

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 nearly 1.9 million Arizonans and spends \$38 million per day, 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 offers 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
1	Pursue and implement long-term strategies that bend the cost curve while improving member health outcomes.	2017	<ul style="list-style-type: none"> 47% of health plan spend is in an alternative payment mode (APM) 2 flexibilities were approved by the Centers for Medicare & Medicaid Services (CMS) Disseminated funds to Managed Care Organizations (MCOs) to enhance provision of behavioral health (BH) services in schools and finalized inter-governmental agreement with AZ Department of Education to provide mental health awareness training in schools; following fiscal year will calculate increase in number of students receiving BH services in schools
2	Pursue continuous quality improvement	2017	<ul style="list-style-type: none"> Included requirement in contract year-end (CYE)19 MCO contracts, detailing minimum performance standards for measures 5 facilities have achieved medical home status Following fiscal year (FY), will calculate reduction in number of opioids prescribed
3	Reduce fragmentation driving toward an integrated sustainable healthcare system	2017	<ul style="list-style-type: none"> 98% of enrollees are now served in a fully integrated health plan 95.6% of Targeted Investments (TI) participants have been retained 615 provider organizations currently participate in the Health Information Exchange (HIE) 77.34% of Comprehensive Medical & Dental Program (CMDP) enrollees received at least one BH service within six months of CMDP enrollment 49.94% of pre-release inmates received a service within 3 months of release from incarceration
4	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations	2017	<ul style="list-style-type: none"> AHCCCS' engagement score for FY 19 is 7.4 AHCCCS' security risk score is 764

Strategy#	FY20 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	Enhance school safety by increasing access to BH services on school campuses	Medicaid-enrolled students receiving a BH service on campus	Disseminate funding to MCOs to enhance provision of co-located BH services in schools and expand school-based claiming program
1	Reduce cost and enhance health outcomes by addressing social determinants of health (SDOH)	Enrollees housed through the Healthcare and Housing program	Partner with Mercy Care Plan and Community Bridges to carry out Health Care and Housing program
2	Ensure provision of quality care to AHCCCS enrollees	Performance Measures, among 5 identified measures, that meet or exceed the national median	Alignment of quality strategy across various program initiatives; use of national performance measure data stewards for calculation
2	Address health disparities through care coordination and case management	Facilities achieving medical home status	Hold a summit with current American Indian Medical Homes (AIMHs) to share best practices; recruit facilities; partner with the Inter Tribal Council of Arizona (ITCA) & AZ Advisory Council on Indian Health Care (ACOIHC) to develop outreach strategies
2	Address opioid epidemic by appropriately decreasing access to addictive substances	Opioids prescribed	Ensure opioid grant funding is maximized to serve individuals with opioid use disorder (OUD), including specific outreach to targeted populations
2	Address recent increases in deaths of despair	Age-adjusted suicide mortality rate	Engage community stakeholders and supply information about available prevention resources within AZ communities
3	Promote integration at practice level/point of care	Retention rate among Targeted Investment (TI) participants	Partner with ASU to offer training assistance to TI participants; ensure timely payment of milestone funding
3	Promote interoperability	Provider organizations participating in the HIE	Incentivize HIE participation through TI program & differential adjusted payment program
3	Increase access to care for justice involved enrollees	Pre-release inmates who receive a service within 3 months of release	Co-locate parole/probation offices in integrated clinic sites; mandate MCO participation in reach-in program
3	Increase access to care for CMDP enrollees	CMDP enrollees accessing behavioral health services	Pursue a series of policy revisions & operational protocols aimed at enhancing access to behavioral health services
4	Increase employee engagement	Employee engagement ratio	Implement action plan addressing all measures rated at below 80%; monitor action on a bi-monthly basis
4	Enhance staff awareness of suicide prevention resources	Staff that complete mental health awareness training	Offer at least one mental health awareness training each quarter