



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona



Arizona - Strengthening the Workforce
October 23, 2023

Agenda

- Description of Arizona Department of Economic Security / Division of Developmental Disabilities
 - Description of the Workforce Development Coalition
 - Workforce Development Initiatives
 - Dual Diagnosis Training for Behavioral Health Clinical Staff
 - Health Care Career Hub
 - Best Practices in Workforce Development - Leadership Development
 - Career, Education, and Training
 - Workforce Data Analytics and Decision Support Systems
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Panelists



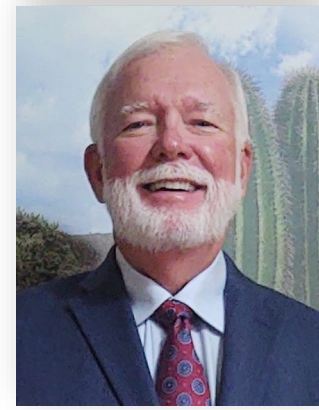
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Workforce Development
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AzDES / Division of Developmental Disabilities

The Arizona Division of Developmental Disabilities is regulated by AHCCCS, which is Arizona's Medicaid agency and is jointly funded by the federal and state governments to provide comprehensive, quality health care to eligible Arizonans.

The Division serves 52,991 members with a network that consists of 731 contracted Qualified Vendors to provide home and community based services and two DDD Health Plans, Mercy Care and UnitedHealthcare Community Plan, who provides integrated care services, including physical and behavioral health services; and limited long-term care services.

The Division is committed to collaborating with its Qualified Vendors and the DDD health plans to ensure members receive services from a workforce that is qualified, competent, and sufficiently staffed in an interpersonal, clinical, culturally appropriate, and technically effective manner. The Division and its contractors maintain a Workforce Development Plan that includes an assessment of the current and future workforce. The plan identifies specific goals and objectives to improve, acquire, develop, a workforce capable of delivering services to persons who are eligible. The development of goals and objectives are driven by the assessment of the workforce and supporting data. The Division practices continuous improvement processes to enhance the resources, data collection, and reporting methods.

Workforce Development Coalition



The Division is part of the Arizona Workforce Development (WFD) Coalition. This Coalition is organized by the Office of Healthcare Workforce Development at AHCCCS and includes the WFD Administrators from the nine AHCCCS Contracted MCOs.

The WFD Coalition works together to ensure initiatives align with all lines of business across the state to strengthen the workforce. The Coalition has been collecting and analyzing data on the state of the workforce for the past several years and has identified key areas for improvement, but, has encountered obstacles with obtaining the necessary resources to fully implement improvement activities.

With the availability of funds provided through the American Rescue Plan Act, AHCCCS, with support from the Division and the Coalition, made it a priority to move key initiatives forward.

Workforce Challenges

Key workforce challenges:

- Retention rate averaged 67%
- Turnover rate averaged 33%
- Direct Care Workers and Direct Support Providers are the most difficult to fill positions.
- Top three reasons employees left the agency were personal issues/life challenges, left for higher paying position, and low engagement/motivation



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Workforce Development Initiatives

Dual Diagnosis Training for Behavioral Health Clinical Staff

The Division, in collaboration with Mercy Care and UnitedHealthcare, has implemented a Dually Diagnosis Training for Behavioral Health Clinical Staff to enhance training available. The training focuses on best practices for working with individuals who have a dual diagnosis, both a developmental disability and a behavioral health diagnosis.

The Division purchased an Intellectual and Developmental Disability (I/DD) Course Library through a central learning management platform and has developed a Virtual Instructor Led Course with information specific to the Division.

The project goals are to:

- Increase behavioral health providers' competency in evidence-based practices
- Improve access to Behavioral Health Services and quality of care received by people eligible for Division.
- Improve outpatient Behavioral Health Services in an effort to reduce emergency department visits and hospital admissions.

Health Care Career Hub

AHCCCS in collaboration with the MCOs and [Pipeline AZ](#), developed a career development and exploration platform designed to directly connect students and job seekers to employment, education, and training opportunities in the healthcare field.

