Solari
CRISIS & HUMAN SERVICES

SOLARI RESPONSE TO AHCCCS RFP YH24-0041 H2O TPA

APRIL 30, 2024

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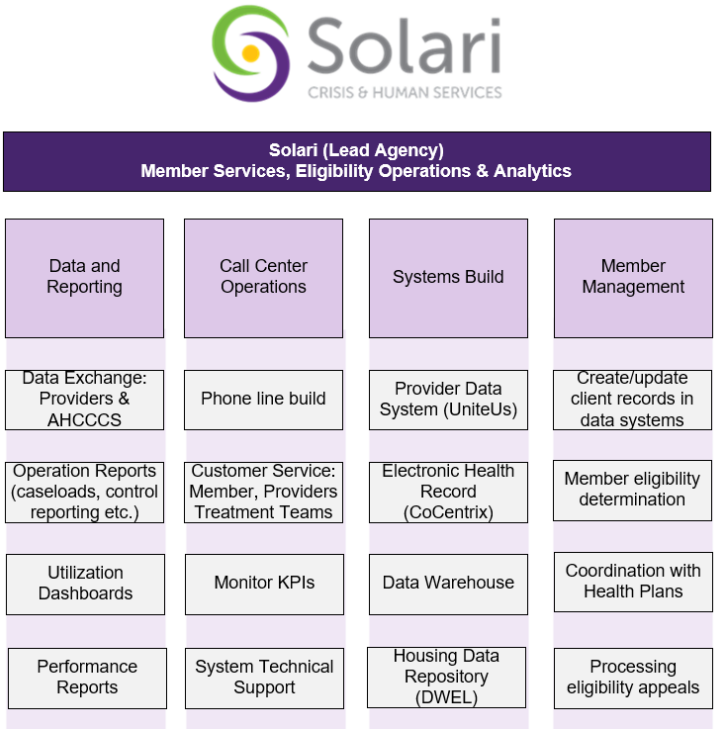
B2: METHOD OF APPROACH NARRATIVE

INTRODUCTION

The concepts behind the H2O demonstration are foundational to Solari's mission. Specifically, the idea that health related social needs, in particular housing, have a profound impact on the well-being of individuals served by the Arizona Healthcare Cost Containment System (AHCCCS). Solari was founded in 2007 as an organization entirely focused on providing crisis services. Over time, Solari learned that most crisis situations were rooted in unmet needs associated with poverty. As a result of these experiences, Solari broadened the scope of its work to partner with community-based organizations to address health related social needs. Today, Solari operates Arizona 211, is a primary partner in AHCCCS' CommunityCares initiative, supports AHCCCS in the Missing Murdered and Indigenous Persons fraud response, is the Homelessness Management Information System (HMIS) provider for Maricopa County and the Balance of State (BOS) and is the Administrator of Arizona's homelessness Data Warehouse Enterprise for Linkage (DWEL-AZ).

Solari believes this demonstration will address one of the most difficult obstacles confronting Medicaid Administrators across the United States. Historically, organizations that supported individuals facing homelessness have not been funded through Medicaid programs. As a result, they do not have the experience, systems, and infrastructure to produce documentation to support claims-based repayment for the delivery of services. These organizations need a third-party administrator to guide them through the process of accessing Medicaid funds for their services without forcing them to build complex billing systems commonly associated with healthcare in America.

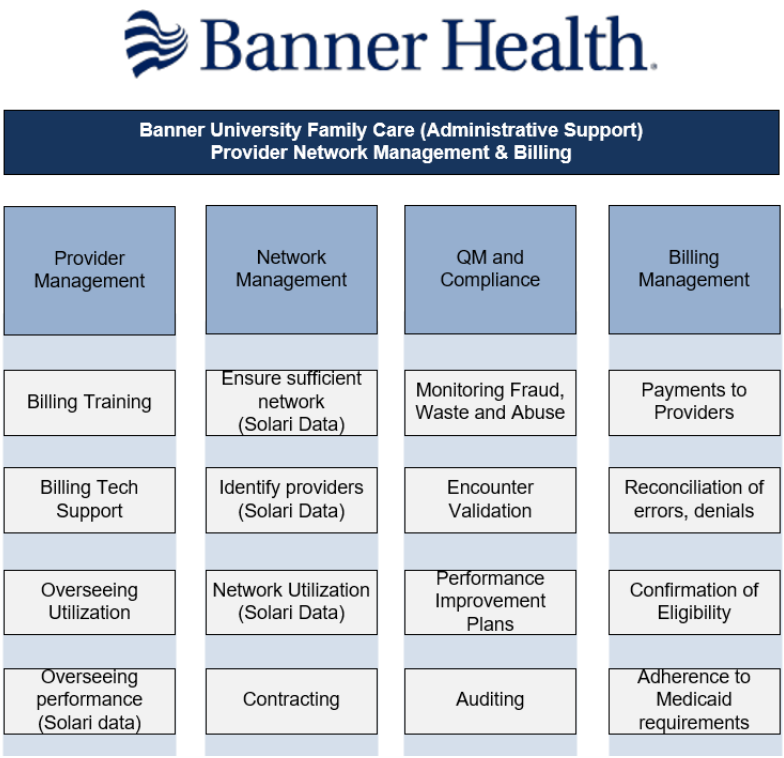


Solari is uniquely positioned to assist in this project because of its vast experience as a member of the AHCCCS crisis system and as the HMIS lead in Maricopa County and BOS. Through its work on the crisis line, Solari is familiar with AHCCCS Medicaid billing, accessing databases to exchange data with providers, statewide Managed Care Organizations (MCOs) and Regional Behavioral Health Authorities (RBHAs). Regarding homelessness, Solari has been operating the HMIS for Maricopa County and the BOS since 2016. As a result, Solari has unprecedented insight and understanding of the housing system. Solari recognizes the size and scale of the administrative requirements around a Medicaid network of this intricacy are beyond Solari's experience, and therefore has partnered with Banner University Family Care (BUFC).

ORGANIZATIONAL METHOD AND APPROACH

Solari is the lead agency and will partner with Banner University Family Care (BUFC) as a subcontractor to operate as AHCCCS' H2O Program Administrator.

In general terms, Solari will function as the subject matter expert related to the housing system. Solari will be responsible for all matters related to the front-end administration of the program. This includes member management, supervision of housing staff, call center operations, provider training and data analytics.



Leveraging its extensive experience as an Arizona MCO, BUFC will provide comprehensive program support. This includes managing all billing functions, encompassing invoice processing, claims training, and payment processing. BUFC will further contribute its compliance and contracting expertise to bolster the program.

In some areas Solari will provide data to support BUFC administration. For example, Solari will identify housing providers through its HMIS data that should become part of the network. BUFC's contracting team will prepare contracts for providers. Similarly, Solari will monitor performance of housing providers but if there are situations where providers do not meet performance standards, BUFC will oversee the performance improvement plan.

MEMBER ELIGIBILITY AND GRIEVANCE AND APPEALS

Solari has significant expertise developing programs that assess client eligibility criteria and foster seamless integration with partner systems to ensure a cohesive continuum of care. As the statewide administrator for the Eligibility and Care Services program, Solari's team makes eligibility determinations for clients' to be determined with Serious Mental Illness (SMI) or Serious Emotional Disturbance (SED) designation and assist in navigating those clients to the next step in their care. Over the past decade Solari has processed over 80,000 SMI determinations and 7,000 appeals while maintaining near perfect timeliness and audit results. Solari will capitalize on the earned knowledge and lessons learned from operating this program when building the H2O eligibility process.

Staffing

Solari's H2O program will be comprised of two (2) teams, overseen by the Housing Director, working in concert to ensure service delivery is clinically sound, timely, and compliant with stakeholder expectations. The Eligibility and Grievance and Appeals teams will work together to render H2O eligibility determinations and ensure individuals receive connection to the appropriate resources to address their housing needs.

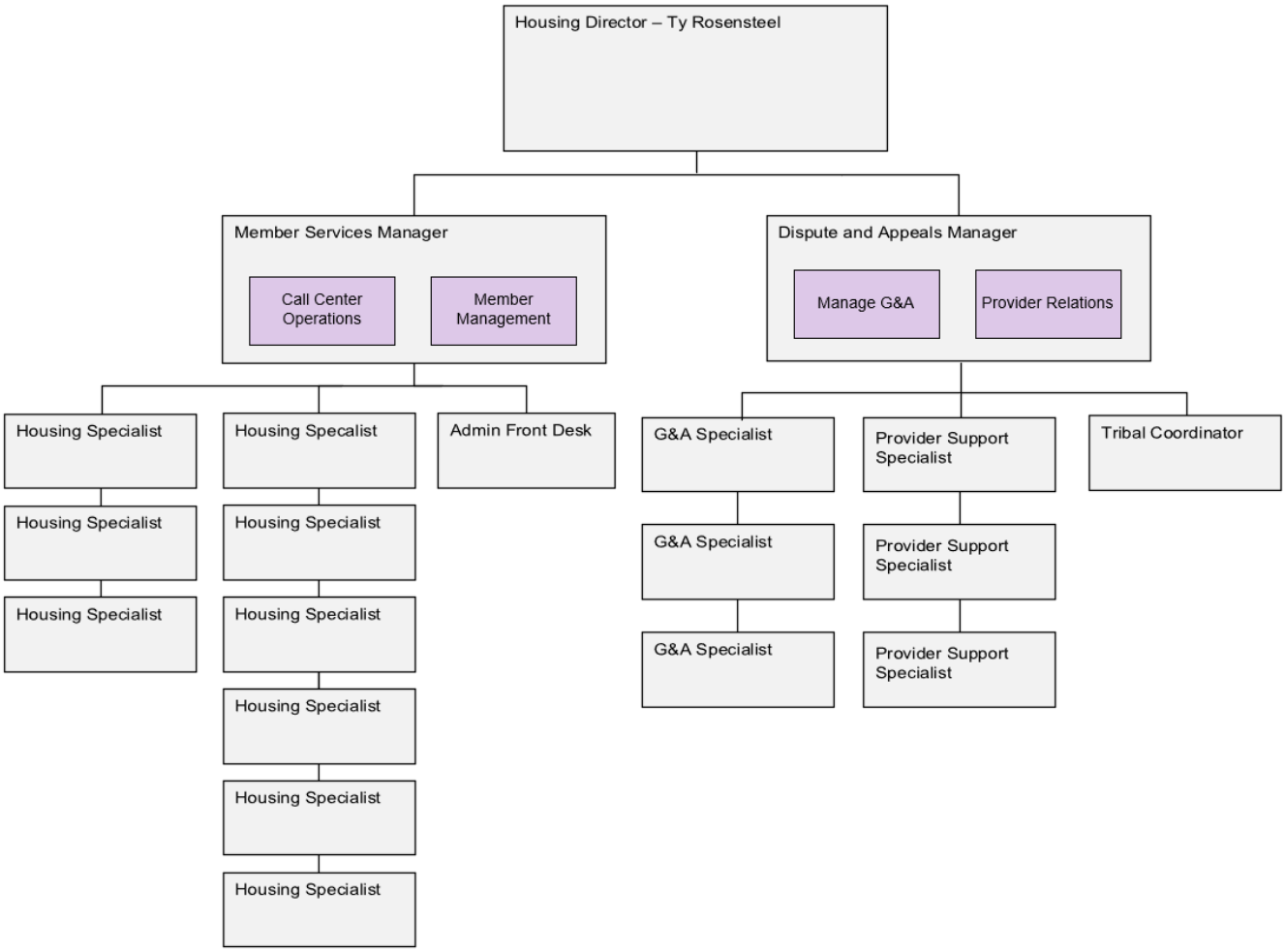
Housing Director: Ty Rosensteel is the Sr. Director of Community Support Network at Solari. Ty has over 15 years of proven experience in homelessness direct service and data management. Ty will provide strategic direction and operational leadership for the H2O program. Ty will function as the department head overseeing Member Services, Disputes and Appeals, and Provider Support teams. Ty will coordinate activities between all Solari internal departments and BUFC. Ty will advocate for the H2O program externally, as appropriate, and ensure external stakeholders, including providers, receive prompt resolution to their problems and inquiries. Ty will serve as the primary point of contact for AHCCCS on all H2O program matters, representing both Solari and its contractor BUFC.

