

## **407 WORKFORCE DEVELOPMENT**

REVISION DATES: 2/18/2026, 1/25/2023  
REVIEW DATES: 6/27/2025, 10/27/2023  
EFFECTIVE DATE: October 1, 2018  
REFERENCES: ACOM 407

### **PURPOSE**

The purpose of this policy is to describe the Division's requirements regarding:

1. Monitoring and collection of information about the Workforce;
2. Collaborative planning of Workforce development (WFD) initiatives, including the recruitment and employment of Members into healthcare roles; and
3. When needed, the provision of direct assistance to Qualified Vendors and AdSS Health Plans to develop the Workforce.

### **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 the workers are adequately prepared to perform the basic requirements of their jobs.
3. "Member" means the same as "Client," a person receiving developmental disabilities services from the Division, as specified in A.R.S. § 36-551.
4. "Network Workforce Development Plan (WFD-P)" means the blueprint for ensuring the ongoing growth and development of the network's Workforce.
5. "Plans" means the documentation of planning for activities not limited to network development, quality improvement, corrective action and special initiatives.
6. "Workforce" means employees, volunteers, trainees, and other persons under the direct control of the Provider, whether or not they are paid by the Provider.
7. "Workforce Capability" means the interpersonal, cultural, clinical or medical, and technical Competency of the collective Workforce or individual worker.

8. "Workforce Capacity" means the number of qualified, capable, and culturally representative personnel required to sufficiently deliver services to Members.
9. "Workforce Development Alliance" ("WFDA)" means a coalition of the WFD Administrators from each contractor that jointly plan and conduct WFD activities for a particular line of business.
10. "Workforce Development Operation" or "WFDO" means the organizational structure of personnel, processes, and resources that the Division implements, including monitoring and addressing current Workforce Capacity and Workforce Capability, forecasting, and planning future Workforce capacities and capabilities, and delivers technical assistance to provider organizations to strengthen their WFD programs.

## **POLICY**

### **A. GENERAL**

1. The Division shall work with the Arizona Health Care Cost Containment System (AHCCCS), Qualified Vendors, and Administrative Services Subcontractors (AdSS) to ensure

---

Members receive services from a Workforce that meets Workforce Capacity requirements and is sufficiently staffed.

2. The Division shall ensure that providers acquire, develop, and deploy a sufficiently staffed and qualified Workforce that capably delivers services to Members.
3. The Division shall generate policies that shape worker, workplace, and WFD practices.
4. The Division shall ensure that provider Workforce management and development processes align with AHCCCS workplace and WFD policies.
5. The Division shall:
  - a. Monitor the performance of the network;
  - b. Collect information about the Workforce;
  - c. Develop plans to strengthen the Workforce; and
  - d. When needed, directly assist providers to develop and maintain a qualified, capable, and sufficiently capacitated Workforce.
6. The Division shall ensure that subcontracted provider organizations are deploying a qualified, sufficiently staffed

Workforce that capably provides services to Members of the Division in an interpersonally, clinically, culturally, and technically effective manner.

7. The Division shall offer training and resources to providers to assist professionals and family caregivers with managing stress and burnout as required by the Report of Abuse & Neglect Prevention Task Force.

**B. ESTABLISH AND MAINTAIN A NETWORK WORKFORCE**

**DEVELOPMENT PLAN**

1. The Division shall have policies and procedures for developing and verifying Providers are competent to provide services to Members.
2. The Division shall complete the section in the annual AZ Healthcare Workforce Goals and Metrics Assessment that attests that WFD practices have been implemented and are in use.
3. The Division shall establish and maintain a Workforce Development Operation (WFDO) that works together with network management, quality management, and cultural competency programs to ensure the provider Workforce has the

capacity needed to provide services and the diversity and capability required to competently deliver them.

4. The Division shall name a WFD Administrator to lead the WFDO who:
  - a. Coordinates and oversees WFD activities as specified in the AHCCCS contract
  - b. Manages the AdSS and Qualified Vendors' network specific process of continuous Workforce quality development and improvement;
  - c. Is a collaborating partner in the statewide WFDA; and
  - d. Has a professional background, authorities, and ongoing training and development needed to lead the WFDO as specified in the AHCCCS contract.
  
