

ARIZONA

— DEPARTMENT OF —
ECONOMIC SECURITY

Katie Hobbs
Governor

Michael Wisehart
Director

The Division of Developmental Disabilities opened the survey on March 4, 2025, and closed it on March 31, 2025. The answer format included multiple-choice and free-form options as well as some with a combination of the two styles.

Survey Question and Answer Options	Answer Format
1) What is your agency name?	Free-form
2) What services does your agency provide? <ul style="list-style-type: none"> ● Attendant Care ● Habilitation ● Respite ● Day Program or Employment Services ● Home Health or Nursing Services ● Therapy Services ● Group Homes or Developmental Home Services ● Other (please specify) 	Check box and free-form
3) How many Direct Support Professionals does your agency employ? <ul style="list-style-type: none"> ● 1 - 25 employees ● 26 - 50 employees ● 51-100 employees ● 101-500 employees ● More than 500 employees 	Multiple choice
4) Did you use the Workforce Development Plan Tool to create or update your plan? <ul style="list-style-type: none"> ● Yes ● No 	Multiple choice
5) If not, what were the reasons? <ul style="list-style-type: none"> ● I wasn't aware of the tool ● Our plan was already developed 	Multiple choice and free-form

<ul style="list-style-type: none"> ● I could not locate the tool ● I used our agency's tool ● Other (please specify) 	
<p>6) Did the Workforce Development Plan Tool help you understand the requirements outlined in Provider Manual Chapter 63?</p> <ul style="list-style-type: none"> ● Yes ● Somewhat ● No ● N/A 	Multiple choice
<p>7) If you answered "no" to the previous question, please explain.</p>	Free-form
<p>8) The Workforce Development Plan Tool aligns with your organization's specific needs and services?</p>	<p>Multiple choice</p> <p>Scale from 1 (strongly disagree) to 5 (strongly agree)</p>
<p>9) Were the instructions in the tool clear and easy to follow?</p> <ul style="list-style-type: none"> ● Yes ● Somewhat ● No 	Multiple choice
<p>10) If you answered "no" to the previous question, please explain.</p>	Free-form
<p>11) Please provide any recommendations you have for improving the Workforce Development Plan Tool.</p>	Free-form
<p>12) How many employees in your agency are parents serving as paid caregivers to minors (children under the age of 18)?</p>	Free-form
<p>13) How many of these parents of minors (children under the age of 18), deliver more than 40 hours of services per week?</p>	Free-form
<p>14) What resources or support do you need regarding Workforce Development?</p>	Free-form
<p>15) Would your agency be interested in participating in any Workforce Development workgroups or committees?</p>	Free-form

16) If you answered "yes" to the previous question, please provide your name and phone number or email address.	Free-form
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Population(s) Surveyed:

The survey was shared with Qualified Vendors through a [vendor announcement](#) sent by the Division on March 4, 2025, published in the Qualified Vendor and Provider monthly electronic [SHOUT newsletter](#), and posted on the DDD Workforce Development web page.

Findings:

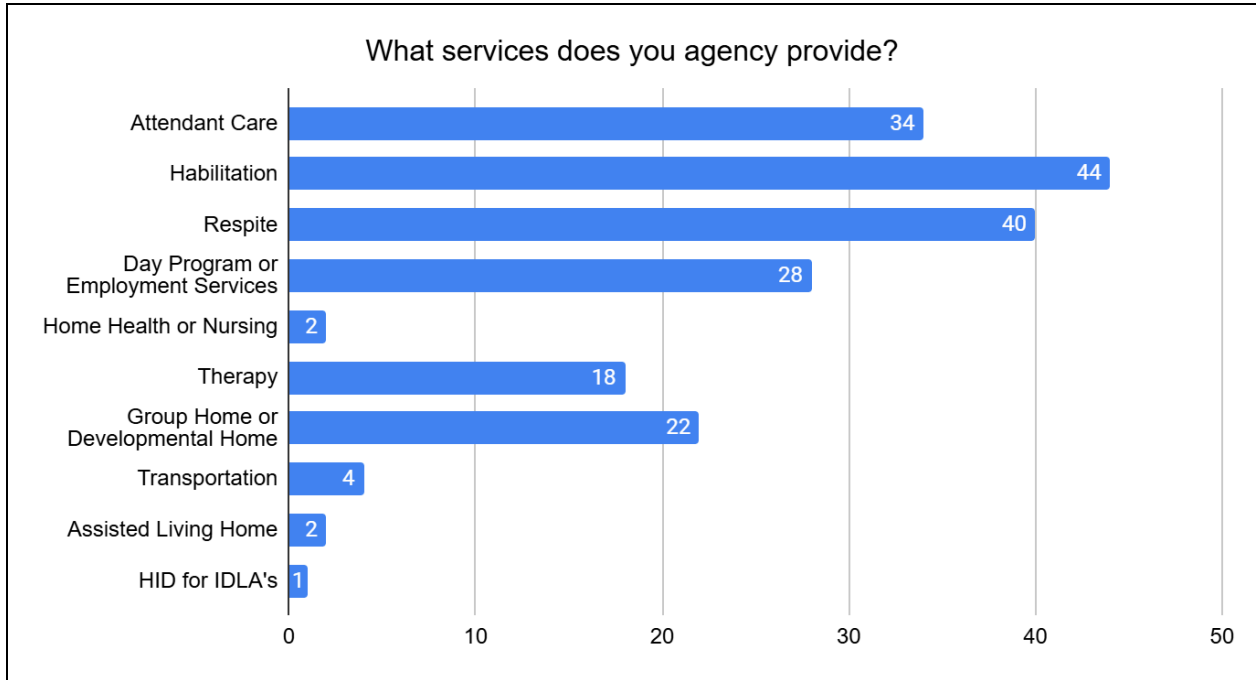
A total of 71 agencies responded. The survey focused on understanding the usage and functionality of the Workforce Development Plan tool, its effectiveness in supporting compliance with Provider Manual Chapter 63, and Qualified Vendor and provider broader workforce development needs.