Eligibility Team: The eligibility team is led by Solari's Member Services Manager. The team will be comprised of nine (9) housing specialists who serve as the single point of contact to members during the H2O eligibility process.

Grievance and Appeals Team: The appeals team is led by Solari's Dispute and Appeals Manager. The team will be comprised of three (3) Grievance and Appeals Specialists who will guide individuals through all phases of the appeal process, ensuring that each step of the process is facilitated in accordance with the parameters established by AHCCCS. The Grievance and Appeals Specialists will also oversee coordination between the member, housing provider, and the members health plan.

Tribal Coordinator: The Tribal Coordinator will work within each of these teams. When a tribal member applies for H2O eligibility, the tribal coordinator will guide the member and their team through each part of the eligibility process. In addition to this work, the Tribal Coordinator will be the point of contact for each tribe in Arizona.

Proposed Org Chart for H2O Eligibility & Services Team



Technology

Solari will build upon the success of its SMI/SED program by leveraging systems and methodologies in the implementation of H2O. Solari will customize its electronic health record for the H2O project and will feed all information recorded in the system into its data warehouse. Additionally, Solari will incorporate a new referral system for housing providers to receive member assignments, document their services, and produce invoices for payment. Finally, Solari will merge data from data repositories related to the housing system.

Electronic Health Record (EHR): Solari has used the CoCENTRIX electronic health record for the past seven (7) years. Solari implemented the system for both its SMI/SED program and its crisis contact center. This system allows Solari to create one member chart that contains all information – including the ability to create different episodes of care for each determination. This model enables longer-term reporting, such as one client having multiple eligibility determinations over the course of several years. All documentation related to the determination process is housed inside that episode of care – meaning that Solari can pull information related to a particular service within the episode, inter-episode information, or high-level client information.

Data Repository (Solari Data Warehouse): All data collected in Solari's EHR flows into a central data repository. The repository provides possibilities for generating extensive, customizable reporting and analytics such as: real-time dashboards, automated daily reports, control reports that are used to identify potential errors in data, and caseloads that provide real-time reference of work to be completed by individual staff.

Housing Provider Referral System (Unite Us): Solari envisions a data flow that utilizes a front-end data system that allows Solari to assign members eligible for H2O services to housing providers. Specifically, Solari intends to leverage the UniteUs platform that is already the foundation of the AHCCCS Community Cares initiative. UniteUs has extensive experience in supporting community-based organizations to provide housing services that are reimbursed by Medicaid. Specifically, UniteUs is being used in similar ways in programs in Oregon and North Carolina.

Data Warehouse Enterprise for Linkage Arizona (DWEL-AZ): The Data Warehouse Enterprise for Linkage Arizona (DWEL-AZ) is an ongoing project establishing a statewide data warehouse to integrate systems of care for individuals experiencing homelessness. Involved entities include all three of Arizona's Continuums of Care, Homeless Management Information Systems, and the state's Medicaid agency, AHCCCS, and other stakeholders. In December 2023, the DWEL Board selected Solari as the Administrative Operator for DWEL-AZ. Solari intends to use this data warehouse to collect data from H2O providers to measure the impact of the H2O program statewide.

Eligibility Process

The H2O member services team will be responsible for overseeing the eligibility process from end to end. Housing Specialists will be assigned to client cases once Solari receives the list of members from AHCCCS. The Housing Specialist will record all member information in Solari's electronic health record. Solari recognizes the first six (6) months of the program will be critical as the program processes the large number of applicants who already met criteria and are waiting for housing. Solari will work with AHCCCS to build out a systemic approach that prioritizes applicants to move through the backlog as efficiently and effectively as possible.

The Housing Specialist will review the client eligibility against the permitted criteria and document the outcome in the electronic health record. When needed, the assigned Housing Specialist will contact the member's health plan to obtain the Behavioral Health Home (BHH) or case management assignment of the SMI member. The Housing Specialist will work with the case manager and the member to prepare the Housing Verification Letter (HVL). If the case manager is not able to contact the member the Housing Specialist will assign an outreach provider in the GSA to attempt to track down the member and facilitate the completion of the HVL. If both the outreach provider and the SMI case manager are unable to contact and verify the member, then the member will be classified as declined for the H2O program. A "Notice of Determination" will be sent to the applicant by mail. The Housing Specialist will record the outcome in PMMIS. If the applicant was not eligible for the H2O program, their Notice of Determination will outline their right to appeal in accordance with AHCCCS policies.

For eligible members, The Housing Specialist will automatically enroll the member with an H2O service provider or work with the SMI case manager to choose an H2O service provider. All care coordination and

timelines related to communication between stakeholders will be recorded in Solari's electronic health record. The health record will allow for reporting and compliance reviews in real time.

Care Coordination for Eligible Members

When an H2O service provider has been selected, the Housing Specialist will make the assignment through Solari's H2O provider tool UniteUs. The H2O service provider will acknowledge the assignment within the UniteUs tool and prepare a housing plan that will be submitted to Solari through the UniteUs platform. The Housing Specialist will review the housing plan to ensure that it meets the standards as defined by this program. The housing plan will only be deemed complete if it includes goals related to housing permanency, identifies Health Related Social Needs (HRSN) or wrap-around support services that the member will be receiving from the service provider, and demonstrates an individualized approach to meeting the member's needs. The housing plan will be recorded in Solari's electronic health record and will be shared with the member's clinical team. When the housing plan is approved, the Housing Specialist will designate that that the provider is eligible to provide services for payment on behalf of the member.

On a nightly basis, Solari will export eligibility data from its electronic health record and send it to BUFC. BUFC will push the eligibility data into its billing system, and it will allow providers to submit invoices through the UniteUs application to BUFC for repayment.

Solari can monitor the data in the UniteUs platform for the purposes of tracking member care and for data and reporting. BUFC will be able to utilize this data for the purpose of making payments to providers and providing utilization reports. These reports will ensure that services do not exceed maximum limits. This data source will also provide the information that permits BUFC to monitor activities for Fraud, Waste and Abuse. Solari's housing specialists at the call center will be available for training and technical assistance to help providers in navigating the UniteUs platform. The housing specialists will also provide care coordination to provide support when it appears a client may not be receiving the services they need or are eligible. Solari will utilize the H2O provider, SMI case manager and outreach provider to resolve any communication or care coordination issues.

Appeals Process

Appeals can be requested by mail, on Solari's H2O website or over the phone. Similar to the Housing Specialist, Solari's assigned Grievance and Appeals (G&A) Specialists will be a member's point of contact through the appeals process. The G&A Specialist will record the members' request to appeal in Solari's electronic health record. Solari will immediately send the applicant a notice indicating that the appeal has been received. The same day the notice of appeal is sent by mail, the applicant or their housing provider is called by a Solari G&A Specialist. Solari will render a final determination in accordance with AHCCCS timelines. The determination will be

recorded in the electronic health record and a Notice of Final Determination will be sent to the member. If the member has been denied, they will receive instructions on how to request an administrative hearing.

If an individual is determined to meet H2O eligibility criteria during the appeals process the G&A Specialist will carry out all coordination performed by the Housing Specialist as previously described. This includes completion of HVL, coordination with the BHH or SMI case manager and assignment of housing provider.

Hearings

Members may request administrative hearings by contacting AHCCCS or Solari. The member's hearing will be managed by the G&A Specialist who administered their appeal. The applicant's request for hearing will be recorded in Solari's electronic health record and will be sent to the Arizona Office of Administrative Hearings (OAH) where a hearing is scheduled before an administrative law judge. Because OAH only operates a single office in Maricopa County, applicants from greater Arizona generally participate by phone or video conference but may travel to OAH if they wish to participate in person. Solari offers applicants the option to participate by phone, from the Solari center in Tucson, or at a location convenient for the applicant. Solari has an attorney and the G&A Specialist present in person at the OAH offices for all administrative hearings unless the hearing is being held virtually.

ESTABLISH NETWORK OF H2O PROVIDERS

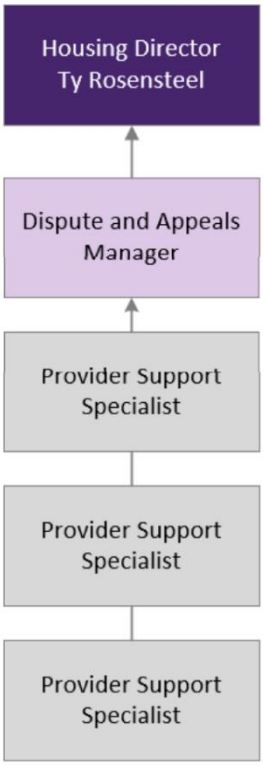
Solari will work closely with BUFC to establish and maintain a high-quality network of providers for H2O services. Building a network of housing providers for H2O requires a different approach than traditional medical providers. Solari will leverage its years of experience working with housing providers to identify successful partners and guide them through the process. Solari will be responsible for the identification of new providers and conducting their initial onboarding and ongoing training. In turn, BUFC will be responsible for contracting with identified providers and ensuring compliance with all contractual requirements.

