

## **407 WORKFORCE DEVELOPMENT**

EFFECTIVE DATE: October 1, 2019

DELIVERABLES: Workforce Development Plan; Workforce Development Plan Implementation Progress Report

This policy applies to the Division's Administrative Services Subcontractors (AdSS). Overseeing the development of the provider workforce is a function of the AdSS's network management responsibilities. The purpose of this policy is to describe the AdSS requirements to monitor and collect information about the workforce, collaboratively plan workforce development initiatives including the recruitment and employment of members eligible for the Division into healthcare roles, and when necessary, provide direct assistance to providers in order to develop the workforce.

### **Definitions**

Competency Requirement - A requirement mandating personnel to behaviorally demonstrate to a qualified staff member that they have acquired specific information or skill and or that they are capable of routinely using the information or skill in the performance of their duties.

Training Requirement - A requirement mandating personnel to participate in a specific training course or program.

#### **A. General**

The Division, AHCCCS, providers and the AdSS work together to ensure members receive services from a workforce that is qualified, capable and sufficiently staffed,

1. Providers are responsible for acquiring, developing and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.
2. AHCCCS and the Division are responsible for generating policies that shape worker, workplace and workforce development practices. AHCCCS's Office of Workforce Policy analyzes current and future healthcare trends; forecasts the workforce capacities and capabilities needed to address these trends, and assists Contractors and providers by mobilizing governmental and community resources as necessary to strengthen Arizona's healthcare workforce.
3. AdSS are responsible for ensuring that provider workforce management and development processes are aligned with the Division's workplace and workforce development policies. The AdSS monitors the performance of the network, collects information about the workforce, develops plans to strengthen the workforce, and when necessary, directly assist providers to develop and maintain a qualified, capable and sufficiently capacitated workforce.

The AdSS must ensure that subcontracted provider organizations are deploying a qualified, sufficiently staffed workforce that capably provides services to members eligible for the Division in an interpersonally, clinically, culturally and technically effective manner.

**B. Maintain A Workforce Policy Management Function**

The AdSS must perform specific workforce monitoring, data collection, planning and technical assistance as follows:

1. Maintain a workforce policy management function to implement the requirements of this policy.
2. Designate a staff member with experience and expertise in workforce development to oversee the AdSS's workforce development responsibilities.
3. Ensure that resources are available to monitor provider workforce development activities, collect workforce data, produce a workforce development plan, ensure subcontracted personnel are receiving the training required by Division policy, and provide technical assistance to provider organizations to improve their workforce development programs if determined necessary.

**C. Workforce Development Plan And Progress Report**

The AdSS must produce a Workforce Development Plan (WFD) in collaboration with providers, members eligible for the Division and their families and other stakeholders including but limited to Division staff, other Division Administrative Services Subcontractors, and industry, education and community groups. The WFD Plan must describe the goals, objectives, tasks and timelines to develop the workforce. The WFD Plan must be submitted as specified in Contract.

The WFD Plan must include the following:

1. Short and long term strategic WFD capacity and capability requirements (e.g. addressing health professional shortage areas, and integrated care)
2. Forecast of anticipated workforce capacity (size, job types etc.) and capability (skills and workplace support) needs
3. Specific WFD goals
4. Description of the actions to be taken to implement WFD initiatives, such as programs to recruit members eligible for the Division to seek employment in various roles within the AHCCCS healthcare system, and
5. How stakeholders, members, families and the general public will be involved in the development and implementation of the WFD Plan.

The AdSS must maintain a general assessment of the progress of the WFD Plan and must formally assess and submit a written WFD Progress Report of overall progress as specified in Contract. The WFD Progress Report(s) must include:

1. Progress being made toward the achievement of statewide WFD goals as well as AdSS specific – provider network identified WFD goals, and
2. A summary of technical assistance activities provided to provider organizations.

D. Monitor Provider Workforce Development Activities

Division and AHCCCS policies, guidance documents, manuals and plans may include training and or competency requirements. As part of the routine audit and compliance monitoring process the Contractor must ensure the following:

1. All required training content or competency descriptions are incorporated into the appropriate orientation, education or training program and evaluation processes and are being made available to provider personnel.
2. Providers have processes for documenting training, verifying the qualifications, skills and knowledge of personnel, and retaining required training and competency transcripts and records
3. All initiatives specified in the WFD Plan are routinely monitored and evaluated.

E. Workforce Data

The AdSS must collect and analyze required and ad hoc workforce data. This process must include, but is 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.

The AdSS must also assist the Division to develop forecasts and plans concerning the WFD needs of Arizona's healthcare system.

F. Provider Technical Assistance

On an as needed basis, the AdSS must provide technical assistance to providers to develop, implement and improve workforce recruitment, selection, evaluation, education, training and retention programs. The Contractor must determine the need, scope (all, segments or individual providers), 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.

The AdSS's technical assistance activities must be reported on the WFD Progress Report(s).