Question 1 -

This question served to identify respondents. Seventy-one agencies provided their agency names.

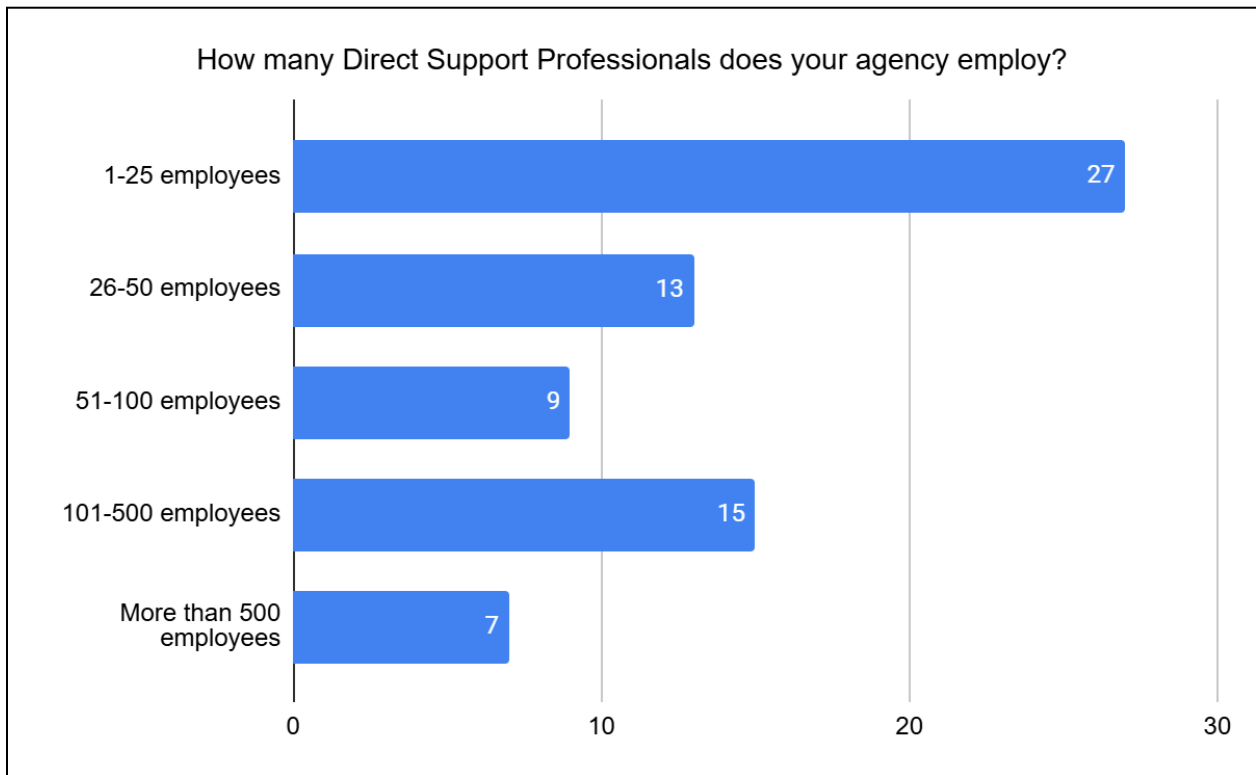
Question 2 -

All seventy-one agencies responded with the option to select all that apply or free-form that relate to the qualified vendor.