Due to the tight timeline for implementation and novelty of the initiative, Solari will contract with the Corporation of Supportive Housing (CSH) to support the provider onboarding program. CSH is nationally recognized as a leader in supporting communities to advance affordable housing aligned with services as an approach to help people thrive. CSH has provided consulting services to over 300 cities and helped build some of the of the most complex housing systems in the United States, including Chicago and Houston. In 2022, CSH developed a Housing Medicaid Academy to provide training and technical assistance for Community-Based Organizations. Solari will work with CHS in the development and implementation of policies and procedures around onboarding, training housing providers, and ongoing technical assistance. In contacting CSH regarding this opportunity, Marcella Maguire, Director of Health Systems Integration, indicated CSH is currently contracted with AHCCCS to assist housing providers in determining their total cost of care and their work could potentially be a conflict of interest with this TPA submission. Solari understands this overlap but also sees this as an opportunity for synergy and streamlined processes. If Solari is unable to contract with CSH, Solari will identify another qualified consultant.

Provider Onboarding Responsibilities

Solari (Provider Support Specialist Team)	Banner University Family Care (Care Transformation Coordinator Team)
• Overall Process Management • Single Point of Contact for Provider • Network Adequacy Assessment • Provider Identification • Onboarding Planning • Service Delivery Training • Ongoing Communication • Program Technical Assistance	• Workforce Development Expertise • Contracting (end-to-end) • Medicaid Training • Claims and Reimbursement Training • Contract Management

Staffing



Housing provider support will be a shared initiative between Solari and BUFC. Provider relationships will be overseen by Solari's Dispute and Appeals Manager with support from the Housing Director. The Dispute and Appeals Manager will lead a team of three (3) Provider Support Specialists. The Provider Support Specialists will be the assigned single point of contact for each housing provider from onboarding through day-to-day support. Specifically, they will provide training, technical assistance and coordinate between the housing providers and BUFC.

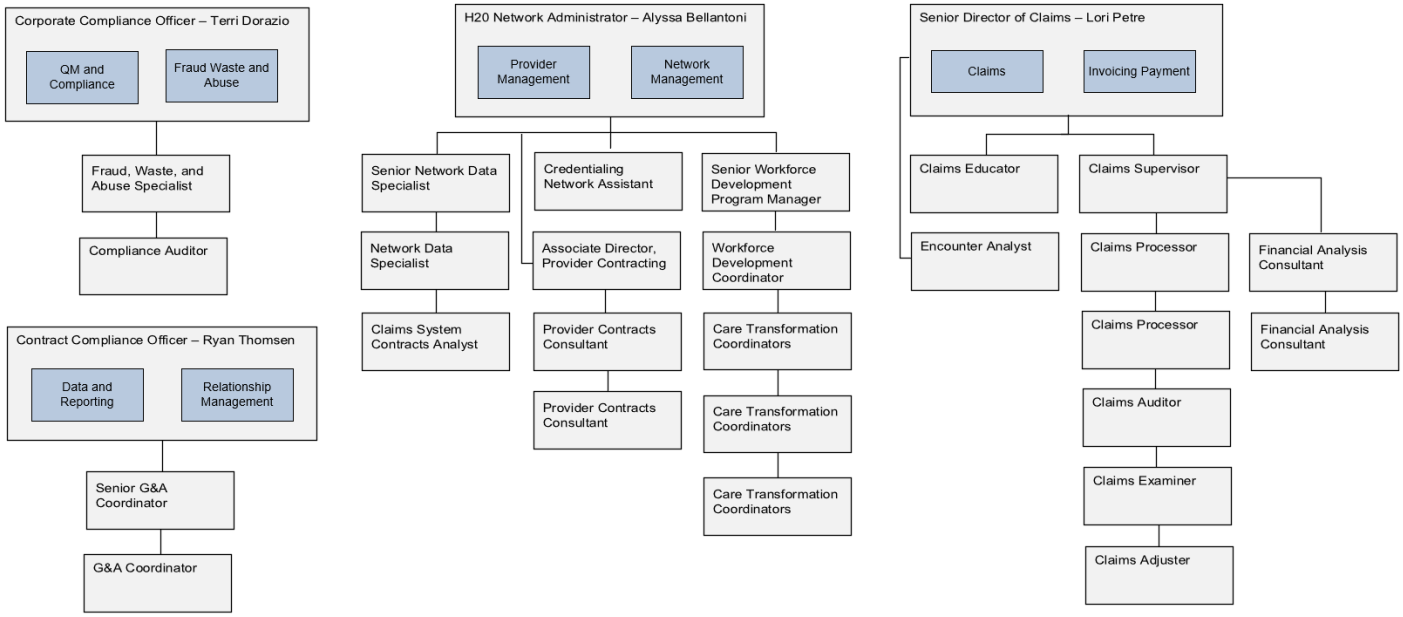
BUFC will provide technical oversight of the relationships with the housing providers. This oversight will be coordinated through three BUFC teams:

Corporate Compliance: Terri Dorazio is the Corporate Compliance Officer for BUFC. Terri has over 17 years of experience as a managed care Corporate Compliance Officer. She has been a member of the BUFC team since 2015. Terri will be supported by two (2) Compliance Auditors that will be responsible for monitoring fraud, waste and abuse and other compliance matters.

Contract Compliance: Ryan Thomsen will be the Contract Compliance Officer for the H2O program. Ryan is an attorney and has 10 years of experience in healthcare compliance matters. He has been with BUFC for the past five years and currently the Senior Director for Government Programs. His team will consist of two Grievance and Appeals Coordinators who will be responsible for grievances related to the performance of the providers.

Network Administration: Alyssa Bellantoni will be the Network Administrator for BUFC. Alyssa has twelve (12) years of experience in network development and has been with BUFC since 2020. Her team will

include seven (7) dedicated staff members. These staff will oversee credentialing, contracting, and claims configuration among other duties.



Identification & Recruitment of Providers

Solari will work closely with AHCCCS to leverage current relationships with Continuums of Care to identify housing providers for H2O services. All providers will meet minimum thresholds for participation, especially the ability to maintain contract compliance with BUFC and to provide excellent service delivery that is culturally responsive and trauma informed. Solari has identified three types of providers that are necessary to include in the H2O network: Current Medicaid Providers, Homeless Service Providers with Federal Contract Experience, and Homeless Service Providers without Federal Contract Experience. Solari recommends prioritizing the onboarding of providers based on these three categorizations.

Current Medicaid Providers: First, there are a select number of organizations that are currently enrolled in AHCCCS primarily as behavioral health and Serious Mental Illness (SMI) service providers and operates substantial housing programs. Examples of these organizations are Community Bridges, Southwest Behavioral Health, and Native American Connections. Solari will work with AHCCCS to identify other organizations that meet these criteria. These companies will offer a relatively easy transition to supporting the H20 project because they are already familiar with billing Medicaid and will be recruited to the H2O network first.

Homeless Service Providers <u>with</u> Federal Contract Experience: The second group of organizations are housing providers and community-based organizations that currently operate high performing housing programs in Arizona, but do not have experience with Medicaid billing practices and service standards. These organizations frequently have familiarity with operating complex federal programs and have the capacity and acumen to operate a Medicaid program but are not yet contracted with AHCCCS. These organizations will need training and technical assistance on Medicaid policies and practices, but already have the necessary organizational sophistication and compliance to quickly operationalize the services. A

few examples of these organizations are UMOM New Day Centers, Catholic Charities, and the Salvation Army. These organizations would be next to be recruited to the H2O network.

Homeless Service Providers <u>without</u> Federal Contract Experience: The third group of organizations are those providers that do not have familiarity with complex federal programs and likely do not have the immediate capacity to operate a Medicaid program from a compliance and performance perspective. Recruitment for these organizations for the H2O Network would be limited to filling a critical geographic, demographic, or service need. A few examples of these organizations are Verde Valley Homeless Coalition in Cottonwood and Cornerstone Mission in Kingman. Solari will offer significant one-on-one technical assistance to these providers to ensure they have a clear understanding of best practices in providing contracted services as well as policies and procedures needed to operate the program in accordance with Medicaid requirements.

Since HMIS participation is required for all Federal Homeless Assistance Programs, Solari leveraged the HMIS provider network to identify high preforming organizations that could provide the coverage needed to build an initial network of H2O providers. Many of these providers have also already onboarded to the UniteUs CLRS platform.

							Rapid Rehousing				Homeless Prevention
Region	Partner Agency	Service Area (county)	UniteUs Onboarded	HMIS Onboarded	Outreach and Education	Transitional Housing - Enhanced Shelter	Transitional Housing - Apartment or	Housing Pre-Tenancy	Housing Tenancy Services	Home Modifications	One-time transition and moving costs
NORTH	Catholic Charities	Coconino, Mohave, Navajo, Yavapai	Y	Y	X	X	X	X	X		X
	Flagstaff Shelter Services	Coconino	N	Y		X	X	X	X		X
	Community Bridges	Gila	N	Y	X		X	X	X		
	Northern Arizona Council of Governments (NACOG)	Coconino, Mohave, Navajo, Yavapai	N	Y	X			X	X	X	X
	Western Arizona Council of Governments (WACOG)	Mohave	N	Y	X			X	X	X	X
CENTRAL	A New Leaf	Pinal, Maricopa	Y	Y		X	X	X	X		X
	Keys to Change (Human Services Campus)	Maricopa	Y	Y	X	X					X
	Central Arizona Shelter Services (CASS)	Maricopa	N	Y		X	X	X	X		X
	UMOM New Day Centers	Maricopa	N	Y		X	X	X	X		X
	St. Vincent de Paul	Maricopa	N	Y		X					X
	Community Bridges	Maricopa	N	Y	X		X	X	X		
	Phoenix Rescue Mission	Maricopa	N	Y	X		X	X	X		
	Native American Connections	Maricopa	Y	Y	X	X	X	X	X		X
	Southwest Behavioral Health	Maricopa	Y	Y							X
	Maricopa County Department of Human Services	Maricopa	Y	Y						X	
	Save the Family	Maricopa	N	Y			X	X	X		
	Mercy House	Maricopa	N	Y		X	X	X	X		
	Salvation Army	Maricopa	N	Y	X	X					
SOUTH	SouthEastern Arizona Community Action Program (SEACAP)	Sanata Cruz, Cochise, Graham, Greenlee	N	Y	X			X	X	X	X
	Western Arizona Council of Governments (WACOG)	Yuma, LaPaz	N	Y	X			X	X	X	X
	Gospel Rescue Mission	Pima	N	Y		X					
	Community Partnership of Southern Arizona (CPSA)	Pima	N	Y			X	X	X		
	Community Partners Intergrated Healthcare (CPIH)	Pima	N	Y			X	X	X		
	Community Bridges	Yuma, Cochise, Pima	N	Y	X		X	X	X		
	Crossroads Mission	Yuma	N	Y		X					
	Good Neighbor Alliance	Cochise	Y	Y	X	X	X	X	X		X
	Salvation Army	Pima	N	Y	X	X					

Solari will engage in ongoing recruitment to identify opportunities for network growth addressing network adequacy by looking for inequities in geography, demographics, and utilization. Solari will utilize the following tactics to gather feedback to assess the network.

