System Integrator (SI)

Total Gaps Resolved: 28

BA	IA	TA	
32	32	35	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
4	32	3	0

- Strengths
  - Solution meets most MITA objectives
  - Improves interoperability
  - Supports the use of data standards
  - Supports data exchange
  - Supports the use of business rules engines
  - Supports beneficiary focus
  - Supports the use of analytics for decision-making and reporting
  - Supports automation of business results
  - Supports leveraging functionality
  - Improves data integrity
  - Improves cost effectiveness
  - Improves efficiency and data accuracy
  - Improves timeliness of process
  - Supports access to care reporting
  - Supports MITA goals and objectives
  - Supports data governance
  - Supports data quality

### MITA Gap Solutions

- Supports program and system integration
- Encourages electronic data exchange
- Supports business results
- Improves automation
- Requires stakeholder engagement
- Supports TMS
- Supports DMS
- Supports collaboration with sister agencies for improved data access and accuracy
- Improves accuracy
- Supports MITA
- Supports MMIS and HIE/EDW integration of HIT
- Supports HIT business process improvement
- Challenges
  - Requires change management
  - Requires staff training
  - Requires vendor support
  - Might require provider and MCO training and support from ASES
  - Might require contract amendments
  - Might require MOUs with other state agencies
  - Time to fully implement might be lengthy
  - Cost to implement
  - Requires change management
  - Requires staff training
  - Cost to implement
  - Requires staff time
  - Requires policy changes
  - Opportunities to address gaps
  - Requires stakeholder management
  - Requires policy changes
  - May require legislative approval
- Opportunities to address gaps

Addresses gaps in the CM, EE, OM, and PL business areas

#### MES Roadmap Solution: Execute Enterprise Vendor Management Plan

Total Gaps Resolved: 24

BA	IA	TA	
3	0	0	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps

MITA Gap Solutions			
4	0	0	0
<ul style="list-style-type: none"> <li>• Strengths                             <ul style="list-style-type: none"> <li>○ Supports Agile business operations and decision-making</li> <li>○ Supports accuracy and efficiency</li> <li>○ Supports increased automation of reporting</li> <li>○ Supports program integrity</li> <li>○ Improves cost effectiveness</li> <li>○ Supports MITA goals and objectives</li> <li>○ Opportunity to implement Agile development methodologies</li> </ul> </li> <li>• Challenges                             <ul style="list-style-type: none"> <li>○ Requires strong DMS and TMS</li> <li>○ Requires Data Governance Infrastructure development and maintenance</li> <li>○ Requires change management</li> <li>○ Might require change orders</li> <li>○ Might require additional vendors to support development</li> <li>○ Requires strategic planning</li> <li>○ Requires staff training</li> <li>○ Requires staff time</li> <li>○ Requires policy changes</li> <li>○ Might require executive and/or legislative action</li> </ul> </li> </ul> <p>Addresses gaps in the BR, CO, and PL business areas</p>			
<b>MES Roadmap Solution: Establish Data Governance and Standards</b>			
Total Gaps Resolved: 40			
BA	IA	TA	
34	40	4	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
5	32	3	0
<ul style="list-style-type: none"> <li>• Strengths                             <ul style="list-style-type: none"> <li>○ Supports DMS</li> <li>○ Supports data governance infrastructure</li> <li>○ Supports the use of standards</li> <li>○ Supports the use of business rules engines</li> <li>○ Supports the use of analytics for decision-making and reporting</li> <li>○ Supports automation of business results</li> <li>○ Improves cost effectiveness</li> <li>○ Improves timeliness of process</li> </ul> </li> </ul>			

### MITA Gap Solutions

- Supports quality improvement efforts
- Supports modularity
- Supports interoperability
- Supports Agile software development
- Supports business results
- Supports reporting
- Supports the use of analytics for decision-making and reporting
- Improves efficiency
- Supports program and PRME system integration
- Supports collaboration with sister agencies for improved data access and accuracy
- Improves accuracy
- Supports MITA
- Supports MMIS and HIE/EDW integration of HIT
- Supports HIT business process improvement
- Supports MITA goals and objectives
- Challenges
  - Requires planning and procurement
  - Requires collaboration with sister agencies
  - Requires change management
  - Requires staff training
  - Requires staff time
  - Requires policy changes
  - MOU/Trading partner agreements
  - Might require additional vendors
  - Time to complete might be lengthy
  - Requires development and maintenance of governance and oversight structure, which can take time and collaboration