Question 3 -

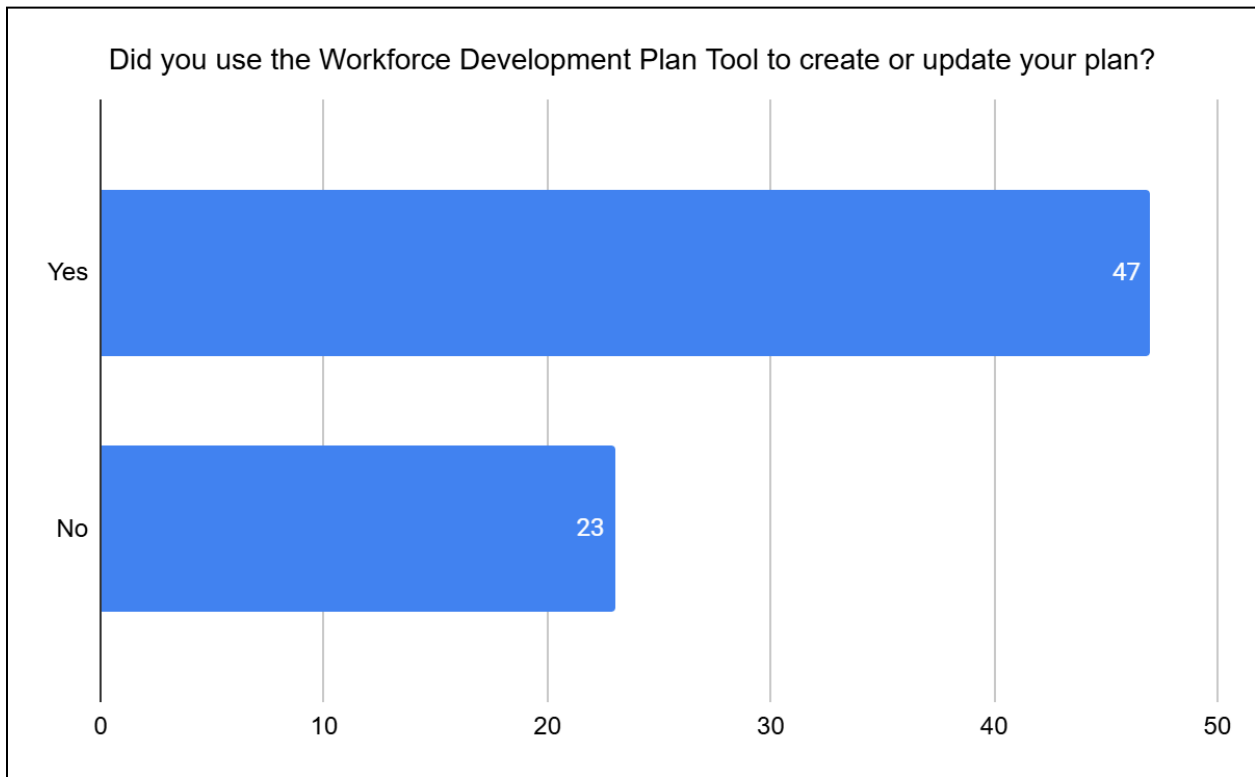
All seventy-one agencies responded. Responses are broken down as follows:



These results show the majority of responding agencies (56%) employ fewer than 50 Direct Support Professionals (DSPs), suggesting that workforce development tools and strategies may need to be adjusted in consideration of smaller Qualified Vendor agencies.

Question 4 -

Seventy-one of seventy-one agencies responded.