**Pipeline AZ
Connects
People With
Jobs and
Education.**

Pipeline AZ is where Arizona job seekers, students, employers, educational institutions, and nonprofits come to build Arizona's workforce.

The AZ Healthcare Career Hub isn't just another job board. It's a career development and exploration platform designed to create more pathways to in-demand Arizona careers.

Best Practices for Workforce Professional Development Leadership

This initiative is an **educational opportunity** intended for; Health Plan WFD Administrators, WFD Leaders in HCBS provider settings and Executives of HCBS settings. The past few years revealed the need for WFD Professionals at all levels to be more knowledgeable and skilled about workforce development practices that affect acquisition, development and retention of talent. **The initiative has 3 elements.**

Professional Development

- Inservice/Education
- Advancing capability in the workforce development arena: Assessment, Goal setting/planning, monitoring/tracking, deployment, evaluation, data collection, analysis, and projective forecasting
- For Leads actively involved in WFD activities

Leadership Series

- Awareness/Knowledge Building
- Talent pools, recruiting/selecting, onboarding/development, & engagement/retention.
- Looks at leader challenges, such as workforce culture, measuring impact and effectiveness, competency development, succession planning, and business & strategic alignment.
- For Leadership at Provider Organizations

Trainer Certification

- Focus on Facilitation Skills
- Increasing knowledge and skillsets needed to deliver impactful training that leads to measurable results.
- For Subject Matter Experts actively involved in a Trainer Role..

Career, Education, & Training

Arizona's American Rescue Plan Funded Workforce Development Initiatives



Partnership with AZ's Community Colleges



Education

&

HB-2691 Behavioral Health

AHCCCS is allocating funds to the Maricopa County Community College District (MCCCD) & Northland Pioneer College for the behavioral health workforce development pilot program pursuant to A.R.S. § 36-1807. The MCCCD will increase the number of students completing behavioral health degree or certificate programs through state fiscal year (SFY) ending 2024, or, 2025.

ARP-CET

MCCCD was awarded \$25.7 million in American Rescue Plan (ARP) Act Section 9817 funding to support the ARP Home and Community-Based Services (HCBS) Workforce Development Career Education and Training initiative. This initiative aims to increase the number of individuals who join the workforce to pursue health care careers while decreasing the number of workers who leave the field.





\$5,000
Award Up To



800+
Applications

Scholarship Overview



Training

- **Develop Job/Service specific Training Programs for use by the provider community**
 - Initial In-Service (New Hire) Training Programs
 - Ongoing/Advanced (Experienced Staff) In-Service Training Programs
- **HCBS Behavioral Health Providers &**
 - Case Management
 - Peer Support
 - Psychosocial Rehabilitation
- **HCBS Long-Term Care Providers**
 - Direct Care Workers
 - Direct Service Professional
 - Habilitation Specialists
- **Supervision**

Workforce Data Analytics and Decision Support Systems



Data Initiatives

Workforce Database & Decision Support System

- Demographically describe each workforce
- Assess workforce capacity relative to demands for service
- Determine how workforce recruitment selection, training and competency contributes to service quality
- Determine the impact that implementation of Provider Workforce Plans has on workforce demographics, capacity and capability
- Forecast how changes in AZ's health care delivery model influences the current workforce and workforce development practices and priorities.

Evaluating Workforce Development Initiatives

- Model for determining the ROI of WFD practices are having on network sufficiency, quality of care, diversity & inclusion etc.

Resources

Websites:

- [Division of Developmental Disabilities](#)
 - ◆ [Division's Workforce Development](#)
 - ◆ [Division's Dual Diagnosis Training for Behavioral Health Clinical Staff](#)
- [AHCCCS](#)
- [AZ Workforce Development Coalition](#)
- [AZ Workforce Development Alliance - ALTCS](#)
- [Pipeline AZ](#)

You may also reach out to the [Division's Workforce Development mailbox](#)



QUESTIONS



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Thank You