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 2.3 million Arizonans with a budget of slightly more than $19 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 the state fiscal year (SFY) 2023 – SFY 2027 strategic plan is being developed. The plan will work toward three overarching strategies which will guide the direction AHCCCS will take over the course of the new fiscal year. These three strategies build on previous accomplishments and represent the collaborative efforts of the AHCCCS leadership team.

*These priorities were initially implemented in the AHCCCS SFY 2017 – SFY 2022 strategic plan. They will remain in the updated strategic plan that will commence on July 1, 2022.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Provide equitable access to high quality, whole person care.	2017*	• 81.7% percent of AHCCCS health plan spend is in an alternative payment model (as of June 2021). • 27.4% of American Indian Health Program members are empaneled with an American Indian Medical Home (AIMH).
2	Implement solutions that ensure optimal member and provider experience.	2017*	• The Arizona Provider Enrollment Portal went live on 8/31/20. Nearly 34,000 providers have created an account. • Successfully transitioned maintenance and operations of AHCCCS' eligibility system, Health-e-Arizona Plus on 7/1/21.
3	Maintain core organizational capacity, infrastructure and workforce planning that effectively serve AHCCCS operations.	2017*	• Achieved an employee engagement score of 83% for SFY22. • Seventy-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 #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase the amount of funding to direct care workers (DCWs) providing home and community-based services (HCBS).	Amount of supplemental funding disseminated from the American Rescue Plan Act, Section 9817, to HCBS providers before 6/30/23.	Partner with Managed Care Organizations (MCOs) to disseminate funding to HCBS provider organizations, requiring that provider organizations pass a minimum of 80% of provider payments on to DCWs.
1	Reduce health disparities.	Percent of AIHP members empaneled with an AIMH.	Partner with Indian Health Service (HIS) and Tribal leadership to onboard new AIMHs; offer outreach & technical assistance to increase members empaneled.
1	Increase available housing supports and services.	Number of members receiving transitional housing under the Housing and Health Opportunities (H2O) demonstration.	Partner with providers to enroll with AHCCCS and/or begin billing for transitional housing, following approval of AHCCCS' H2O demonstration.
1	Improve AHCCCS member connectivity to critical social services.	Number of organizations participating in the social determinants of health (SDOH) closed-loop referral system (CLRS), CommunityCares.	Partner with Contexture to promote availability of CLRS, and integrate it into existing workflows; offer differential adjusted payment incentive funding to providers.
2	Finalize roadmap, detailing the modernization of AHCCCS' Medicaid Enterprise System (MES).	Percent of roadmap milestones completed.	Partner with vendor to finalize roadmap; semi-annually review and revise the MES roadmap to show progress toward modernization and effectuate the changes required by Centers for Medicare & Medicaid Services (CMS).
2	Improve transparency into delivery system performance.	Number of hits to system level dashboards posted on the agency website on or before 6/30/23.	Partner with Contexture to finalize and post delivery system performance dashboards on the agency website.
3	Improve employee engagement.	Percent of engaged employees as determined by the state employee engagement survey.	Continue to work with the AHCCCS leadership team to implement initiatives/interventions addressing concerns expressed by AHCCCS staff in prior engagement surveys.
3	Reduce the amount of time positions remain vacant. (Breakthrough project.)	Average number of days from a position being vacated to the offer acceptance date.	Evaluate and redesign the recruitment process to increase efficiency.