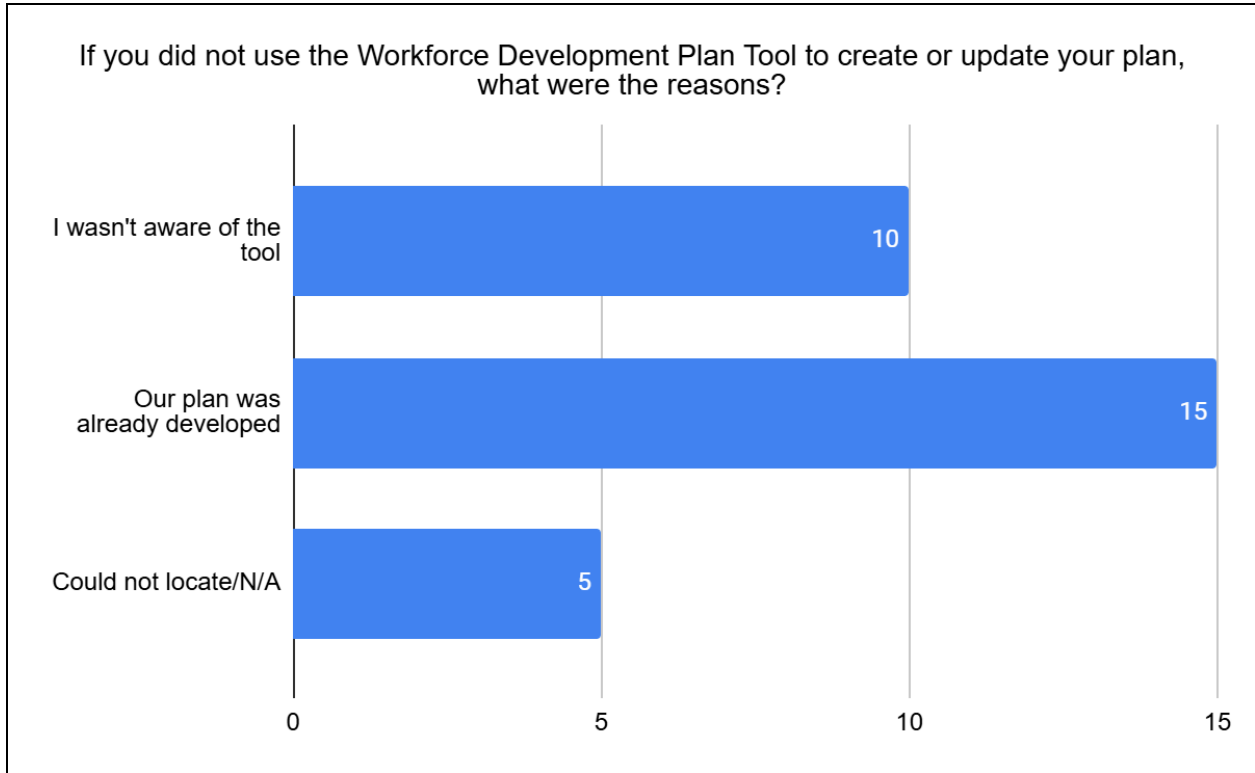


- Forty-seven agencies (67%) said Yes
- Twenty-three agencies (33%) said No

This indicated that while most agencies have engaged with the tool, a portion have not. This gap presents an opportunity for targeted outreach.

Question 5 -

Thirty agencies responded to question five.

