

407 WORKFORCE DEVELOPMENT

REVISION DATES: 1/7/2026, 1/25/2023

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REFERENCES: AHCCCS Contractor Operations Manual (ACOM) Policy 407

INTENDED USERS: Division's Administrative Services Subcontractors (AdSS)

DELIVERABLES: Workforce Development Plan

PURPOSE

The purpose of this policy is to describe the AdSS requirements to establish and maintain a Workforce Development Operations (WFDO) to:

1. Monitor and collect information about the workforce;
2. Collaboratively plan workforce development initiatives; and
3. When necessary, provide direct assistance to providers to develop the workforce development plans.

DEFINITIONS

1. "Competency" means a 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.

2. "Competency Development" means a systematic approach for ensuring workers are adequately prepared to perform the basic requirements of their jobs.
3. "Network Workforce Development Plan (WFD-P)" means the AdSS's blueprint for ensuring the ongoing growth and development of the network's workforce.
4. "Workforce Capability" means the interpersonal, cultural, clinical/medical, and technical competency of the collective workforce or individual worker.
5. "Workforce Capacity" means the number of qualified, capable, and culturally representative personnel required to sufficiently deliver services to members.
6. "Workforce Connectivity" means 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.
7. "Workforce Development Alliance (WFDA)" means a coalition of the WFD Administrators from each Managed Care Organization

(MCO) that jointly plan and conduct WFD activities for a particular line of business.

8. "Workforce Development Operation (WFDO)" means the organizational structure of personnel, processes, and resources that the AdSS implements, including monitoring and assessing current workforce capacity and capability, forecasting, and planning future workforce capacities and capabilities, and delivers technical assistance to strengthen their WFD programs.

POLICY

A. GENERAL

1. The AdSS shall work with the Division, AHCCCS, and providers to ensure members receive services from a workforce that is qualified, capable, and sufficiently staffed.
2. The AdSS shall:
 - a. Acquire, develop, and deploy a sufficiently staffed and qualified workforce that capably delivers services to members;
 - b. Oversee the development of the provider workforce;

- c. Establish workforce development policies including worker and workplace practices, that aligned with Division policies;
 - d. Analyze current and future healthcare trends, and forecast the workforce capacities and competencies needed to address these trends;
 - e. Ensure that workforce and development processes are aligned with the Division's workforce and workforce development policies;
 - f. Monitor the performance of its network, collect information about the workforce, develop plans to strengthen the workforce, and directly assist providers to develop and maintain a qualified, capable, and sufficiently capacitated workforce; and
 - g. Assist the Division with developing forecasting and plans concerning the WFD needs of Arizona's healthcare system.
3. The AdSS shall ensure that subcontracted provider organizations are:

- a. Deploying a qualified, sufficiently staffed workforce;
- b. Providing services to members eligible for the Division in an interpersonally, clinically, culturally, and technically effective manner; and
- c. Offering training and resources to assist professionals and family caregivers with managing stress and burnout as required by the Report of the Abuse & Neglect Prevention Task Force.

B. ESTABLISH AND MAINTAIN A WORKFORCE DEVELOPMENT OPERATION

The AdSS shall:

1. Establish and maintain a WFDO that shall work together with Network Management, Quality Management, and Cultural Competency programs to ensure the 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 who shall:

- a. Manage the AdSS's network specific process of continuous workforce quality development and improvement; and
 - b. Have a professional background, authorities, and ongoing training and development needed to lead the WFDO as specified in the AdSS contract.
3. 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 its workforce to strengthen their WFD programs;
 - d. Monitor, assess, forecast, plan, and provide technical assistance both independently and in coordination with WFDOs of the other MCOs to:

- i. Independently act on the workforce needs of its network as identified by the AdSS's network and quality management departments; and
 - ii. Work closely with the Division and other MCOs 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 workforce community.
4. Ensure its workforce has access to, and is in compliance with, all workforce training and/or competency requirements specified in federal and state law, AHCCCS policies, Division policies, guidance documents, manuals, contracts, and other AdSS plans.

5. Ensure its workforce has access to all the resources necessary to engage designated audiences and satisfy the WFD requirements as specified in AHCCCS policies, Division policies, guidance documents, manuals, contracts, and other AdSS plans.

C. NETWORK WORKFORCE DEVELOPMENT PLAN

1. The AdSS shall produce a Network Workforce Development Plan (WFD-P) as specified in ACOM 407 and ACOM 407 Attachment A.
2. The AdSS shall ensure the WFD-P:
 - a. Determines areas where, relative to network and quality requirements, specific increases in workforce capacity, worker competency and capability are needed;
 - b. Determines 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 to ensure compliance with the AdSS's network and quality requirements; and

- c. Develops and implements a plan of action designed to increase and improve workforce capacity and capability by working collaboratively with providers to develop the workforce and enhance their current WFD programs.
3. The AdSS shall include as part of the Network WFD-P, but is not limited to, the following components:
 - a. Description of the AdSS WFDO;
 - b. Workforce Profile;
 - c. Workforce Capacity Assessment, Development Goals, Work plan; and
 - d. Workforce Capability/Competency Assessment, Development Goals, and Work plan.
4. The AdSS shall develop the WFD-P 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.
- 5. The AdSS shall submit the Network WFD-P as specified in the AdSScontract.

D. MONITOR PROVIDER WORKFORCE DEVELOPMENT ACTIVITIES

As part of the routine audit and compliance monitoring process, the AdSS shall ensure:

- 1. The provider workforce has access to, and is in compliance with all workforce training and competency requirements specified by federal and state law, AHCCCS and Division policies, guidance documents, manuals, and other AdSS plans.
- 2. All AHCCCS required training content and 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:
 - a. Documenting training;

- b. Verifying the qualifications, skills, and knowledge of personnel; and
 - c. Retaining required training and competency transcripts and records.
4. All initiatives specified in the Network WFD-P are routinely monitored and evaluated.

E. WORKFORCE DATA

- 1. The AdSS shall collect and analyze required and ad hoc workforce data that:
 - a. Proactively identifies potential challenges and threats to the viability of the workforce,
 - b. Conducts analysis of the potential impact of the challenges and threats to access to care for members,
 - c. Develops and implements interventions to prevent or mitigate threats to workforce viability, and
 - d. Develops indicators to measure and monitor workforce sustainability.

2. The AdSS shall use the collected data to directly assist the Division and AHCCCS WFD Administrator develop a comprehensive workforce assessment and forecast of WFD priorities.

F. PROVIDER TECHNICAL ASSISTANCE

1. The AdSS shall determine the need, scope, and the most effective and efficient methods for providing technical assistance to providers.
2. As needed, the AdSS shall provide technical assistance to providers to develop, implement, and improve programs for workforce recruitment, selection, evaluation, education, training, and retention that may include:
 - a. Workforce development planning,
 - b. Talent identification and acquisition,
 - c. Competency based training and development programs and systems,
 - d. Workforce retention and promotion strategies, and
 - e. Workplace culture development.

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