Member Engagement: Member feedback surveys conducted by providers as well as Solari. The objective will be to measure outcomes at an individual level.

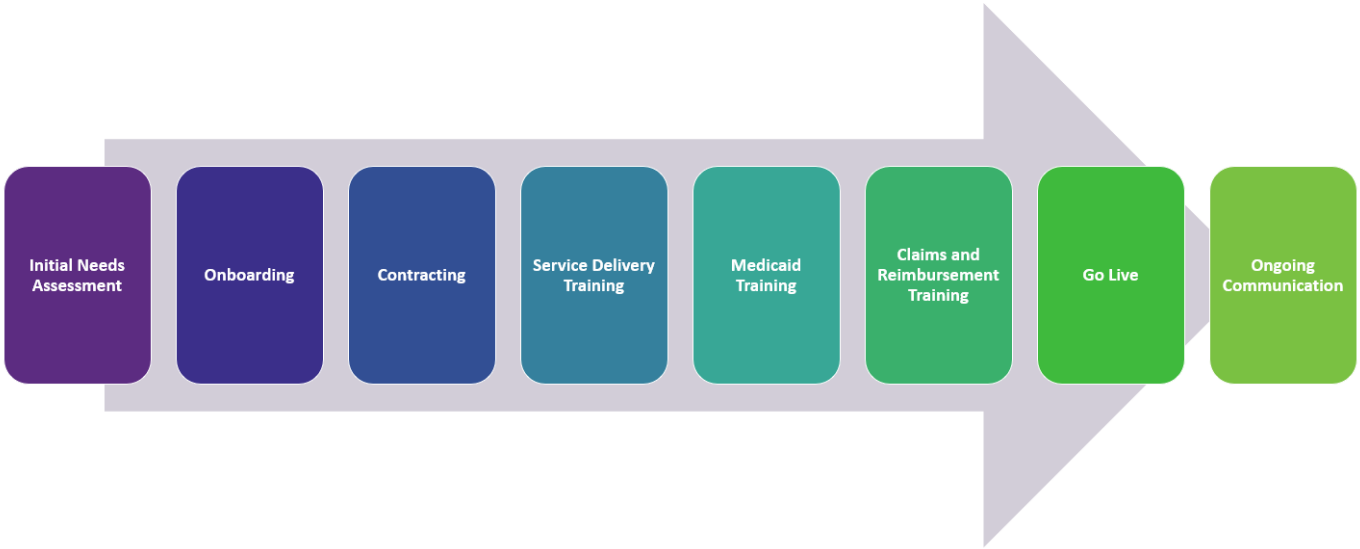
Tribal Engagement: Solari's Tribal Coordinator will meet with each federally recognized tribe in Arizona to receive feedback on the H2O network and providers that may need to be added to serve eligible tribal members.

CoC Engagement: Solari's housing staff will meet with lead agencies of each of the three state Continuums of Care to receive feedback on the H2O network and providers.

Utilization Analysis: Solari will work closely with BUFC to review utilization trends to identify geographic areas that have insufficient network service coverage. Solari will review travel time for services, wait time for services, provider-to-enrollee ratios, and new member acceptance rates.

Provider Onboarding Process

Solari will assign members of its housing staff to meet with each of the identified organizations and explain the benefits, requirements, and mechanics of the H2O Program. Providers interested in moving forward will be assigned a Provider Support Specialist at Solari that will work with them through the entire onboarding process. The process will include the following steps:



Initial needs assessment: Solari will work with the organization to identify the organization's needs for training in the following areas: business planning, evidence-based practices, fiscal management, AHCCCS compliance, BUFC claims compliance, software utilization, and documentation standards and processes. Solari will determine if the organization can meet necessary BUFC contracting requirements and also if the organization can provide high quality services in a culturally sensitive and trauma informed manner.

Onboarding: Solari will work with the organization to create an onboarding plan including all tasks that need to be completed for onboarding and a timeline for completion.

Contracting: BUFC will work with the organization to ensure compliance with all contracting requirements. Registration information from APEP Provider qualifications are identified in the following ways: Through credentialing, recredentialing, surveys, training and feedback, provider conversations, system of care, and advisory councils. BUFC also monitors and re-evaluates providers through many of the same methods to ensure they have the qualifications and competencies to provide services under their AHCCCS registered provider type. BUFC follows all processes/procedures outlined in AMPM 610. Since all H2O providers will be considered high-risk, BUFC will ensure all additional requirements for these providers are completed and in compliance with AMPM 610.

Service Delivery Training: Solari will ensure the provider is prepared to provide services in accordance with best practices.

Medicaid Training: Solari will ensure the provider is prepared to operate services in accordance with all AHCCCS and BUFC requirements.

Claims and Reimbursement Training: BUFC will ensure the provider is set up in all systems and understands the procedures required for reimbursement.

Go Live: Solari anticipates the onboarding process will take approximately 60 days.

Ongoing Communication: Solari will hold monthly provider meetings to receive feedback on provider needs and ongoing support.

Cultural Responsiveness

Solari supports health equity and health literacy by recruiting, and retaining culturally diverse individuals who are responsive to the communities they serve, and by establishing regularly scheduled trainings to increase staff capacity to provide services that are culturally and linguistically appropriate. H2O staff will receive cultural competency training in addition to job specific training including housing services, care coordination, and customer service. This training, combined with oversight from leadership and quality management teams, will ensure that Solari staff are engaging with all members in a way that is responsive to their cultural, linguistic, educational, and health needs.

Solari ensures appropriate accessibility to its services in a number of ways. In the contact center, staff use LanguageLine and Cyracom to access interpretation services for more than 240 languages to meet the needs of callers in Arizona. Solari's websites and marketing collateral are available in English and Spanish. The websites are also compliant with Americans with Disabilities Act (ADA) recommendations. Solari also offers TeleType (TTY) services and is prepared to offer 24/7 text and chat services to create a more convenient access point for deaf and hard of hearing communities. Solari is committed to identifying ways H2O needs to be culturally and linguistically responsive and making these adjustments to the programming.

Solari recruits and employs a diverse workforce that mirrors Arizona's diversity.

Race and Hispanic Origin	Percentage of Employees	In Arizona
White	45%	54.1%
Hispanic or Latino	33%	31.7%
Black or African American	13.6%	5.2%
Two or More Races	6%	2.9%
American Indian or Alaska Native	1%	5.3%
Asian	1%	3.7%
Native Hawaiian or Other Pacific Islander	.4%	.3%

Solari will continue to provide, review, and enhance regularly scheduled training to increase staff capacity to provide services that are culturally and linguistically appropriate. Trainings include but are not limited to, cultural competency, trauma-informed care, recovery and person-first language, client rights, integrating primary care with behavioral healthcare, assessing substance use in older adults, working with people experiencing homelessness, working with tribal communities, supporting veterans and active-duty military, serving people with mental health or neurodevelopment disorders, and a culture-centered approach to recovery.

Ongoing Management of Providers

After initial provider onboarding, Solari will work with the H2O provider to identify ongoing management needs. BUFC will have monthly or quarterly check ins with providers to ensure policies/procedures are being adhered to and to proactively identify any barriers to delivering quality services to members. The cadence is adjusted as necessary depending upon the provider's needs. Any training or additional support is brought in as needed or upon request. Solari and BUFC have a standardized foundation for all provider partners with customizable support to best fit their needs and organizational structure.

BUFC will review invoice/claim information to ensure services billed for were also rendered and in line with the member's housing plan. In addition, other monitoring reports and processes will be implemented to ensure the provider and member are not committing fraud, waste, or abuse as outlined in Contract. If potential FWA is identified, a referral will be sent to AHCCCS OIG within the time frames and processes outlined in ACOM 103.

Provide Technical Assistance to H2O Providers

A critical component to the success of the H2O program is ensuring that H2O providers receive the support they need to provide critical services to members and have technological support to document and be paid for their services.

As outlined in the Call Center Support section of this response, Solari will operate a support phone line that will allow providers to call and receive support from housing specialists and/or provider liaisons. The Provider Support Specialists will be trained to support H2O with a number of technical issues, including submitting documentation, utilizing the UniteUs platform, and resolving technical issues. The Provider Support Specialists will also work together with BUFC Care Transformation Coordinators and claims educators to resolve technical issues related to claims and payments.

In conjunction with the performance monitoring plan outlined in the Monitoring Receipt of Services section of this response, Solari will provide ongoing and iterative training and technical assistance to providers to support successful maintenance of the H2O provider network. Training needs will change based on the needs of providers through their feedback and review of provider performance and utilization.

BUFC providers receive information through several delivery methods such as, provider onboarding packets, monthly on-site visits, provider newsletters, news briefings, website postings, fax blasts, email blasts and during Joint Operating Committee meetings.

CALL CENTER SUPPORT

Solari has extensive experience designing, implementing, and operating successful phone lines. As the statewide provider for Arizona Crisis Line, Oklahoma Crisis Line, Arizona 211, and other phone lines, Solari is uniquely qualified to run the H2O Support Line.

Solari's telephony system allows for total control over call routing. Solari can seamlessly transfer calls to other agents, other queues, community service providers, and more. The system includes the following features:

- Automatic Call Distribution (ACD)
- Interactive Voice Response (IVR)
- Detailed call logging
- Ability to warm- and cold-transfer calls, conferencing.
- Different call routing behavior based on hours of operation.
- Recording calls
- Supervisory tools like joining, coaching, and listening in on calls.
- Supervisory queue monitoring and canned reports

Solari's phone system is directly integrated into the data warehouse, which means that Solari can access all data points related to calls. This access enables the operations and business intelligence teams to generate reports on key performance indicators that are critical to operating a call center.