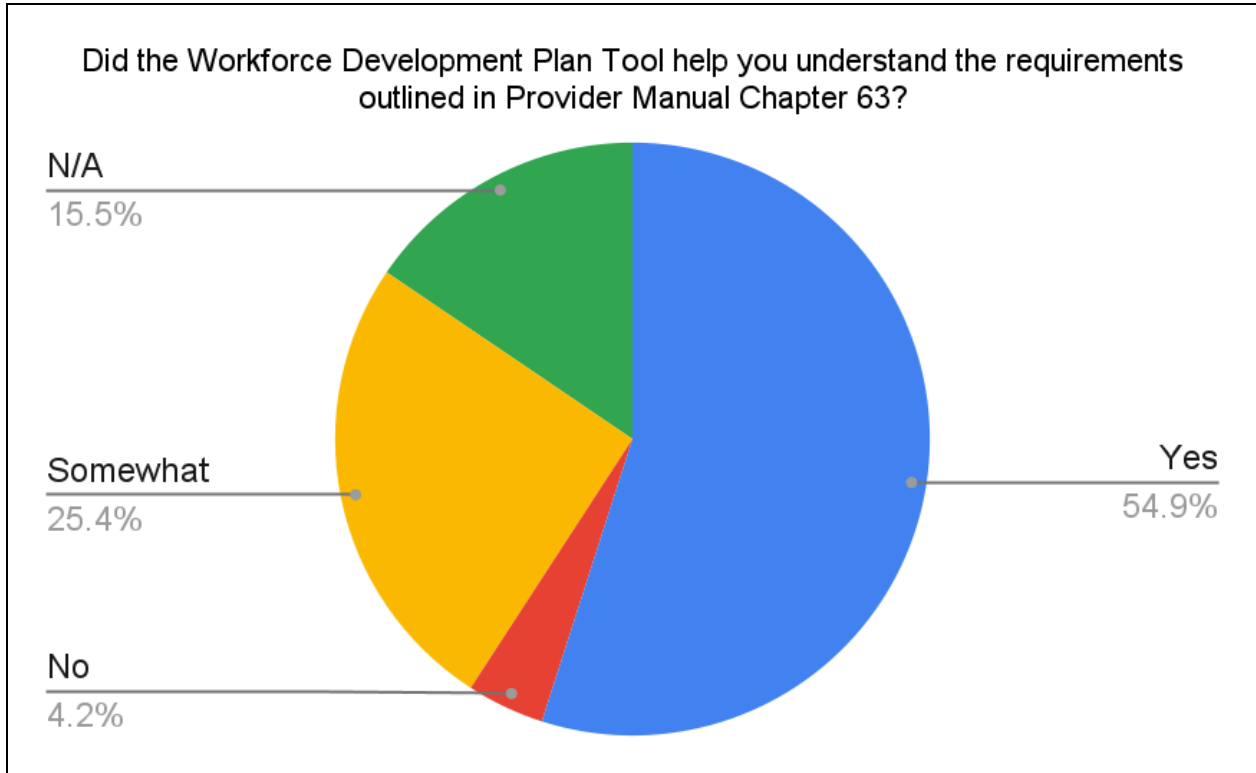


The most cited reason was that agencies had already developed their workforce plan (fifteen responses). Ten agencies were unaware of the tool. A few others noted difficulties locating the tool or mentioned that their plans were developed using other resources. This highlights the need for broader awareness and dissemination of the tool to ensure providers know it exists and how to access it. Note: The workforce development tool was previously shared via the SHOUT (the Divisions provider electronic newsletter), workforce development web page, and Qualified Vendor provider meetings.

Question 6 -

All seventy-one agencies responded.

Thirty-nine agencies (55%) responded yes. Eighteen responded somewhat (25%), three said no (4%), and eleven said N/A (16%). This suggests the tool is helpful for most, though a subset found it only somewhat helpful or not applicable, indicating potential clarity or alignment opportunities.



Question 7 -

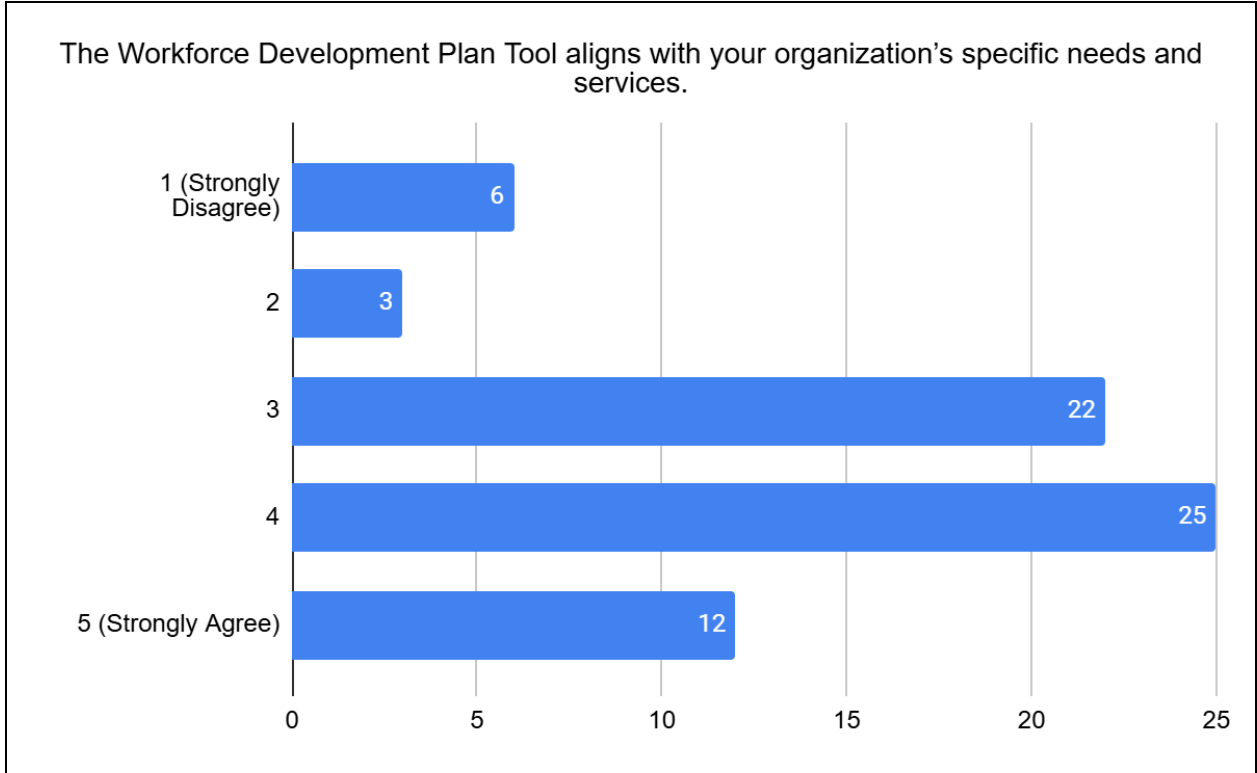
This was an open-text follow-up question for respondents who answered “No” to question six.