Addresses gaps in the BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas

**MES Roadmap Solution: Perform a Provider (Re-) Credentialing Initiative for all Medicaid Providers**

Total Gaps Resolved: 3

BA	IA	TA	
3	3	3	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
1	2		0

- Strengths
  - Supports the use of standards

### MITA Gap Solutions

- Supports the use of business rules engines
- Supports the use of analytics for decision-making and reporting
- Supports automation of business results
- Supports collaboration with ASES to achieve PRME goals and objectives
- Supports data exchange
- Improves cost effectiveness
- Improves timeliness of process
- Supports MITA
- Challenges
  - Requires support and collaboration with ASES
  - Requires change management
  - Requires staff training
  - Requires staff time
  - Requires provider training
  - Requires MCO training and support from ASES
  - May require additional vendor support
  - Requires policy changes
  - Might require executive and legislative action

Addresses gaps in the BR and PM business areas

#### MES Roadmap Solution: Comply with Interoperability Final Rule

Total Gaps Resolved: 40

BA	IA	TA	
32	32	35	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
0	32	3	0

- Strengths
  - Supports the use of data standards
  - Supports data exchange
  - Supports the use of business rules engines
  - Supports the use of analytics for decision-making and reporting
  - Supports collaboration with ASES for data sharing
  - Supports integration of HIT
  - Supports HIT process improvement
  - Supports beneficiary focus
  - Supports automation of business results
  - Improves data integrity
  - Improves cost effectiveness

MITA Gap Solutions	
<ul style="list-style-type: none"> <li>○ Improves efficiency and data accuracy</li> <li>○ Improves access to data</li> <li>○ Improves timeliness of decision-making</li> <li>○ Supports program and system integration</li> <li>○ Supports interoperability</li> <li>○ Supports business results</li> <li>○ Supports reporting</li> <li>○ Improves automation</li> <li>○ Improves timeliness</li> <li>○ Supports program integrity</li> <li>○ Supports access to care</li> <li>○ Supports MITA goals and objectives</li> <li>○ Supports MMIS and HIE/EDW integration of HIT</li> <li>○ Supports HIT business process improvement</li> </ul>	<ul style="list-style-type: none"> <li>● Challenges                             <ul style="list-style-type: none"> <li>○ Requires change management</li> <li>○ Requires staff training</li> <li>○ Requires vendor support</li> <li>○ Requires stakeholder buy-in</li> <li>○ Might require provider and MCO support from ASES</li> <li>○ Governance issues with multiple state agencies</li> <li>○ Might require MOUs among state agencies</li> <li>○ Cost to implement</li> <li>○ Requires oversight</li> </ul> </li> </ul>
Addresses gaps in the BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas	

MITA Gap Solutions			
<b>MES Roadmap Solution: Implement Data Governance and Standards</b>			
Total Gaps Resolved: 40			
BA	IA	TA	
34	40	4	
Maturity Level 2 Gaps	Maturity Level 3 Gaps	Maturity Level 4 Gaps	Maturity Level 5 Gaps
5	32	<b>3</b>	0
<ul style="list-style-type: none"> <li>● Strengths                             <ul style="list-style-type: none"> <li>○ Supports DMS</li> <li>○ Supports data governance infrastructure</li> </ul> </li> </ul>			

### MITA Gap Solutions

- Supports the use of standards
- Supports the use of business rules engines
- Supports the use of analytics for decision-making and reporting
- Supports automation of business results
- Improves cost effectiveness
- Improves timeliness of process
- Supports quality improvement efforts
- Supports modularity
- Supports interoperability
- Supports Agile software development
- Supports business results
- Supports reporting
- Supports the use of analytics for decision-making and reporting
- Improves efficiency
- Supports program and PRME system integration
- Supports collaboration with sister agencies for improved data access and accuracy
- Improves accuracy
- Supports MITA
- Supports MMIS and HIE/EDW integration of HIT
- Supports HIT business process improvement
- Supports MITA goals and objectives
- Challenges
  - Requires Planning and Procurement
  - Requires collaboration with sister agencies
  - Requires change management
  - Requires staff training
  - Requires staff time
  - Requires policy changes
  - MOU/Trading partner agreements
  - Might require additional vendors
  - Time to complete might be lengthy
  - Requires development and maintenance of governance and oversight structure, which can take time and collaboration

