

**407 - WORKFORCE DEVELOPMENT**

EFFECTIVE DATES: 10/01/18, 10/01/20

APPROVAL DATES: 05/17/18, 06/18/20

**I. PURPOSE**

This Policy applies to ACC, ALTCS E/PD, DCS/CMDP (CMDP), DES/DDD (DDD), and RBHA Contractors. This Policy specifies Contractor requirements to establish and maintain a Workforce Development Operation (WFDO) to monitor and collect information about the workforce, collaboratively plan workforce development initiatives and when necessary, provide direct assistance to strengthen provider workforce development programs.

**II. DEFINITIONS**

**COMPETENCY** For purposes of this Policy, worker's demonstrated ability to intentionally, successfully, and efficiently perform the basic requirements of a job, multiple times, at or near the required standard of performance.

**COMPETENCY DEVELOPMENT** A systematic approach for ensuring that workers are adequately prepared to perform the basic requirements of their jobs. Competency based WFD.

**WORKFORCE CAPABILITY** The interpersonal, cultural, clinical/medical, and technical competence of the collective workforce or individual worker.

**WORKFORCE CAPACITY** The number of qualified, capable, and culturally representative personnel required to sufficiently deliver services to members.

**WORKFORCE DEVELOPMENT ALLIANCE (WFDA)** A name given to the WFD Administrators from each Contractor that jointly plan and conduct WFD activities for a particular line of business. Currently there are two WFDA: the ALTCS WFDA and the ACC/RBHA/CMDP WFDA.

The ALTCS WFDA includes WFD Administrators from the DDD and ALTCS E/PD Contractors.

The ACC/RBHA/CMDP WFDA includes the WFD Administrators from ACC, RBHA, and CMDP Contractors. In addition to conducting joint WFD planning, the ACC/RBHA/CMDP WFDA collectively manages the contract between the Arizona Association of Health Plans (AzAHP) and the Learning Management System (LMS) vendor.

**WORKFORCE  
DEVELOPMENT  
OPERATION (WFDO)**

The organizational structure of personnel, processes and resources that the Contractor implements including monitoring and assessing current workforce capacity and capability, forecasting and planning future workforce capacities and capabilities, and deliver technical assistance to provider organizations to strengthen their WFD programs.

**WORKPLACE  
CONNECTIVITY**

The workplace's linkage to sources of potential workers, information required by workers to perform their jobs, and technologies for connecting to workers and or connecting workers to information.

**NETWORK WORKFORCE  
DEVELOPMENT  
PLAN**

The Network WFD-P is the Contractor's blueprint for ensuring the ongoing growth and development of the network's workforce.

**III. POLICY****A. GENERAL OVERVIEW**

AHCCCS, Contractors, and provider organizations work together to ensure that members receive services from a workforce that is qualified, competent, and sufficiently staffed.

AHCCCS is responsible for establishing workforce development policies including worker and workplace practices. AHCCCS analyzes current and future healthcare trends, forecasts the workforce capacities and competencies needed to address these trends, and assists Contractors and providers by mobilizing governmental and community resources as necessary to strengthen Arizona's healthcare workforce.

Providers are responsible for acquiring, developing, and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.

Overseeing the development of the provider workforce is a function of the Contractor's network management responsibilities. The Contractor shall ensure that workforce and development processes are aligned with AHCCCS workplace and workforce development policies. The Contractor is responsible for monitoring the performance of its network and for assisting AHCCCS with developing forecasts and plans concerning the WFD needs of Arizona's healthcare system.

The Contractor shall ensure that subcontracted provider organizations are:

1. Deploying a qualified, sufficiently staffed workforce.
2. Providing services to AHCCCS members in an interpersonally, clinically, culturally, and technically effective manner.

3. Offering training and resources for providers to assist professionals and family caregivers with managing stress and burnout as required by the Report of the Abuse & Neglect Prevention Task Force to Governor Douglas A. Ducey (November 1, 2019).

**B. ESTABLISH AND MAINTAIN A WORKFORCE DEVELOPMENT OPERATION**

The Contractor shall:

