

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 more than 2 million Arizonans with a budget of slightly more than \$18 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

#	Five 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"> Seventy-seven percent of AHCCCS health plan spend is in an alternative payment model (subject to change upon final submission of data in early 2022) From 12/19 to 12/20, utilization of telehealth services among AHCCCS beneficiaries increased by 172%.
2	Pursue continuous quality improvement	2017	<ul style="list-style-type: none"> AHCCCS' Electronic Visit Verification (EVV) system went live on 1/1/21. AHCCCS has offered extensive training to providers required to use the EVV system. The Arizona Provider Enrollment Portal went live on 8/31/20. Nearly 9,500 providers have created an account. AHCCCS has worked with tribal providers to establish 7 American Indian Medical Homes (AIMHs). Nearly 25% of American Indian Health Program (AIHP) members are empaneled with an AIMH.
3	Reduce fragmentation driving toward an integrated sustainable healthcare system	2017	<ul style="list-style-type: none"> All provider organizations participating in the Targeted Investment program (111 in total) are engaged with and receiving technical assistance from the Quality Improvement Collaborative with ASU. Contract for the closed-loop referral system (CLRS) awarded in March 2021. Approximately 150 organizations have formally expressed interest in the CLRS. Contract for the housing administrator awarded in January 2021.
4	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations	2017	<ul style="list-style-type: none"> Contract for the maintenance and operations of HEAplus awarded in June 2020. On track for full transition to new contractor on 7/1/21. Achieved an employee engagement score of 85% for SFY21. Eighty-one percent of employees responded that they have the tools needed to do their jobs. Sixty-five percent of AHCCCS staff are now working in a virtual office setting, allowing for the consolidation into 1 of 2 AHCCCS main campus buildings.

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase school safety	Percent growth in the number of Medicaid-enrolled students receiving a BH service on campus	Partner with MCOs and providers to co-locate services on campus and expand school-based claiming program
1	Reduce health disparities	Percent of AIHP members empaneled with an American Indian Medical Home	Partner with IHS and Tribal leadership to onboard new AIMHs; offer outreach & technical assistance to increase members empaneled
2	Increase use of AHCCCS' automated provider enrollment platform	Percent of new provider enrollment applications processed within 30 days of receipt	Offer ongoing training and education to providers on how to use the automated platform
2	Ensure seamless experience for individuals applying for AHCCCS benefits	Percent of HEAPlus scheduled up-time	Provide focused oversight of the new contractor, assuming responsibility for the maintenance and operations of HEAplus, AHCCCS' enrollment system
2	Address the behavioral health needs of uninsured and underinsured children	Number of referrals from educational institutions for uninsured or underinsured children to receive behavioral health services	Partner with MCOs and schools to develop statutorily required referral policies and encourage use of the claims identifier and uniform referral and reporting methodology; partner with ADE to outreach to additional schools to participate in the program
2	Standardize treatment planning and placement for individuals with substance use disorders	Number of providers that have integrated the American Society of Addiction Medicine (ASAM) continuum software into their Electronic Health Record (EHR)	Offer differential adjusted payment incentive funding to providers who integrate their EHR system with the ASAM continuum software
3	Improve AHCCCS member connectivity to critical social services	Number of organizations participating in the SDOH closed-loop referral system, beginning on 10/1/21	Partner with Health Current to promote availability of CLRS, and integrate it into existing workflows; offer differential adjusted payment incentive funding to providers
3	Provide a comprehensive resource for accessing treatment for opioid use disorder	Number of hits to the AHCCCS established Treatment Locator	Promote the availability of the treatment locator to interested parties, including providers, families/members and stakeholders
4	Maximize use of remote work options	Percent of staff telecommuting ≥ 1 days per week	Maintain organizational policies that support remote work options and offer ongoing training on how to work effectively in a remote work setting
4	Prepare for anticipated staff retirements/departures	Number of Deputy Directors and Assistant Directors that have a formalized succession plan	Develop a succession planning template and process