There were four respondents who answered. Their responses are detailed below:

- An agency utilized AzAHP resources and expressed desire for better alignment between funding source requirements for workforce development plans.
- One respondent noted they were not aware of the tool.
- The tool consolidates several different policies that were already required for the new RFQVA and much of its content overlapped with information included in their business plan.
- Challenges with recruiting specific candidates (e.g., pediatrics) and indicated that workforce issues were outside their control.

Question 8 -

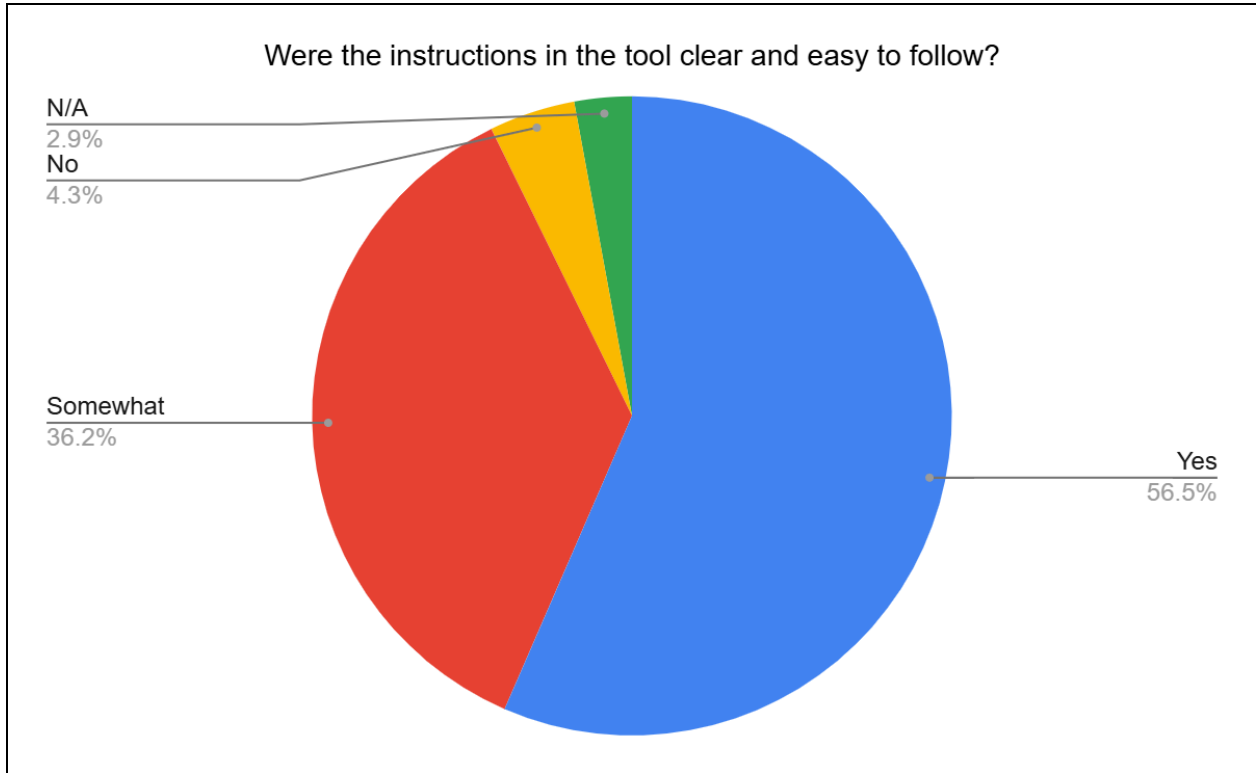
A total of 68 responses rated how well the tool aligns with their agency needs.



These results indicate that most providers feel the tool moderately to strongly align with their organizational needs, though a small portion see minimal alignment.

Question 9 -

69 participants responded to this question about the clarity of the tool's instructions.



Out of 69 respondents:

39 said Yes

25 said Somewhat

3 said No

2 selected N/A

These results show that the majority of providers found the instructions clear and easy to follow. An additional thirty six percent found them somewhat helpful, which may suggest a few adjustments could be made to the formatting or language to improve clarity.

Question 10 -

Three agencies responded to question ten. This open-text question was answered by those who indicated "no" in question nine. Responses include:

- Don't understand.
- Verbiage was too complex and medical.
- Hard to follow.

The comments show that confusion stemmed from overly technical language and difficulty navigating the tool's structure. There is an opportunity to improve the tool's usability by simplifying language and providing clearer guidance for users.

Question 11 -

This question was answered by forty three respondents of which twenty one provided open-text suggestions for improvement.