For this program, Solari will build an H2O Support Line that utilizes a toll-free number. This number will act as an entry point for all H2O callers, including individuals, health plans, and H2O providers. The Interactive Voice Response (IVR) menu allows callers to identify their need and be directed to the support team they require. This menu can be customized as needed, but the current proposed call flow would include:

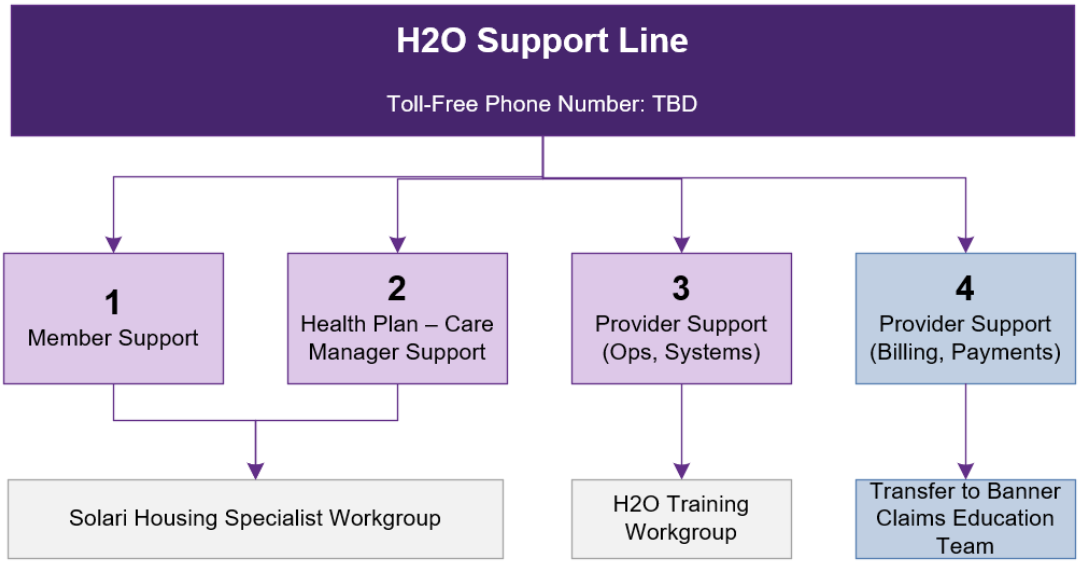
H2O Phone Line Call Flow

Member Support: Individuals who are in the process of having their eligibility determined can call the phone line to check the status of their eligibility. Individuals who are currently eligible and are receiving housing services can also call the line to connect with H2O housing specialists.

Health Plan Support: Health plan care managers can call the line to request information regarding their members, member eligibility status, or H2O services being provided. This support line option enables a direct line for care coordination between health plans and the H2O team.

H2O Provider Technical Support: Community Based Organizations who are providing H2O services can call the support line to request technical support, training, check the status of client information, or log issues with the support systems utilized for the H2O program.

H2O Provider Billing Support: H2O providers who need assistance with billing, claims, and payments can be connected with the Banner University Family Care claims processing team.



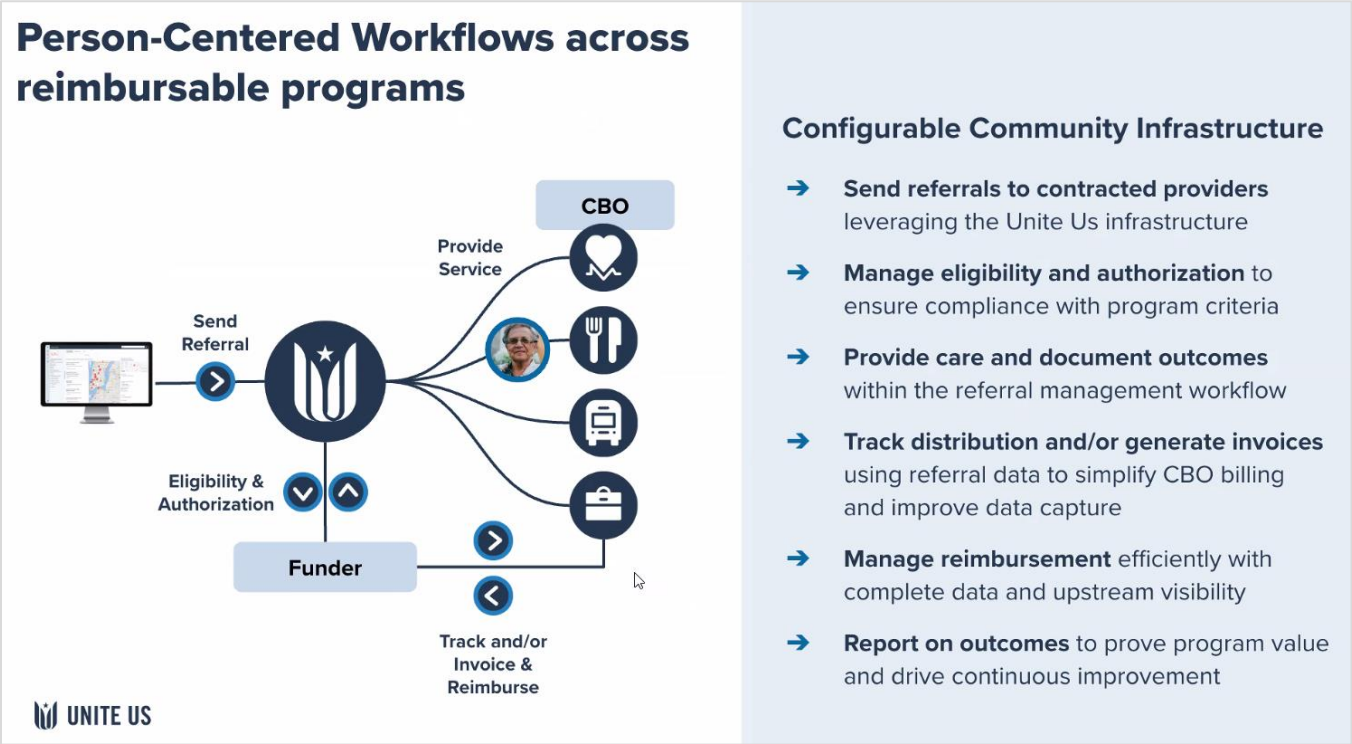
CLAIMS MANAGEMENT

Housing Provider Invoicing

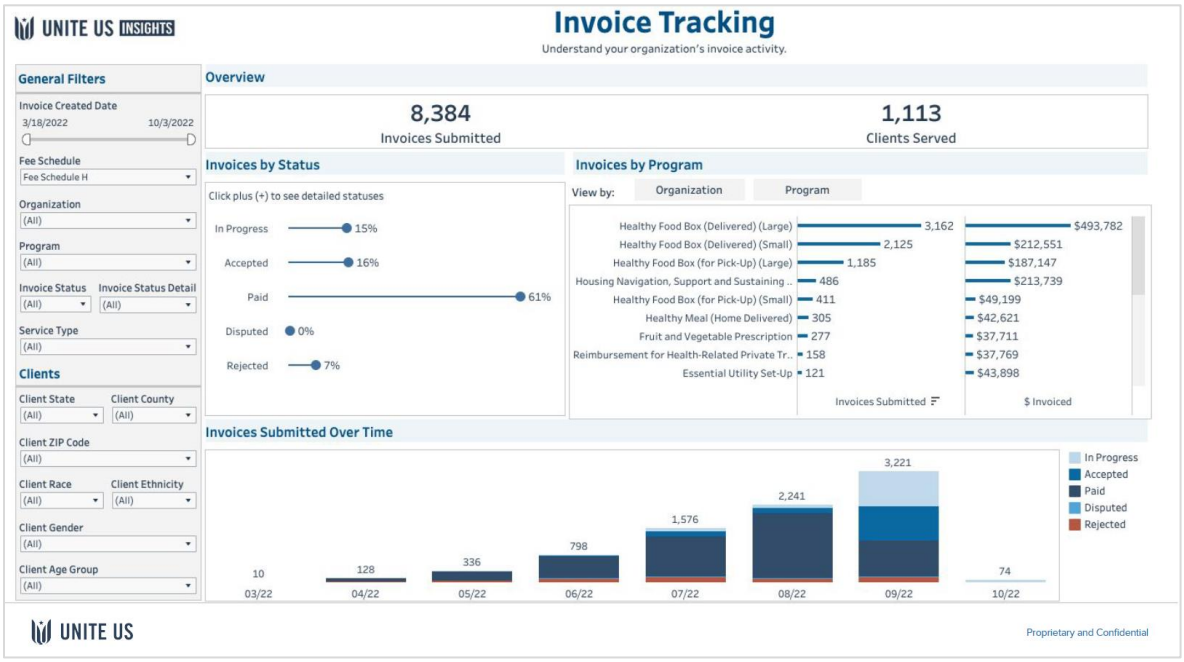
Solari and BUFC designed a user-friendly invoicing system to streamline the process for H2O Providers and the Statewide Housing Administrator (SHA). This collaborative approach minimizes administrative burden, ensuring providers spend more time delivering essential services to members.

During the onboarding process, H2O Providers will receive comprehensive training on the UniteUs CommunityCares platform. Solari and BUFC will configure the platform to capture only the minimum data required to document services for claims processing. The platform will also establish service limits and guide providers through proper invoice creation, reducing errors and expediting processing.

For each member, providers can create invoices within the UniteUs platform. Leadership within the provider organization can then review and approve the invoice before submission. Upon submission, the platform automatically formats the information into a standardized claim file that BUFC can seamlessly process according to their established procedures. The platform will also track the status of each invoice, providing a centralized location for all parties to monitor progress.



