

Vision: Shaping tomorrow's managed health care...from today's experience, quality, and innovation.

Mission: Reaching across Arizona to provide comprehensive, quality health care for those in need

Agency Description: The Arizona Health Care Cost Containment System (AHCCCS), the State's Medicaid Agency, uses federal, state, and county funds to provide health care coverage to eligible enrollees. Since 1982, when it became the first statewide Medicaid managed care system in the nation, AHCCCS has operated under a federal Research and Demonstration 1115 Waiver authority that allows for the operation of a statewide managed care model.

Executive Summary: As a delivery system that serves approximately 2 million Arizonans with a budget of slightly more than \$14 billion, it is critical that AHCCCS pursue a broad array of strategies that are focused on creating a sustainable program.

It is within this context that this plan was developed. The plan continues to work toward four overarching strategies which will guide the overall direction AHCCCS will take over the course of the new fiscal year. These four strategies build on previous accomplishments and represent the collaborative efforts of the AHCCCS leadership team.

Summary of Multi-Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes (through end of Q3)
1	Pursue and implement long-term strategies that bend the cost curve while improving member health outcomes	2017	<ul style="list-style-type: none"> Ability to achieve target of 53% of health plan spend in alternative payment modes (APM) by CYE20 will likely to be impacted by COVID-19 Exceeded target set for the provision of behavioral health in schools by 33 percentage points Successfully housed 25 individuals who were chronically homeless
2	Pursue continuous quality improvement	2017	<ul style="list-style-type: none"> Established 6 American Indian Medical Homes To date have served more than 25,000 individuals under the State Opioid Response grant; reduced the number of opioids prescribed by TBD (available after end of the fiscal year)
3	Reduce fragmentation driving toward an integrated sustainable healthcare system	2017	<ul style="list-style-type: none"> At the end of the third quarter, 96.9% of Targeted Investment Program participants had been retained Increased the number of provider organizations participating in the HIE by 146, bringing the total to date to 713 Increased the number of pre-release inmates who receive a service within 3 months of release to nearly 49% YTD Increased the number of CMDP enrollees accessing behavioral health services by more than 12% by the third quarter
4	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations	2017	<ul style="list-style-type: none"> 94 staff successfully completed mental health awareness training, falling slightly short of the target of 100; we had to cancel the remaining classes due to COVID-19 as this class cannot be presented virtually

Strategy#	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
#	Annual Objectives:	Metrics	Annual Initiatives:
1	Incentivize performance-based contracting	Health plan spend in alternative payment models	Include requirement in MCO contract and AHCCCS policy
1	Increase Arizona Medicaid providers' capacity to deliver services via telemedicine	Telemedicine utilization	Update AMPM on telehealth to reflect appropriate expansion of benefit based on COVID-19 experience
2	Stand up Electronic Visit Verification (EVV) system, aimed at enhancing the provision of quality care while reducing fraud, waste, and abuse (FWA)	Providers required to use EVV that either complete minimum training requirements to utilize Sandata EVV system or successfully complete testing of an alternate EVV system	Offer training to impacted providers, facilitate user testing and ensure implementation no later than 1/1/2021
2	Stand up automated provider enrollment system (AHCCCS Provider Enrollment Portal or APEP)	Active providers who have created an APEP account	Address remaining Priority 1 defects, conduct necessary provider training, ensure implementation no later than 8/31/2020 and measure number of providers that create an APEP account
2	Address health disparities through care coordination and case management	American Indian Health Program members empaneled with an American Indian Medical Home	Partner with IHS and Tribal leadership to onboard new AIMHs and work with existing medical homes to increase the number of AIHP members empaneled through ongoing outreach, technical assistance and convening an annual summit
3	Promote integration at practice level/point of care	Integrated Practice Assessment Tool [IPAT] score from Year 3 to Year 4	Partner with ASU to support Targeted Investment participants' peer learning and sharing of integration best practices
3	Promote AHCCCS member connectivity to critical social services	Organizations expressing an interest in involvement with the SDOH closed-loop referral system	Work with Health Current to issue a solicitation, evaluate submitted proposals, and award a contract no later than first quarter of FFY21
3	Establish singular entity to administer the distribution of housing funding, including housing and housing supports, statewide	Responsive and responsible bids submitted	Develop an RFP, evaluate submitted proposals and award a contract in November 2020
4	Maintain ongoing functionality of AHCCCS eligibility system, HEAplus	Auto-renewals following 10/1/2020 implementation of the contract	Complete evaluation of proposals and award contract with an effective date of 10/1/2020
4	Increase employee engagement	Favorable responses on annual employee engagement survey	Implement action plan addressing all measures rated at below 80%; monitor action on a bi-monthly basis
4	Ensure staff have technology needed to perform job functions in office and in remote work environments	Staff that indicate they have the tools and equipment needed to do their jobs	Supply remote staff with soft phones, laptops, etc. so they can effectively work from home and develop dedicated trainers/team to support and maintain equipment and technology platforms