Addresses gaps in the BR, CM, CO, EE, FM, OM, PE, PL, and PM business areas

## 6.0 Sequencing Plan

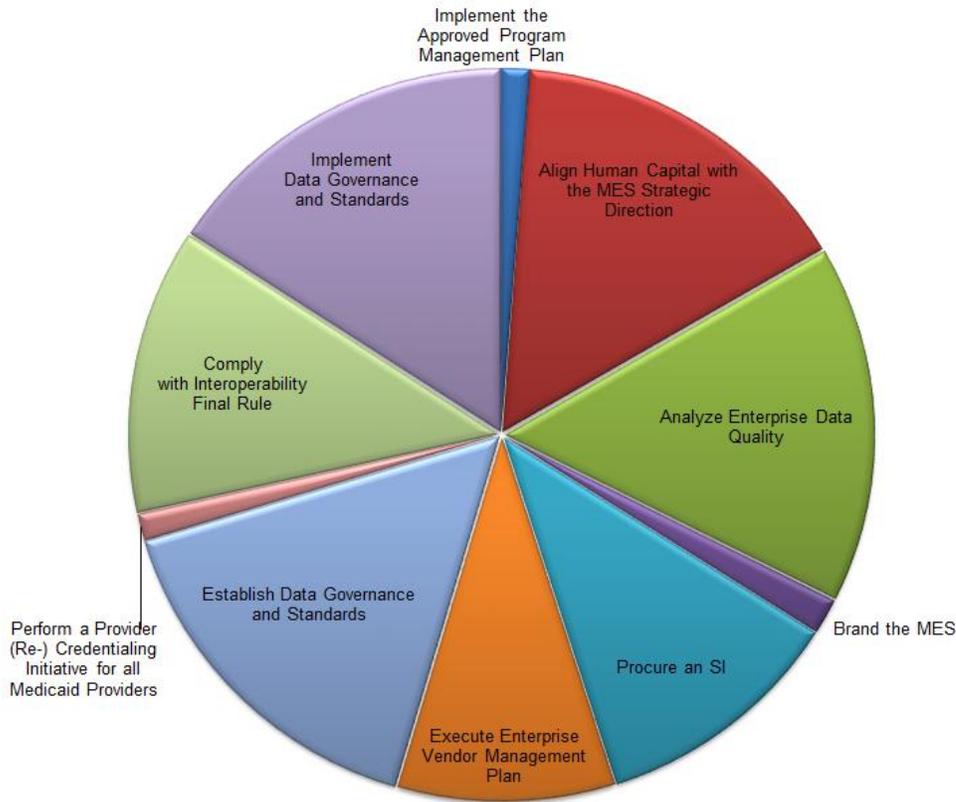
This section identifies the sequence of the Medicaid Enterprise transformation plan in terms of the way in which the solutions are prioritized and the gaps that will be addressed to achieve business process improvement. The Sequencing Plan is the State's strategy for maturing the Medicaid Enterprise by directing projects, initiatives, and program development toward business process capability maturity. This section includes the analysis used to identify the strengths and challenges the solution will bring to the business improvement effort and business areas that are impacted. The MES Roadmap solutions will be used in conjunction with this MITA Roadmap and the MITA Scorecards to support a strategic approach to Puerto Rico's technology investments.

### 6.1 Solutions and MITA Maturity

As part of the transition analysis, the MES Roadmap solutions were evaluated in terms of their potential to mature the enterprise through business process improvement. Solutions that closed the largest number of gaps across multiple business areas in the shortest amount of time were analyzed by gap, as well as their assessed priority and timelines. Figure 4 below illustrates the solutions that will close the greatest number of total gaps and offer the greatest contribution toward the maturation of the PRME.