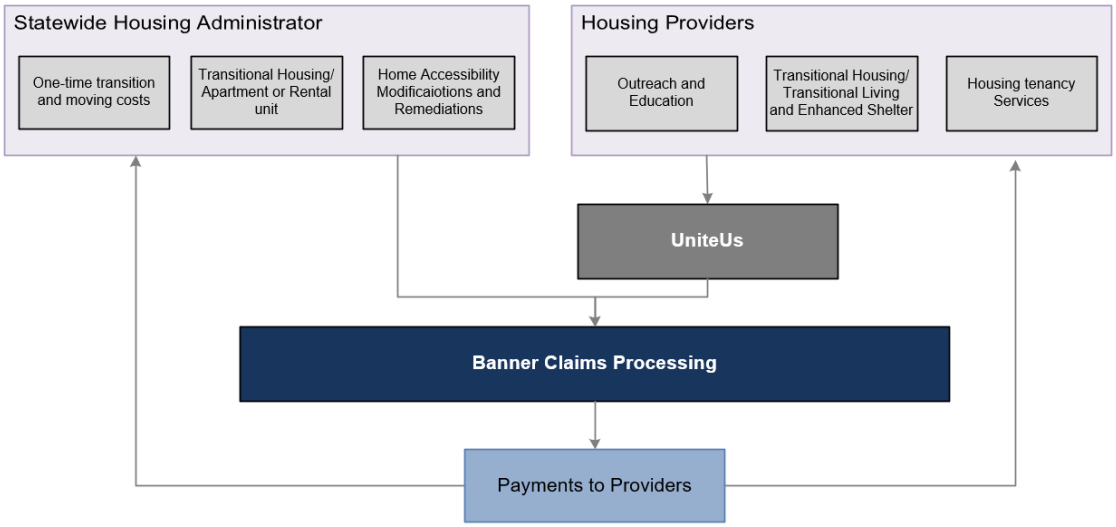
Invoice Tracking within UniteUs Platform



State Housing Administrator Invoicing

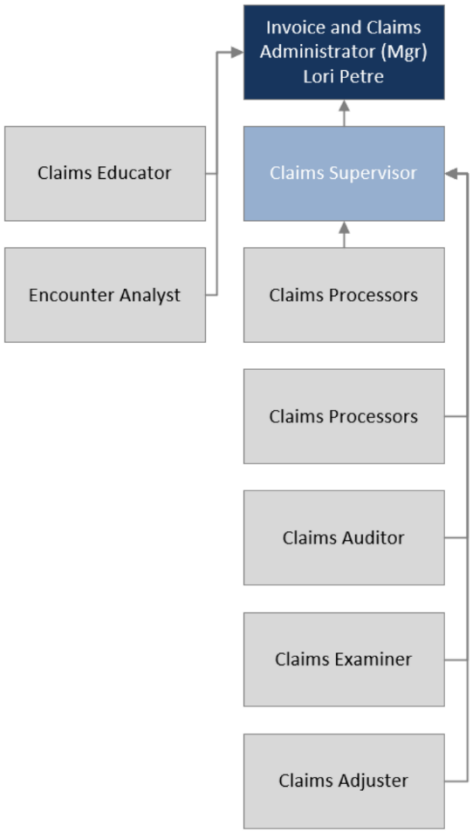
The SHA will benefit from a similar, streamlined process. Solari has confirmed that the SHA's existing systems are sophisticated enough to manage and track all service aspects they coordinate. Their systems can also generate invoices with standardized claim file information, eliminating the need for duplicative data entry within the UniteUs platform. With the compliance, training, and technical onboarding requirements in the short go-live for this project, this approach isn't feasible for Housing Providers not familiar with Medicaid billing. Solari and BUFC are interested in expanding this solution to H2O Providers as the DWEL system become fully operational.

H2O Claims Process



BUFC Claims Staffing

BUFC's Claims team is led by BUFC's Senior Director of Claims Lori Petre. Lori has over 35 years of operational and technical experience in health care, Medicaid and managed care. Lori spent two decades at AHCCCS in positions related to data, analytics and claims management. The claims team will be made up of eight (8) staff that will educate, analyze, and process claims.



BUFC Claims Processing Process & System

BUFC Claims Processing System (CAPS) provides structure and logic to ensure all AHCCCS defined claims, billing requirements, and payment policies (including applicable code use and documentation requirements) are in place and payment policies (including applicable code use and documentation requirements) are in place to support H2O and wrap around service claims billing and payment, including the capture, validation, and retention of AHCCCS defined data elements and the submission of finalized claims to AHCCCS as electronic encounters.

BUFC will ensure that H2O related claims are only paid for eligible members through applicable editing within CAPS. Standard claims editing will include validation of member eligibility and tracking of benefit limitations. BUFC will develop reporting to indicate the member's current benefit status and will develop a process to notify providers when a member is close to the threshold. This includes ensuring that members do not exceed six (6) months of assistance in an enhanced shelter or rental assistance. BUFC will review invoice/claim information for appropriate billing. In addition, other monitoring reports and processes will be implemented to ensure the provider and member are not committing fraud, waste, or abuse as outlined in the Traceability Matrix. If potential FWA is identified, a referral will be sent to AHCCCS OIG within the designated time frames and processes outlined in ACOM 103.

CAPS supports end to end process of claims as defined by AHCCCS billing rules, defined code sets, and related processing rules. Billing and processing rules specific to H2O will be configured within current claims system structures to support H2O as well as wrap around service claims billing and payment within CAPS. As a long standing AHCCCS health plan, BUFC brings extensive experience in claims processing, benefit configuration, payment arrangements, and AHCCCS reporting/compliance requirements related to claims processing, as well as the compliant and successful transmission of encounters.

BUFC has a provider claims educator who supports all claims training needs. BUFC also has a provider claims support team who assists providers with more complex claim issues and offers technical support. This hands-on approach helps resolve issues quickly while also educating providers to prevent future issues.

CAPS provides structures and logic to capture, monitor, and report member level service utilization related to H2O program benefits. This structure supports benefit limits across multiple providers, based on units, frequency or cost or payments. BUFC provides a complete end to end solution in managing notifications and communication to the provider. Utilizations are triggered using configured and applied rules within the CAPS workflow management. There is a robust delivery of reporting requirements to meet all necessary end points (batch, on-line, secure email, secure server access).

ANALYTICS AND EVALUATION

For the past decade, Solari has positioned itself in Arizona as a reliable source of data collection, coordination, and analysis. Solari programs include the AHCCCS Statewide Crisis Hotline, AHCCCS Serious Mental Illness-Serious Emotional Disturbance (SMI-SED) Determination Program, the Homelessness Management Information Systems (HMIS) Lead for Maricopa County and BOS, and 211 Arizona, among others. Solari has secured these programs as a neutral third party to ensure trustworthy collection and dissemination of data to create systemic change. Because Solari is not an MCO nor a provider, it is not competing with other similar organizations. Solari is uniquely capable of providing analytics that are transparent and can be trusted to enhance systems and member care. Solari has made significant infrastructure investments in Business Intelligence, Business Analytics and HMIS and is well positioned to provide excellent data analytics and evaluation for the H2O program as the H2O-PA.

Solari will follow the successful model of providing support to the Maricopa and BOS Continuums of Care as the HMIS Lead to ensure consistent data collection occurs resulting in high quality analytics and evaluation capabilities.

Analytics and Evaluation Staffing

Solari will utilize two teams to achieve the required analytics and evaluation for the H2O Program.

Business Intelligence: Nathan Hearns, Sr. Director of Business Intelligence, oversees the data and analytic applications programs at Solari, which includes Business Intelligence, Software Applications and Database Platform Management. Nathan has been in the business intelligence and information technology field for more than 20 years. His team will work collaboratively with H2O Leadership and external partners to ensure seamless and reliable data management and reporting, quality data integrity, and integrated software applications. The following positions will support Nathan and be dedicated to the H2O program: Extract, Transform, Load (ETL) Developer, ETL Software Developer and a System Administrator.

HMIS Integration & Reporting: Randy Hade, Director of HMIS, oversees the Maricopa and Balance of State HMIS programs as well as DWEL-AZ. His team will work with the Business Intelligence Team, H2O leadership and HMIS Teams throughout the State to ensure that all aspects of the H2O homelessness data collection and reporting are seamless. Randy will be supported by one Business Analyst dedicated to the H2O program.

H2O Data Dictionary, Training Manual, Systems Configuration and User Training

Solari will develop and ensure compliance with a comprehensive H2O Data Dictionary and Training Manual. The H2O Data Dictionary will be designed for those involved in reporting and systems

configurations. The Data Dictionary will identify the data elements required in H2O and explain the technical function and specific use of each element. The H2O Training Manual is designed for end users to support data collection and training efforts. This will allow H2O provider agencies and RBHA partners to understand the data elements that are required to meet participation and reporting requirements established by AHCCCS and the H2O TPA. It will include all elements needed to report on the H2O outcome measures included in Exhibit D.

Summary of Provider Data Systems

Local HMIS	DWEL	UniteUs
• Client Record • AHCCCS ID • HUD Universal Data • HUD Program Data • H2O Performance Data	• Daily Data Transfer from HMIS to DWEL • No data collection occurs in DWEL • Sophisticated statewide homeless reporting protocols	• Referral Coordination • Health Plan Coordination • HRSN Assessment • Minimal Invoice Data • Invoice Approval • Claim Attestation • Claim Status

Solari will use the H2O Data Dictionary to work with all necessary partners to make system configuration changes needed to achieve the goals of the H2O Program. This includes working closely with the administrators of Solari's Data Warehouse, AHCCCS IT systems, BUFC IT Systems, Closed Loop Referral System, DWEL-AZ and local HMIS implementations.