1. Establish and maintain a WFDO. The composition and performance of the provider workforce is central to Network Management, Quality Management, and Cultural Competency as well as to the WFDO. These departments shall work together to ensure the provider workforce has the capacity needed to provide services and the diversity and capability required to competently deliver them.
2. Name a Workforce Development Administrator to lead the WFDO. The WFD Administrator manages the Contractor's network specific process of continuous workforce quality development and improvement. The Workforce Development Administrator is also a collaborating partner in the statewide WFDA of WFD Administrators.
3. The Workforce Development Administrator shall have a professional background, authorities, and ongoing training and development needed to lead the WFDO as specified in Contract.
4. Equip the WFDO with the organizational personnel and information processing support required to execute the following responsibilities of the WFDO:
  - a. Monitor and assess current workforce capacity and capability,
  - b. Forecast and plan future or needed workforce capacities and capabilities,
  - c. Deliver technical assistance to provider organizations to strengthen their WFD programs,
  - d. Monitor, assess, forecast, plan, and provide technical assistance both independently and in coordination with the WFDOs of the other Contractors:
    - i. Independently. The Contractor's WFDO acts on the workforce needs of the provider network as identified by the Contractor's network and quality management departments,
    - ii. In coordination with other WFDOs. The Contractor's WFDO shall work closely with AHCCCS and the WFDOs of Contractors to:
      - 1) Achieve statewide system and industry-specific WFD goals,
      - 2) Ensure that WFD processes, such as system-wide orientation and training programs, are uniformly applied, and
      - 3) Prevent the miscommunication of WFD priorities as well as mitigate administrative burden associated with developing the workforces of the statewide provider community,
  - e. In addition to the above, ACC, RBHA, and CMDP Contractors co-administer the contract between the AzAHP and with the single statewide LMS vendor.

5. Ensure the provider workforce has access to, and is in compliance with, all workforce training and/or competency requirements specified in federal and state law, AHCCCS policies, guidance documents, manuals, contracts, plans such as network development, quality improvement, corrective action, etc. and or special initiatives.
6. Ensure that providers have access to all the resources necessary to engage designated audiences and satisfy the WFD requirements as specified in AHCCCS policies, guidance documents, manuals, contracts, plans such as network development, quality improvement, corrective action etc. and or special initiatives.

### **C. NETWORK WORKFORCE DEVELOPMENT PLAN**

The Contractor's WFDO shall produce a Network Workforce Development Plan (Network WFD-P) as specified in Attachment A. The Network WFD-P determines:

1. Areas where, relative to network and quality requirements, specific increases in workforce capacity and/or worker competence and capability are needed.
2. Determine if the WFD programs of a single provider, or the WFD programs of the provider network, for acquiring, developing, and maintaining a sufficiently staffed, diverse and capable workforce should be enhanced in order to ensure compliance with the Contractors network and quality requirements.
3. Develop and implement a plan of action designed to increase/improve workforce capacity and or capability by working collaboratively with providers to develop the workforce and or enhance their current WFD programs.
4. The Network WFD-P shall include, but is not limited to, the following components:
  - a. Description of the Contractors WFDO,
  - b. Workforce Profile,
  - c. Workforce Capacity Assessment, Development Goals and Work plan, and
  - d. Workforce Capability/Competency Assessment, Development Goals, and Work plan.
5. The development of the WFD-P should be undertaken in collaboration with:
  - a. Providers,
  - b. AHCCCS members and their families, and
  - c. Other stakeholders, including but not limited to:
    - i. Other Contractors and industry,
    - ii. Education, and
    - iii. Community groups.
6. The Network WFD-P shall be submitted as specified in Contract.

**D. MONITOR PROVIDER WORKFORCE DEVELOPMENT ACTIVITIES**

As part of the routine audit and compliance monitoring process of providers the Contractor shall ensure the following:

1. The provider workforce has access to, and is in compliance with, all workforce training and/or competency requirements as specified by federal and state law, AHCCCS policies, Guidance documents, Manuals, Plans such as: Network development, Quality improvement, Corrective action etc. and or Special initiatives, and Contract(s).
2. All AHCCCS required training content or competency descriptions are incorporated into the appropriate orientation, basic, specialized, or advanced levels of education or training program and evaluation processes and are made available to provider personnel.
3. Providers have processes for documenting training; verifying the qualifications, skills, and knowledge of personnel; and retaining required training and competency transcripts and records, and
4. All initiatives specified in the Network WFD-P are routinely monitored and evaluated.

**E. WORKFORCE DATA**

The Contractor shall collect and analyze required and ad hoc workforce data. These data include but are not limited to the following:

1. Proactively identifying potential challenges and threats to the viability of the workforce.
2. Conducting analysis of the potential impact of the challenges and threats to access to care for members.
3. Developing and implementing interventions to prevent or mitigate threats to workforce viability.
4. Developing indicators to measure and monitor workforce sustainability.
5. Uses the collected data to directly assist the AHCCCS WFD Administrator develop a comprehensive workforce assessment and forecast of WFD priorities.

**F. PROVIDER TECHNICAL ASSISTANCE**

On an as needed basis, the Contractor shall provide technical assistance to providers to develop, implement, and improve workforce recruitment, selection, evaluation, education, and training and retention programs. The Contractor shall determine the need,

scope, and the most effective and efficient methods for providing technical assistance to providers. Potential examples of technical assistance include but are not limited to the following:

1. Workforce development planning.
2. Talent identification and acquisition.
3. Competency-based training and development programs and systems.
4. Workforce retention and promotion strategies.
5. Workplace culture development.