



WORKFORCE DEVELOPMENT PLAN

CYE 2024

October 1, 2023 - September 30, 2024

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Introduction:

The Arizona Department of Economic Security's mission is to strengthen individuals, families, and communities for a better quality of life. The Division of Developmental Disabilities is committed to meeting this goal by working with its Qualified Vendors and subcontracted 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 has established resources, data collection, and reporting to support the Workforce Development (WFD) needs of its contractors. The Division practices continuous improvement processes to enhance the resources, data collection, and reporting processes. The Division is working with the Arizona Health Care Cost Containment System (AHCCCS) to develop a standardized set of metrics for measuring workforce stability to support and inform the development and implementation of the Division's Workforce Development Plan including average time to fill, turnover, and retention.

The Division did not complete a WFD Plan in CYE 2022 as AHCCCS did not require a WFD Plan submittal due to the initiation of work activities associated with the American Rescue Plan Act (ARPA) initiatives.

Description of the Workforce Development Operations (WFDO):

The Division's Workforce Development (WFD) Unit is organizationally structured within the Division's Network Operations area. This Unit reports to the Network Monitoring, Oversight, and Development Administrator.

Network Personnel:

The Network Monitoring, Oversight, and Development Administrator is responsible for the monitoring, oversight, and development of the Division's Qualified Vendor network and health plans. This includes:

- Monitoring, analyzing data, assessing processes, and implementing improvement strategies to address access to care issues and ensure a sufficient network of Home and Community Based Services (HCBS) delivered by Qualified Vendors and providers that are competent, well-trained, and sufficient in number to meet member needs.
- Ensuring timely and accurate completion of AHCCCS deliverables:
 - HCBS Service Delivery Standard Report – AHCCCS Contractor Operations Manual (ACOM) 415 Attachment E
 - Appointment Availability Monitoring Report – ACOM 417
 - Transportation Timeliness Report – ACOM 417
 - Minimum Network Verification Report – ACOM 436
 - Network and Development Plan – ACOM 415
 - Workforce Development Plan – ACOM 407
- Oversight and monitoring of the Division's Health Plans to ensure their timely and accurate completion of Division deliverables.
- Development and recruitment of the Qualified Vendor network.

The Network Monitoring, Oversight, and Development Administrator provides direct supervision to the:

- Network Integrated Service Manager
- Network Workforce Development Manager
- Provider Network Development and Recruitment Manager

- Administrative Assistant III

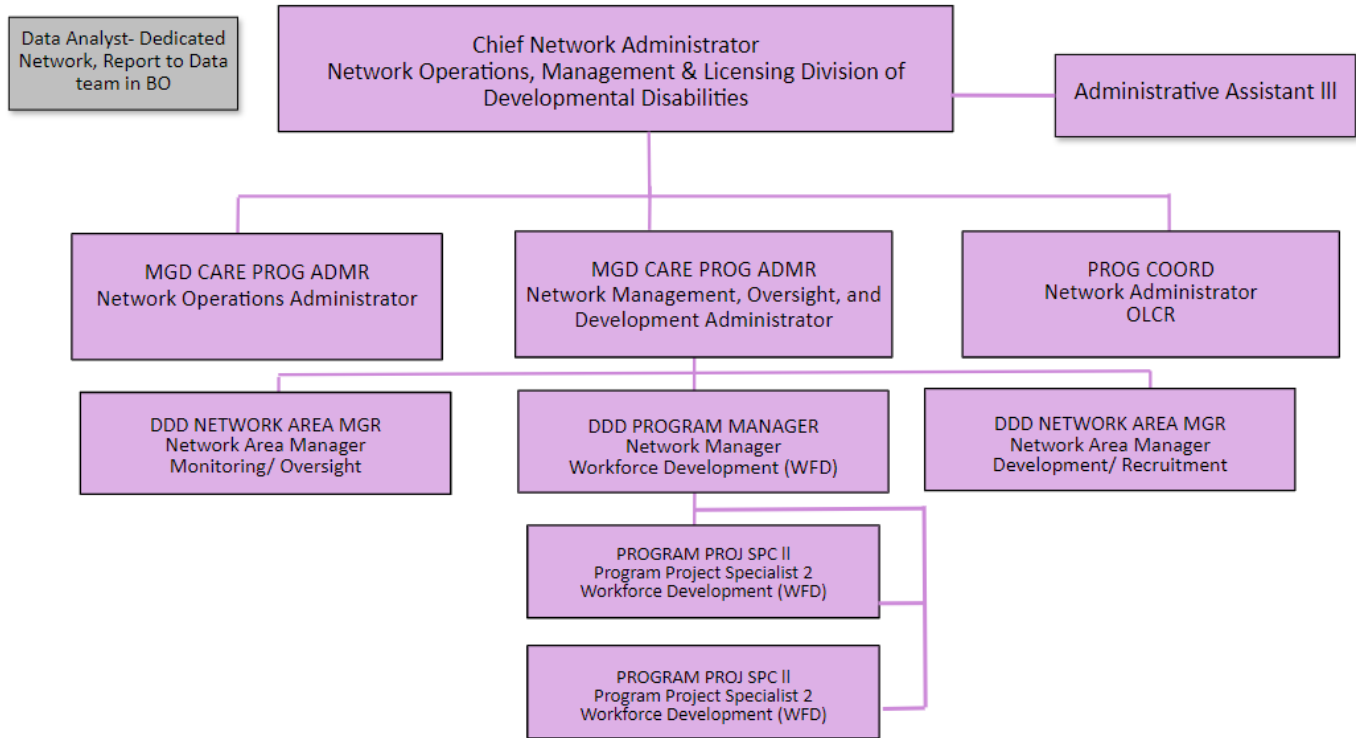
The Network Integrated Service Manager is responsible for the Network oversight of the Division's health plans, Mercy Care and UnitedHealthcare Community Plan (UHCCP). The primary responsibility of this position is to ensure the health plans adhere to the contractual requirements outlined by the Division and AHCCCS contracts. This includes the timely review and response of deliverables submitted to the Division by the health plans. This position is responsible for ensuring the accurate and timely submission of the Division's Appointment Availability Monitoring Report, the Transportation Timeliness Report, the Minimum Network Verification Report, and the HCBS Service Delivery Standard Report. The Network Integrated Service Manager also contributes to the development and monitoring of the Provider Network Development and Management Plan. This position also engages the health plans to discuss identified trends and areas of improvement throughout the year.