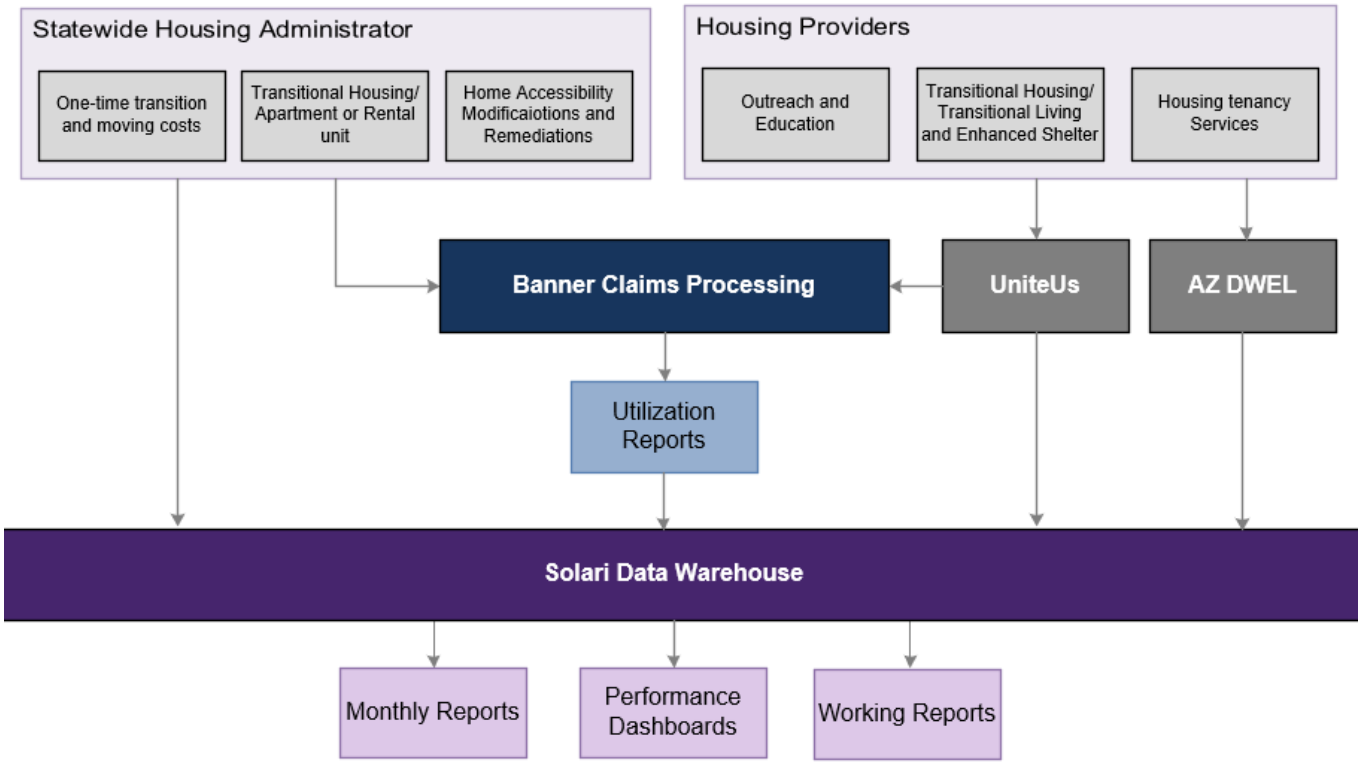
Solari will use the H2O Training Manual to provide initial and ongoing training to H2O providers and end users. Solari will develop training materials and host the materials online in the state Learning Management System (LMS) or in another highly accessible location that allows for tracking completed training. Solari will provide live and recorded virtual training on all service workflows utilizing best practices in adult education. Solari will provide data quality management tools and training on how to use those tools and correct any data issues. This will allow users and providers to monitor their own data entry and data quality.

For individual users and providers that are struggling to meet data quality standards, Solari will collaboratively address the issue with additional one-on-one technical support that may include additional training.

Integrating Data and Reporting on Outcome Measures

Solari has extensive experience integrating data from a variety of sources and using that data to produce usable and actionable reports and dashboards. Solari's Project Management Team will work with each data source to establish a comprehensive plan and timeline to establish automated data feeds (whenever possible) to integrate necessary data into Solari's Data Warehouse. Solari has active contracts and working relationships with all identified data sources in Exhibit D including: AHCCCS, DWEL-AZ, HMIS Leads (ADOH,

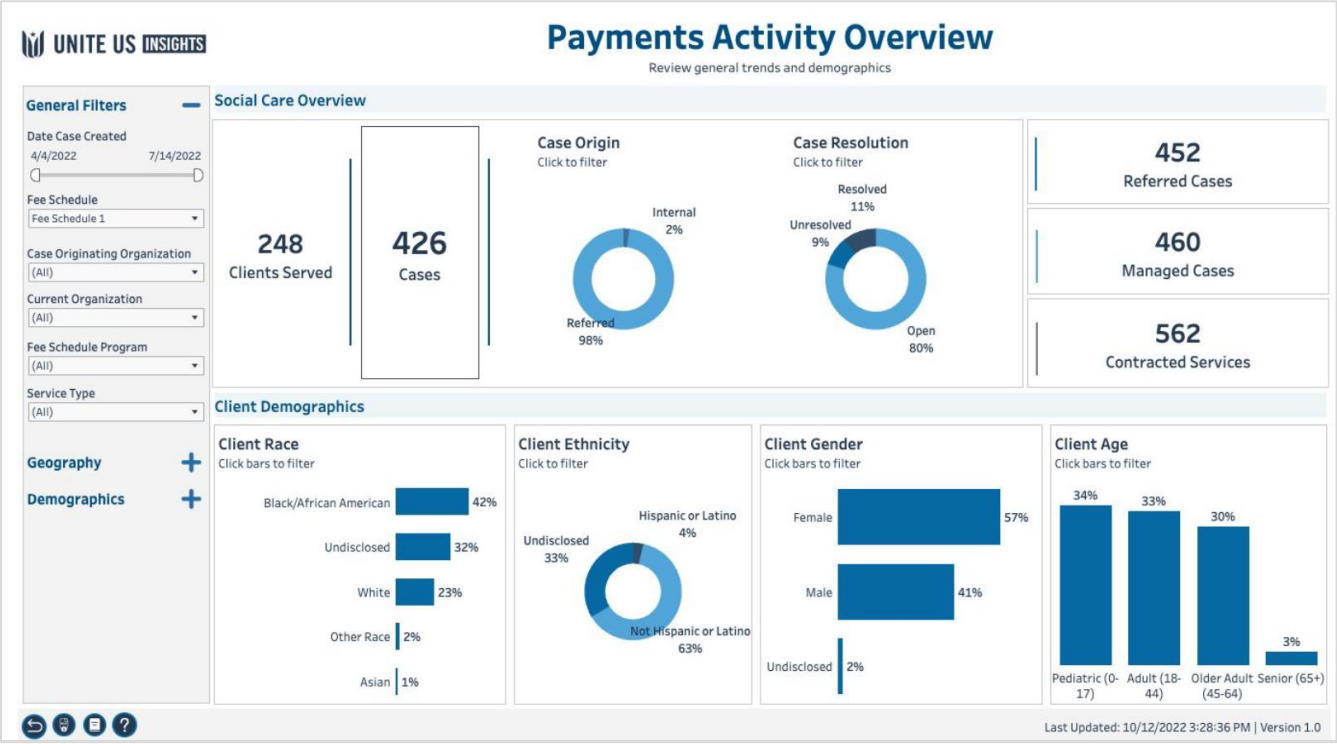
MAG, TPCH), HOM-Inc, ABC and RBHAs. Only when a data source cannot be identified would individual providers need to submit data manually to Solari as the H2O-TPA.



H2O providers will utilize their local HMIS for their day-to-day data collection on homeless services. Solari proposes to utilize the DWEL-AZ data warehouse for the reporting of H2O provider service data. DWEL-AZ is a collaborative effort among homeless service providers across Arizona. This initiative facilitates the collection of client-level data through a unified platform, integrating information from all three Continuums of Care. Solari has been selected as the administrative operator for DWEL-AZ. The data warehouse eliminates the need to rely on individual reports generated by each Continuum's Homeless Management Information System (HMIS) or separate H2O providers. Instead, it streamlines the data collection process by establishing a single transmission protocol for providers to submit information to Solari, ultimately enhancing the efficiency and accuracy of performance reporting. Solari will work with the AZ DWEL board and its technology vendor to secure necessary permissions and implement technology solutions to enable comprehensive reporting from the data warehouse.

To minimize duplication of data entry for H2O providers, data entered into the UniteUs platform will be minimized to include only required elements for H2O referral management and claims reimbursement. The UniteUs platform has an array of out-of-the box dashboards and reporting tools to monitor utilization and performance.

Payment Activity Overview within CommunityCares Platform



Solari will work closely with AHCCCS to design and publish all necessary H2O reports, deliverables, and dashboards. Solari's process to implement these tools will be to present AHCCCS with a requirements document outlining the scope, audience, and timeline. Solari will request approval of the requirements, develop the tool, test, and refine the tool with AHCCCS' input and finally deploy the tool.

Solari selected these systems to meet the requirements of expedited launch of the H2O Program. Over time, Solari will collaborate with H2O providers, the SHA and AHCCCS to pursue opportunities for additional automated data transfer and system development to reduce or eliminate duplicative systems and data entry.

Performance Monitoring

Solari believes performance monitoring is best achieved as a collaborative effort through a combination of transparency and data-driven problem-solving. Solari and providers will use the tools available in UniteUs and dashboard tools developed by Solari to review Key Performance Indicators (KPIs) and data quality. Solari will also hold regular review meetings to analyze data, focusing on identifying trends and potential roadblocks in a non-punitive environment. Collaboration is key, with Solari offering guidance and support to the recipient to develop corrective action plans if KPIs are not being met. Frequent review meetings also allow for early detection of issues and timely course correction. A separate, pre-defined process for compliance issues, managed by our contract holder BUFC, ensures accountability while keeping the review meetings focused on continuous improvement of the program's effectiveness.

Examples of End-to-End Data Collection, Reporting and Monitoring

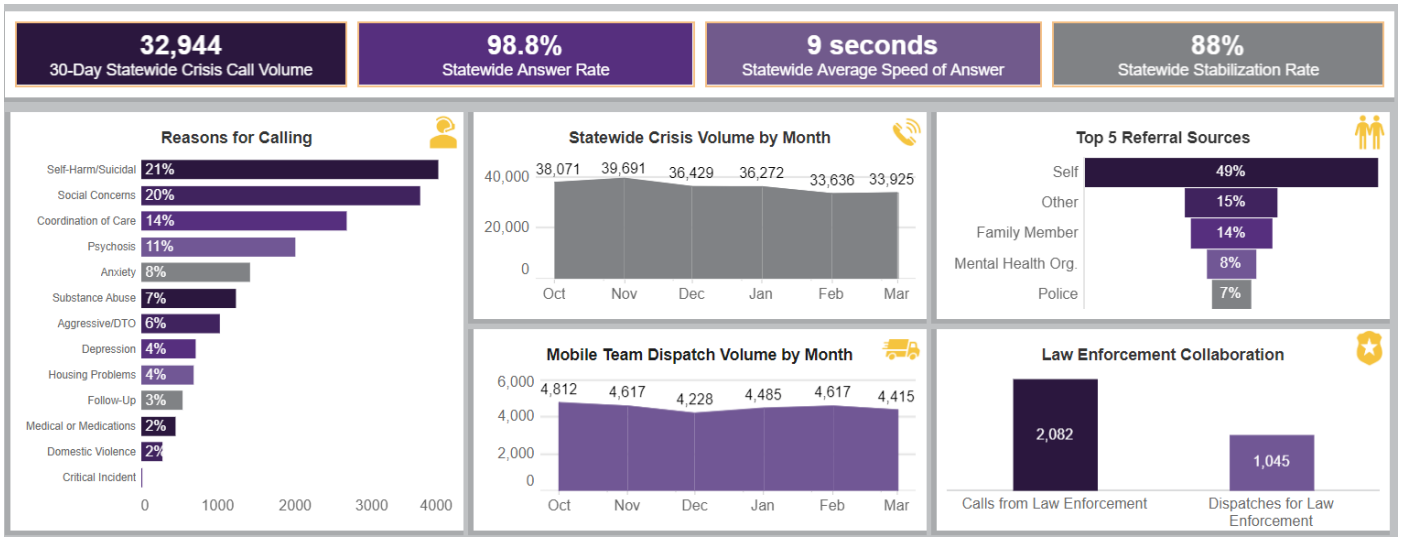
Solari has demonstrated experience managing end-to-end data collection and reporting in Arizona through our administration of the statewide crisis response system and as the HMIS Lead for Maricopa and Balance of State Continuums of Care.

