

CHAPTER 63 WORKFORCE DEVELOPMENT

REVISION DATE: 1/25/2023

EFFECTIVE DATE: May 8, 2019

REFERENCES: AHCCCS Contractor Operations Manual (ACOM) Policy 407;
Division Operations Manual Policy 407

PURPOSE

The purpose of this policy is to establish the Qualified Vendors (QV) requirements to implement workforce development initiatives including:

1. Monitoring and collection of information about the workforce;
2. Collaborative planning of workforce development; and
3. Participation in Division directed initiatives, including surveys and technical assistance directed activities.

DEFINITIONS

1. "Competency" means a worker's demonstrated ability to perform the basic requirements of a job intentionally, successfully, and efficiently, multiple times, at or near the required standard of performance.

2. “Competency Development” means a systematic approach for ensuring that workers are adequately prepared to perform the basic requirements of their jobs.
3. “Workforce Capability” means the interpersonal, cultural, clinical/medical, and technical competency of the collective workforce or individual worker.
4. “Workforce Capacity” means the number of qualified, capable, and culturally representative personnel required to sufficiently deliver services to members.
5. “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.
6. “Workforce Development Alliance (WFDA)” means a name given to the WFD Administrators from each contractor that jointly plan and conduct WFD activities for a particular line of business.
7. “Workforce Development Operation (WFDO)” means the organizational structure of personnel, processes, and resources that the Division implements including monitoring and

addressing current workforce capacity and capability, forecasting, and planning future workforce capacities and capabilities, and delivers technical assistance to provider organizations to strengthen their WFD programs.

8. “Workforce Development Plan (WFD-P)” means the Division’s blueprint for ensuring the ongoing growth and development of the network’s workforce.

A. GENERAL

1. Qualified Vendors shall work with the Division, AHCCCS, and Administrative Services Subcontractors (AdSS) to ensure members of the Division receive services from a workforce that is qualified, capable, and sufficiently staffed.
2. Qualified Vendors shall acquire, develop, and deploy a sufficiently staffed and qualified workforce that delivers services to members in an interpersonally, clinically, culturally, and technically effective manner.

B. WORKFORCE DEVELOPMENT PLAN

Qualified Vendors shall:

1. Develop and implement a Workforce Development (WFD) Plan that includes the following components:
 - a. Workforce Profile;
 - b. Workforce capacity assessment, development goals, and work plan; and
 - c. Workforce capability/competency assessment, development goals, and work plan.
2. Annually review and update the plan, including an assessment of the progress toward the goals, maintain the plans on file, and submit to the Division upon request.

C. MONITOR WORKFORCE DEVELOPMENT ACTIVITIES

As part of the routine compliance monitoring process, the Qualified Vendor shall ensure:

1. The provider workforce has access to, and is in compliance with, all workforce training and competency requirements specified in federal and state law, Division policies, guidance documents, manuals, contracts and other Division generated plans;
2. There are processes for:
 - a. Documenting training;

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

D. WORKFORCE DATA

Qualified Vendors shall collect and analyze required and ad hoc workforce data that:

1. Proactively identifies potential challenges and threats to the viability of the workforce;
2. Conducts analysis of the potential impact of the challenges and threats to the access to care for members;
3. Develops and implements interventions to prevent or mitigate threats to workforce viability; and
4. Develops indicators to measure and monitor workforce sustainability that include metrics focused on recruitment, retention, turnover, and time to hire.

SUPPLEMENTAL INFORMATION

1. AHCCCS and the Division generate policies that shape the worker, workforce, and workforce development practices.
2. The Division:
 - a. Monitors the performance of the network;
 - b. Collects information about the workplace;
 - c. Develops plans to strengthen the workforce; and
 - d. When needed, directly assists qualified vendors to develop and maintain a qualified, capable, and sufficiently capacitated workforce.
3. The Division offers training and resources to qualified vendors to assist professionals and family caregivers with managing stress and burnout as required by the Report of the Abuse & Neglect Prevention Task Force.