Figure 4: 2020 MES Solutions Analysis

**Key MES Solutions Resulting in Business Process  
MITA Maturity**



**6.2 Sequencing Plan Implementation**

The MITA Sequencing Plan establishes a logical implementation order for the top 10 MES Roadmap solutions presented to PRMP leadership. The purpose of this plan when used with the solutions analysis in Table 6 above, and the MITA SS-A Report, is to allow the Enterprise to maximize MITA maturity over time. These efforts will also be taking into account available funds and the strategic support for each solution.

As represented in Figure 4 above, 6 of the 10 MES Roadmap priority solutions were found by the MITA Solutions Analysis to be significant in their ability to close gaps in maturity and support the business process improvement in one or more of the MITA architectures. The details of solutions analysis can be found in Table 6, which presents the solutions identified by the MITA Solutions Analysis with the greatest impact on MITA Maturity and include the following:

- Analyze enterprise data quality
- Interoperability compliance
- Establish data governance and standards

- Align human capital with the MES strategic direction
- Procure SI
- Execute Enterprise vendor management plan

The project priorities' proposed sequence identified by the MES Roadmap project and presented to PRMP and ASSES leadership in September 2021 are displayed below in Table 7.

**Table 5: Sequencing Plan**

Sequencing Plan		
Sequence	Solution Name	Solution Category
1	Implement the Approved Program Management Plan	Current Project
2	Align Human Capital with the MES Strategic Direction	Current Solution
3	Analyze Enterprise Data Quality	Current Solution
4	Brand the MES	Current Project
5	Procure an SI	Current Project
6	Execute Enterprise Vendor Management Plan	Current Solution
7	Establish Data Governance and Standards	Current Solution
8	Perform a Provider (Re-) Credentialing Initiative for all Medicaid Providers	Current Solution
9	Comply with Interoperability Final Rule	Current Solution
10	Implement Data Governance and Standards	Current Solution

### 6.3 Sequencing Timeline

Per CMS, the MITA 3.0 SS-A Roadmap Transition, Sequencing Plan, and Solutions Analysis require the development of a timeline for Medicaid Enterprise projects with scheduled launch or completion during the next five years. This information is part of the MES Roadmap and should be consulted for the sequencing timeline.

## 7.0 Conclusion

CMS MITA 3.0 materials provide an important national framework of emerging documentation to assist Medicaid Enterprises in conducting a MITA SS-A. MITA is the measurable standard for the Medicaid Enterprise eligibility for FFP as well as the CMS system certifications. The MITA 3.0 SS-A Roadmap Transition and Sequencing Plan is an important tool for Medicaid agency project teams, as it has the flexibility needed to reflect on the options and resources available to operation more efficiently. MITA also allows SMAs to measure, adapt, and adjust its progress toward the desired system outcomes. Accordingly, if the MITA SS-A AU is conducted at regular intervals, then the process will remain agile.

The process used to reevaluate the gaps in maturity on an annual basis will help ensure that the key MITA goals and objectives for the PRME remain flexible and ongoing. Use of this MITA 3.0 SS-A Roadmap Transition and Sequencing Plan to continually examine and reevaluate progress and realign goals creates a flexible path to achieve the objectives for the PRME and meets the current and ongoing needs of the business and CMS expectations with each subsequent MITA SS-A AU.

The Solutions Analysis in this MITA Roadmap has identified six solutions from the MES Roadmap priorities that will have the greatest impact on MITA maturity. This analysis should be monitored and managed for consideration of future technology investment projects.

Upon CMS approval of the 2020 MITA 3.0 SS-A AU and 2020 MITA Roadmap, PRDoH will continue to define and develop its BA, IA, and TA as well as remain compliant with the MITA Framework. The 2021 MITA SS-A AU project will include any future guidance from CMS, updates to the MITA COO, and future technology investments by PRMP as it continues its efforts to mature its Medicaid technological landscape.