The feedback reflects a diverse range of experiences and perspectives, but several key themes emerged:

- **Customization:** There were recommendations to make the tool more provider-specific, with suggestions to consider updating the tool by service type and include examples or sample plans to guide smaller or newer agencies.
- **Data and Metrics Support:** Respondents requested tools like calculators to support metric tracking (e.g., retention and turnover), and emphasized aligning with other systems such as AzAHP and AHWGMA for consistency.
- **Content Concerns:** Others noted that key topics, such as parents as paid caregivers, were missing altogether. Concerns about the time it takes to develop the plan.
- **Simplification and Clarity:** Many respondents requested that the tool be simplified, noting that it contains too many sections, uses complex language, and feels redundant.

Overall, the comments suggest that while the tool has value, there are opportunities to enhance its usability, reduce duplication, and better align its content with provider needs and day-to-day operations with consideration to Parents as Paid Caregivers.

Question 12 and 13 -

The survey also explored the number of parents serving as paid caregivers to minors (children under 18 years old). In response to Question 12, which asked agencies to report how many such parents were employed:

- 68 agencies responded, 3 left the question blank.
- Of the respondents, 38 agencies stated they had "none or 0".
- The remaining 30 agencies reported numbers that, when combined, totaled 2,624 parents serving as paid caregivers to minors across those agencies.

Question 13 was a follow up of question 12, by asking how many of these parents of minors (children under the age of 18), deliver more than 40 hours of services per week:

- 65 agencies responded, 6 left the question blank.

- 51 agencies reported “0” or “none.”
- The remaining 14 agencies reported varying numbers, totaling 200 parents who provide more than 40 hours per week.

These results suggest that while a significant number of parents are serving as paid caregivers to minors, based on this survey, only a small percentage (approximately 7.6%) deliver more than 40 hours of service per week for children under the age of eighteen. The Division is currently refining its Parents as Paid Caregivers data for all members who may be impacted.

Question 14 -

This open ended question was answered by 49 respondents, and while some indicated no additional support was needed, many provided thoughtful suggestions.

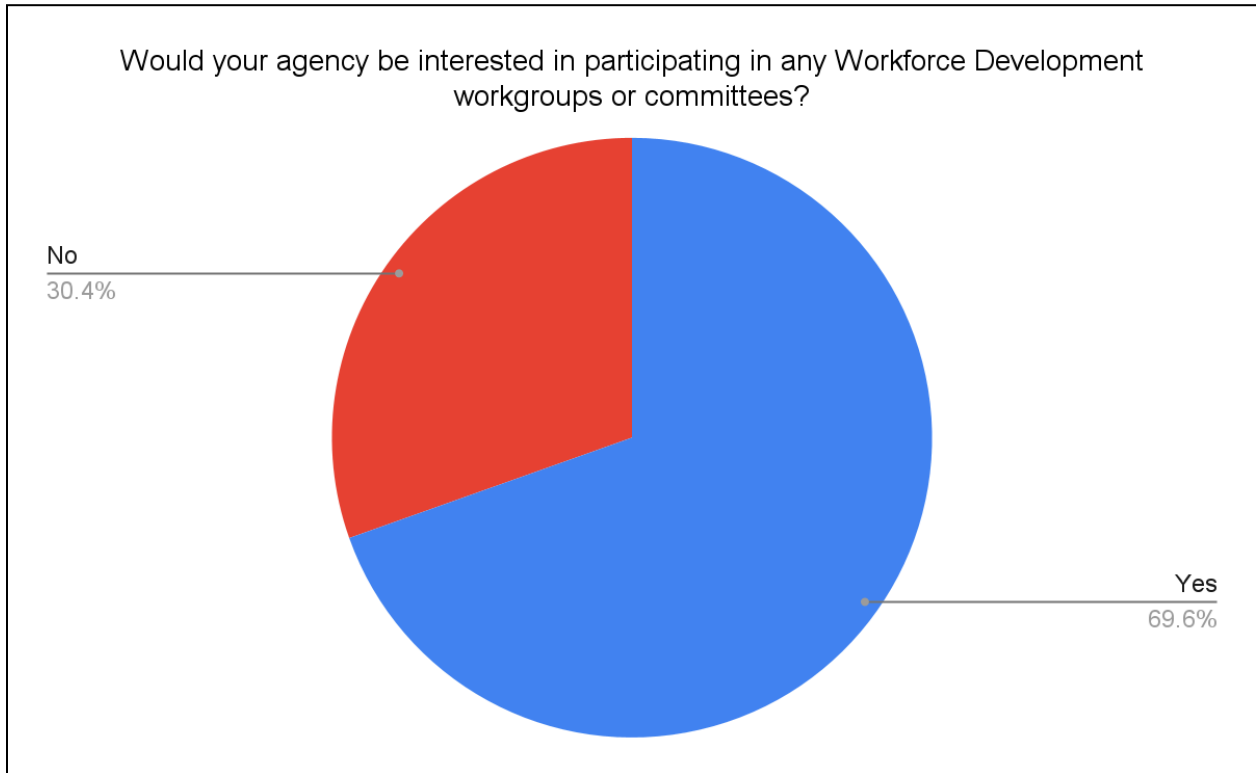
Key themes that emerged include:

- **Funding and Wage Concerns:**
Several providers emphasized the need for increased reimbursement rates, higher wages for Direct Care Workers (DCWs), and better funding to compete with less demanding industries. One also requested reimbursement for hiring platforms like Indeed and ZipRecruiter.
- **Clarity, Tools, and Templates:**
Respondents requested simple templates, clearer explanations of expectations (such as the purpose of the tool), and examples to help them meet requirements. Another noted the need for tools to complete onboarding tasks in systems like WellSky and AHCCCS APEP.
- **Recruitment and Retention Support:**
Suggestions included tips for staff retention, access to non-traditional benefits, and improved visibility and branding of job platforms (renaming Pipeline AZ to sound more job-seeker friendly).
- **Feedback on Workforce Policy Impacts:**
One provider noted that PPCG policies limit hours and compensation for workers serving minors, creating workforce gaps.
- **Training and Best Practices:**
Interest in training, seminars, and access to best practices for onboarding and retention specific to Arizona providers.
- **Workforce Development Tool Satisfaction:**
Multiple agencies responded with "None" or indicated satisfaction with current resources.

Overall, the responses suggest that providers are most in need of financial support, practical tools, and clearer direction, while also valuing shared best practices and streamlined expectations.

Question 15-

A total of 69 agencies responded to this question about their interest in deeper workforce engagement.



No: twenty one respondents

Yes: forty eight respondents

Question 16 -

This question was optional and intended to gather contact details from those who expressed interest in a follow up.

Twenty-one providers supplied their contact information, which offers a valuable starting point for continued engagement with those open to collaboration.

Analysis of the Results

The responses highlight both the strengths and opportunities to improve the current Workforce Development Plan Tool. Agencies that utilized the tool generally found it aligned with their service models and helpful in understanding compliance requirements. The design of the tool itself appears effective for those who have accessed and used it. Both multiple-choice and open-ended responses were reviewed to identify common trends and individual perspectives. Most providers found the tool useful, only a few respondents raised certain concerns, including plan duplication and complexity of the tool. Those comments still offer insight into areas where improvements could increase usability and engagement across a broader range of provider types.

Identified Interventions

The Division is using the survey results as a data point in refining the tool, ensuring it remains a valuable and practical resource for Qualified Vendors in the development of the workforce development plan and its execution.

1. Increase Awareness and Visibility: Distribute the tool through multiple channels, including provider meetings and the SHOUT Newsletters on more frequent cadence.
2. Develop Tool Instructional Materials: This will include an FAQ resource.
3. Follow Up with Interested Agencies: Solicit additional feedback and engagement from those who expressed interest in Workforce Development workgroups to co-design improvements.
4. Incorporate a section for Parents as Paid Caregivers (PPCG) requirements.

What did the quantitative and qualitative analysis of the results show? Describe if the survey results will be shared (e.g., internally and/or externally) and the method of distribution as applicable

The quantitative data shows that most providers are aware of and have used the Workforce Development Plan Tool, with a majority finding it helpful for understanding Provider Manual Chapter 63. The tool generally aligned with agency needs. While thirty nine providers found the instructions clear, some (twenty five) only found them somewhat clear, which may point to the need for clearer guidance. Twenty one respondents show commitment to participate in the improvement of workforce development tools.

The qualitative responses reveal that provider experiences with the tool vary. Some agencies appreciated the structure and focus it brought, especially when used alongside other planning efforts. Others expressed concerns about redundancy, complexity, and a lack of alignment with the realities of workforce recruitment. Suggestions were specific, such as renaming Pipeline AZ, requesting templates, and simplifying the tool's layout. Additional comments included funding concerns, staffing limitations, and gaps in policy alignment (such as around PPCG) help illustrate

the challenges providers face when trying to implement or update their workforce development plans.

While the feedback collected provides useful insights, it's important to acknowledge that the 71 responses represent less than 10% of the total Qualified Vendor population. This limited response rate suggests there may be additional perspectives and experiences with the tool that were not captured in this analysis. Additional outreach may be needed to better understand broader provider perspectives. To address this, the Division will work to increase visibility of the tool through improved distribution, clearer instructional materials, and explore co-design opportunities (see identified interventions) to improve the tool's usability.

The results of this survey is to offer transparency around provider feedback and demonstrate how input is being used to evaluate and improve the Workforce Development Plan Tool. By sharing both quantitative data and qualitative themes, providers can better understand common challenges, successes, and opportunities across the network.