Crisis System Data and Reporting: Due to the size and scale of Arizona's crisis system, Solari has enhanced data collection and distribution. Solari collects data from an average of 1,400 callers each day. Solari built systems to automatically identify Medicaid enrollment for each caller and distribute that information to the caller's MCO and providers. Simultaneously, Solari automatically produces billing for crisis callers. In total, Solari deploys over 300 reports daily. This system of data analytics and reporting is unparalleled and is considered a best practice nationally. No other crisis call center in the United States collects and distributes the same volume and quality information as Solari.

The foundation of Solari's reporting capabilities is the utilization of advanced technology platforms. These systems were designed for data integration that empowers operations and reporting capabilities. All data collected in Solari's telephony platform and EHR flows into a central data repository. Solari's technology infrastructure provides possibilities for generating extensive customizable reporting and analytics such as:

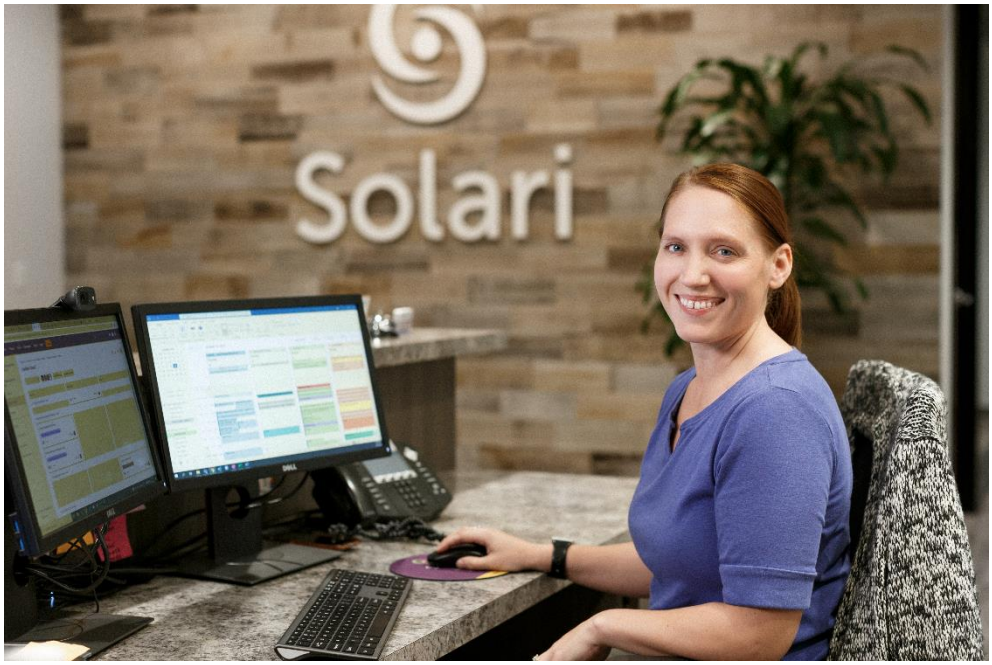
- Real-time dashboards displaying the status of available contact center agents.
- Monthly roll-up of call statistics and data points, including volume, average speed of answer, referral source, call outcome and geographic distribution.
- Automated daily reports to external agencies identifying enrolled callers with those agencies.
- Control reports that are used to identify potential errors in the data.
- Caseloads that provide real-time reference of work to be completed by individual staff.
- Web portals for receiving data from external agencies.

Screen shot of the crisis performance dashboard



California Homeless Data Information System: In 2021, Solari was hired by Plante Moran to help design a data exchange system for the state of California to address their housing crisis. The breadth and scope of the project was the largest of its kind in the United States. Plante Moran and Solari designed a data exchange that collected information from 44 regional continuums of care and gathered data into a single access point. To achieve this goal, Plante Moran hired some of the top data and technology firms in the world that included Informatica, Snowflake, Tableau, and Amazon Web Services. Solari was hired as the subject matter expert in housing systems. Plante Moran issued a press release to highlight the partnership on April 12, 2022. Today, this system is viewed as a best practice model that has changed the way states consider what is possible with HMIS. Through this single access point, California can coordinate projects between counties, cities, MCOs, and housing providers at an unprecedented scope and scale.

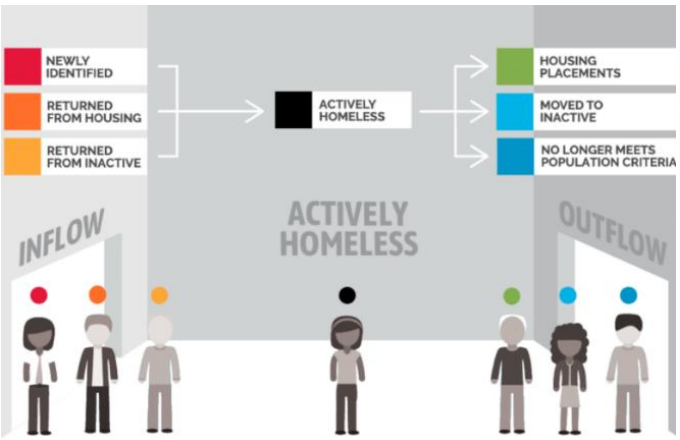
HMIS Lead Data & Reporting: Solari has been the HMIS lead agency for Maricopa County and the BOS since 2016. In the most basic terms, Solari is responsible for the collection of housing data from over 150 homelessness service providers. Solari is responsible for the onboarding, training, and data quality management. Solari's HMIS data analysts utilize this data to build reports and provide analysis that drives decision making statewide. These reports are given to the Maricopa Association of Governments (MAG), every major city in the Phoenix metro area, the Arizona Department of Housing, housing providers, and MCOs. Solari is responsible for all Housing and Urban Development (HUD) reporting, including reporting for the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) programs.

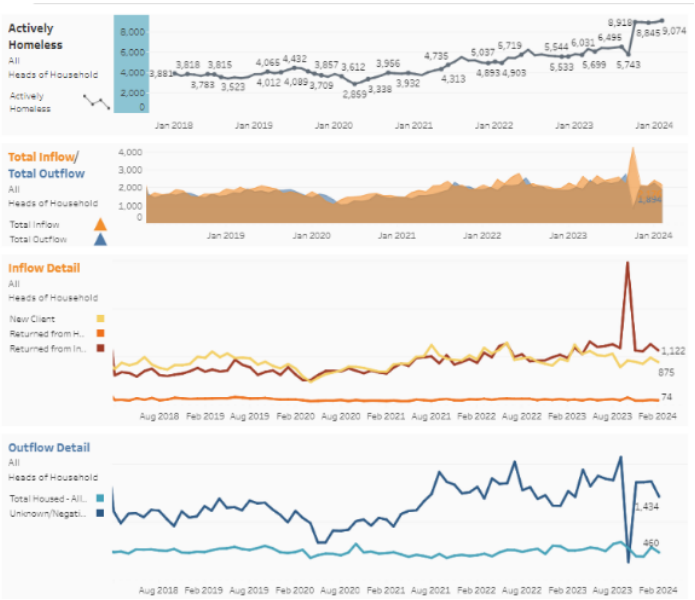
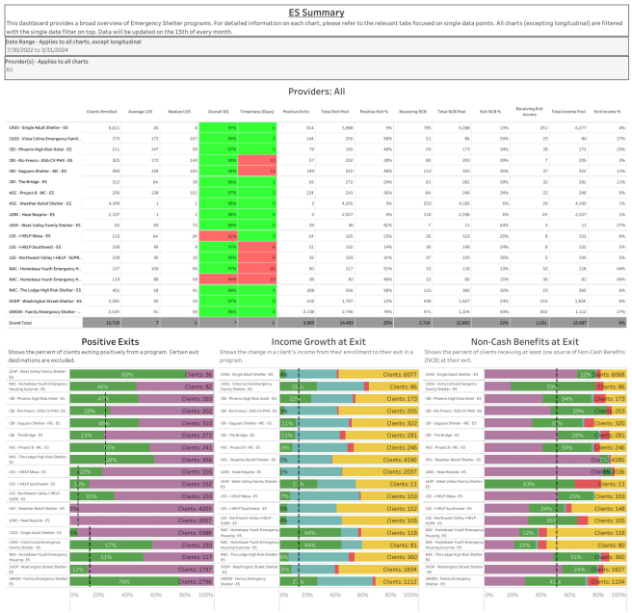


Solari has revolutionized how data from Homeless Management Information Systems (HMIS) is used to help people in need. Since 2021, Solari has partnered with AHCCCS, ADOH, and MAG to identify Medicaid members using shelters or outreach programs. Solari built an automated process that compares HMIS data with AHCCCS enrollment information. When a match is found, Solari can notify the individual's health plan via an automated report that they are experiencing homelessness. This allows the healthcare team to reach out and offer support. This system has successfully coordinated care for over 1,000 individuals so far.

Solari has also modernized and transformed how reporting and performance monitoring are done by Continuums of Care. Two examples of this are the System Flow Dashboard and Provider Performance Metrics Dashboards.

The **System Flow Dashboard** shows the number of people experiencing homelessness over time in the HMIS system utilizing the Community Solutions Built for Zero framework. This dashboard is fully automated to implement the federal definition of homelessness, chronic and veteran homelessness, and is filterable to show reporting for specified populations.





The **Maricopa County Performance Metrics Dashboard** shows the performance of all providers funded by Maricopa County Community Services. The dashboard has detailed breakdowns of provider performance by service type (Emergency Shelter, Rapid Rehousing, Street Outreach) and separate aggregate breakdowns of key performance indicators identified by Maricopa County (Length of Stay, Chronic Status, Annual Income Grown, Exit Destinations, Data Quality, Contacts and Referrals to Housing). This dashboard is fully automated and transparent to both the funder and the provider organizations. Solari envisions replicating this dashboard concept for the H2O Outcome Metrics outlined in Exhibit D of this RFP.