## 8.0 Next Steps

The SS-A AU efforts by PRMP demonstrate a desire for data-driven decisions and improved interoperability and data quality. Location intelligence is identified by the MITA Framework to play a major role in directly augmenting the business outcome. Anticipated next steps taken to continue the analysis of this 2020 MITA 3.0 SS-A Roadmap Transition and Sequencing Plan includes:

- Completion of Member Management business area documentation and analysis upon release by CMS
- Initiation or completion of projects identified by the MES Roadmap
- Planning for the scope of the next MITA AU within 12 months from the approval date of this 2020 MITA 3.0 SS-A AU to support planned APDs

## Appendix A: Meaning and Usage of Terms

**Table 6: Strategic Plan Term Definitions**

Strategic Plan Term Definitions	
MITA Goals and Objectives	<p>Strategic goals represent what the organization is committed to achieving in the next several years. Strategic objectives are significant results and outcomes that the organization will achieve in support of those goals.</p> <p>MITA goals are derived from PRMP’s strategic goals and are intended to support strategic objectives. MITA goals represent the transformation that PRMP is committed to achieve in the next few years.</p> <p>MITA objectives are outcomes that PRMP is committed to achieving in support of MITA goals. MITA objectives are closely aligned with the desired To-Be capabilities designated by the MITA 3.0 SS-A and described in the MITA 3.0 Framework.</p>
MITA Initiatives	<p>MITA initiatives are programs or groups of projects that are identified to achieve or support one or more MITA objectives.</p>
MITA Projects	<p>MITA projects are endeavors undertaken in support of a MITA initiative. Projects differ from operations in that operations are continuous and focused on the repetition of outcomes, while projects are temporary and focus on creation of a unique product, service, or outcome.</p>

## Appendix B: MITA Maturity Elements

**Table 7: MITA 3.0 Maturity Model Matrix Elements**

MITA 3.0 Maturity Model Matrix Elements	
Element	Definition
Efficiency	Describes the level of effort necessary to perform the business process, given current resources.
Framework	Provides a logical structure and organizes complex information.
Industry Standards Condition	Helps ensure that a business process is in alignment with security, privacy, and accessibility industry standards, including: <ul style="list-style-type: none"> <li>• HIPAA</li> <li>• Accessibility standards established under section 508 of the Rehabilitation Act</li> <li>• Compliance with Federal Civil Rights laws</li> <li>• Standards adopted by the HHS Secretary under section 1104 of the Affordable Care Act</li> <li>• Standards and protocols adopted by the Secretary under section 1561 of the Affordable Care Act</li> </ul>
Interoperability Condition	Promotes the ability of two or more systems or components to exchange information and to use the information that has been exchanged. In the healthcare industry, interoperability refers to the ability to use the information that has been exchanged—meaning that not only must healthcare systems have the ability to communicate with one another, but also that they must employ shared terminology and definitions.
Leverage Condition	Promotes sharing by leveraging the reuse of Medicaid technologies and systems within a state and among other states.
Logical Data Model (LDM)	Provides guidance and specifics to IT staff on how to design MITA Enterprise service interfaces. It shows a data subject area divided into data classes and includes the relationships among those classes, with attributes defined as needed for one drilled-down business process.
Logger Utility Services	Provides a consistent approach to logging information and controls that can increase or decrease logging levels.
MITA Condition	Involves assessing if the Medicaid Enterprise is aligned to and increasing in maturity in the areas of BA, IA, and TA by: <ul style="list-style-type: none"> <li>• Conducting MITA 3.0 SS-As</li> <li>• Developing MITA 3.0 SS-A Roadmaps</li> <li>• Developing COO</li> <li>• Developing and maintaining BPMs</li> </ul>