4. The Division shall 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 by:
  - i. Independently acting on the Workforce needs of the provider network as identified by the network and quality management departments.
  - ii. Coordinating with other WFDOs of Contractors to:
    - 1) Achieve statewide system and industry specific WFD goals;
    - 2) Uniformly apply WFD processes, such as system-wide orientation and training programs; and
    - 3) Prevent the miscommunication of WFD priorities as well as mitigate administrative burden associated with developing the

Workforces of the statewide provider  
community.

5. The Division shall ensure the provider Workforce has access to, and follows, all Workforce training and competency requirements specified in Federal and State law, AHCCCS policies, guidance documents, manuals, contracts, and other agency generated Plans.
6. The Division shall 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, and other agency generated Plans.

**C. NETWORK WORKFORCE DEVELOPMENT PLAN**

1. The Division shall produce a Network Workforce Development Plan (WFD-P) as specified in ACOM 407 and ACOM 407 Attachment A in collaboration with:
  - a. Providers;
  - b. Members of the Division and their families; and
  - c. Other stakeholders, including but not limited to:

- i. Other Contractors and industry;
  - ii. Education groups; and
  - iii. Community groups.
2. The Division shall ensure the WFD-P:
  - a. Determines areas where, relative to network and quality requirements, specific increases in Workforce Capacity, competency, and Workforce Capability are needed;
  - b. Determines if the WFD programs of a single provider, or 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 Division's network and quality requirements; and
  - c. Develops and implements a plan of action designed to increase or improve Workforce Capacity and Workforce Capability by working collaboratively with providers to develop the Workforce and enhance their current WFD programs.

3. The Division shall have as part of the Network WFD-P, the following components:
  - a. Description of the Division's WFDO;
  - b. Workforce profile;
  - c. Workforce Capacity assessment, Workforce developmental goals, and Workforce development plan; and
  - d. Workforce Capability assessment and Workforce Competency Development assessment.
4. The Division shall submit the WFD-P to AHCCCS as specified in the Contract.

**D. MONITOR WORKFORCE DEVELOPMENT ACTIVITIES**

1. The Division shall develop and maintain Workforce development policies and a WFD Plan.
2. The Division shall ensure Qualified Vendors and AdSS Health Plans develop and maintain Workforce development policies and ensure:
  - a. Monitor the provider Workforce for access to, and compliance with, all Workforce training and Workforce

Competency requirements specified in Federal and State law, Division policies, guidance documents, manuals, contracts, other agency generated plans.

- b. Incorporate all Division required training content or competency descriptions into the appropriate orientation, basic, specialized, or advanced levels of education or training program and evaluated processes, and are made available to provider.
- c. Require written procedures for:
  - i. Documenting training;
  - ii. Verifying qualifications, skills, and knowledge of personnel;
  - iii. Retaining required training and competency transcripts and records; and
  - iv. Routinely monitoring and evaluating all initiatives specified in the WFD-P.

## **E. WORKFORCE DATA**

- 1. The Division 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 Division shall use the collected data to directly assist the AHCCCS WFD Administrator develop a comprehensive Workforce assessment and forecast of WFD priorities.

**F. PROVIDER TECHNICAL ASSISTANCE**

1. The Division shall determine the need, scope, and the most effective and efficient methods for providing technical assistance to providers.
2. As needed, the Division shall provide guidance and technical assistance to providers to:
  - a. Develop and implement policies and procedures;
  - b. Improve programs for Workforce recruitment, selection,

training, development, deployment and retention for the following:

- i. WFD planning;
- ii. Talent identification and acquisition;
- iii. Competency based training and development programs and systems;
- iv. Workforce retention and promotion strategies; and
- v. Workplace culture development.

**G. EVIDENCE-BASED TRAINING PROGRAM REQUIREMENTS**

1. The Division shall identify evidence-based best practice Workforce training programs for Members who are at risk for the following conditions:
  - a. Autism;
  - b. Dementia or related disorders;
  - c. Traumatic brain injuries;
  - d. Persistent aggressive behavior;
  - e. Pregnancy or postpartum; and
  - f. Other specialized populations as identified by the Division.

2. The Division shall develop training plans that identify the Workforce staff who are required to complete Member-specific training programs.

*Minnie Williams*

---

Signature of Managed Care Program Administrator

**Minnie Williams**

---

Minnie Williams

**2026-02-10**

---

Date