MITA 3.0 Maturity Model Matrix Elements	
Element	Definition
MES Roadmap	The MES Roadmap is a separate effort by PRMP to develop an Enterprise strategy for the PRME. This Roadmap should detail the initiatives that PRMP would like to focus on within the next three years.
Modularity Standard	<p>Uses a modular, flexible approach to systems development, including the use of open interfaces and exposed Application Programming Interfaces; the separation of standardized business rule definitions from core programming; and the availability of standardized business rule definitions in both human- and machine-readable formats. The states commit to formal system development methodology and open, reusable system architecture. Activity includes the following:</p> <ul style="list-style-type: none"> <li>• Use of Systems Development Life Cycle methodology</li> <li>• Identification and description of open interfaces</li> <li>• Use of standardized business rule definitions engines</li> <li>• Submission of standardized business rule definitions to a U.S. Department of Health and Human Services designated repository</li> </ul> <p>The modularity standard is one of the CMS Seven Standards and Conditions required by CMS for Medicaid IT investments defined in the CMS guidelines for SMAs entitled: Enhanced Funding Requirements: Seven Standards and Conditions, Medicaid IT Supplement (MITS-11-01-v1.0).</p>
Performance Measure	Tracks past, present, and future business activity based on established performance standards.
Privacy and Security	Mandates confidentiality of personal medical information and secure maintenance of healthcare data. Privacy and Security are a HIPAA component.
Reporting Condition	Determines if a business process produces transaction data, reports, and performance information that contribute to continuous improvement opportunities in business operations, transparency, and accountability.
Seven Standards and Conditions	<p>Describes the requirements that states must adhere to receive enhanced federal matching funds for Medicaid IT. The Seven Standards and Conditions are:</p> <ul style="list-style-type: none"> <li>• Modularity standard</li> <li>• MITA condition</li> <li>• Industry standards condition</li> <li>• Leverage condition</li> <li>• Business results condition</li> <li>• Reporting condition</li> <li>• Interoperability condition</li> </ul>
Standard	Describes a set of criteria (some of which may be mandatory), voluntary guidelines, and best practices. A rule, condition, or requirement describing the following information for products, systems, services, or practices: classification of components, specification of materials, or delineation of procedures.

MITA 3.0 Maturity Model Matrix Elements	
Element	Definition
Timeliness of Business Process	Describes a time lapse between the agency's initiation of a business process and attaining the desired result (e.g., length of time to enroll a provider, assign a member, pay for a service, respond to an inquiry, make a change, or report on outcomes).
Utility or Value to Stakeholders	Describes the impact of the business process on individual beneficiaries, providers, and Medicaid staff.

## Appendix C: Terms and Acronyms

This section will include a list of common MITA 3.0 SS-A Roadmap terms and acronyms.

**Table 10: Terms and Acronyms**

Term/Abbreviation	Definition/Explanation
APD	Advanced Planning Document
APDU	Advanced Planning Document Update
ASES	Administración de Seguros de Salud de Puerto Rico
AU	Annual Update
BA	Business Architecture
BPM	Business Process Model
BR	Business Relationship Management
CDM	Conceptual Data Model
CMM	Capability Maturity Model
CM	Care Management
CMS	Centers for Medicare & Medicaid Services
CO	Contractor Management
COO	Concept of Operations
DDI	Development, Design, and Implementation
DED	Deliverable Expectation Document
DMS	Data Management Strategy
EE	Eligibility and Enrollment
EOMC	Enterprise Objective Monitoring and Control
ES	Enterprise Systems
FFP	Federal Financial Participation
FM	Financial Management
GAO	Government Accountability Office
GSD	General System Design
HIE	Health Information Exchange
HIPAA	Health Insurance Portability and Accountability Act
IA	Information Architecture
IMES	Program and Portfolio Management Planning and Implementation
IT	Information Technology

Term/Abbreviation	Definition/Explanation
LDM	Logical Data Model
MAGI	Modified Adjusted Gross Income
MCO	Managed Care Organization
MECL	Medicaid Enterprise Certification Life Cycle
MEOS	Medicaid Enterprise Oversight Services
MES	Medicaid Enterprise Solution
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
MMM	MITA Maturity Model
N/A	Not Applicable
OBC	Outcomes-Based Certification
OM	Operations Management
PE	Performance Management
PL	Plan Management
PM	Provider Management
PRDoH	Puerto Rico Department of Health
PRME	Puerto Rico Medicaid Enterprise
PRMP	Puerto Rico Medicaid Program
REOMB	Recipient Explanation of Medical Benefits
RFP	Request for Proposal
SME	Subject Matter Experts
SPA	State Plan Amendment
SS-A	State Self-Assessment
SI	Systems Integrator
SMA	State Medicaid Agency
SMHP	State Medicaid Health Information Technology Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TA	Technical Architecture
TMS	Technical Management Strategy
VBC	Value-Based Care