The Workforce Development Manager is responsible for the development, implementation, and oversight of the Division's Workforce Development Plan and for the oversight of the workforce development activities of Mercy Care and UnitedHealthcare. This position is primarily responsible for working collaboratively with AHCCCS, Managed Care Organizations (MCOs), contracted health plans, provider organizations, and stakeholders to ensure members receive services from a workforce that is qualified, competent, and sufficiently staffed. This position provides updated information, technical assistance, education, and tools and resources across a variety of platforms including presentations at Quarterly Provider Meetings and article submissions for the Provider newsletter (the Shout), the DDD staff newsletter (the Echo), and the For the Record newsletter. The Workforce Development Manager also contributes to the development of the Provider Network Development and Management Plan.

The Network Development and Recruitment Manager is responsible for managing and overseeing the Division's efforts to monitor and maintain an adequate network statewide through the recruitment of new providers, collaboration with Out-of-Network providers to bring them into the network, and working with current Qualified Vendors to increase their service array and/or expand their services into additional geographical service areas (GSA). This position collaborates with Network Provider Support, Network District Resources, Network Residential Services, Health Care Services, Contracts, and Support Coordination as well as reviewing other sources of information (Network Sufficiency, Unassigned, and Network Mapping Reports, etc.) to analyze and determine the statewide network development needs of the Division's membership.

The Division continues to streamline activities and processes throughout the state to implement a coordinated and integrated system of Provider Network Development and management activities. Processes are in place to collect and analyze data, communicate information from the field to the administration, as well as from the administration to the field, and provide recommendations that lead to improvements in policies and practices. Working together, the Division's systems are designed for continuous improvement in Provider Network Development and Management.

Network Operations, Management, and Licensing -2023 Organizational Chart:



Network Monitoring, Oversight, and Development area works closely with other departments within the Division to improve the quality of services provided by vendors and address concerns with service delivery, member care, and/or possible contract issues, including meeting the diverse needs of members and ensuring services are provided as assessed and scheduled. The Division schedules meetings with Qualified Vendors to provide technical assistance to help the vendor improve. Network Operations meets monthly with Support Coordination, Health Care Services, Quality Management, Contracts, the Department of Child Safety, and the Behavioral Health Administration to collaborate and work on process improvements. Other interdepartmental activities that support the Division's efforts to improve the provider network, like training, quality, and access to care concerns include:

- Attending bi-monthly District Interdisciplinary Team Meetings (DIDT) – Network Managers work with Support Coordination, Behavioral Health, and Health Care Services to review and problem solve access to care issues for identified members.
- Attending meetings with Quality Management to discuss incident reports where a pattern has been identified and outline steps to provide assistance to the Qualified Vendors.
- Assisting the Training Department in developing training components where a Network subject matter expert is needed.
- Monitoring Electronic Visit Verification compliance and usage.
- Meeting with AHCCCS and stakeholders regarding the monitoring of the HCBS Rules and Electronic Visit Verification updates.

- Providing technical assistance to Qualified Vendors regarding the RFQVA DDD-2024 implementation and WellSky single claim entry.

Workflow Diagram:



Stakeholders, Members, Families, and the General Public’s Involvement in the Plan:

The Division continues to collaborate with contractors, stakeholders, members, families, and the public (Industry, Education, and Community Groups) in the development and implementation of the Workforce Development Plan.

Each year, the National Association of State Directors of Developmental Disabilities Services (NASDDDS) and the Human Services Research Institute (HSRI) collaborate with participating state developmental disability agencies to implement the annual National Core Indicators® – Intellectual & Developmental Disabilities (NCI[®] IDD) State of the Workforce Report. The final report was released in early 2023. Refer to pages 9-10 for additional information.

In 2022, the Division collaborated with the Coalition of Workforce Development Administrators to develop and disseminate the Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) survey, formally known as the ACOM 407 Attachment A Survey, to provider agencies. The final report was released in September 2023. Refer to pages 10-12 for additional information.

In CYE 2023, the Division:

- Used its established quarterly statewide HCBS provider meetings and monthly Arizona Association of Providers for People with Disabilities (AAPPD) meetings to provide technical assistance to Qualified Vendors;
- Collaborated with the Division's Behavioral Health Administration and subcontracted health plans, Mercy Care and Unitedhealthcare Community Plan, on the DDD ARPA Dual Diagnosis Training Project to provide additional training to Behavioral Health agency staff supporting members with behavioral health needs. This project focuses on:
 - Increasing behavioral health providers' competence in evidence-based practices;
 - Improving access to Behavioral Health Services and quality of care received by members eligible for Division services; and
 - Improving outpatient Behavioral Health Services to reduce emergency department visits and hospital admissions.
- Presented at one (1) Arizona Association of Health Plans (AzAHP) Provider Forum to provide an update on the Division's ARPA Dual Diagnosis Initiative;
- Presented at two (2) Division Provider meetings to review the results of the NCI® IDD State of the Workforce Report;
- Collaborated with the ALTCS Workforce Development Managers, bi-weekly, and contributed information to further the ALTCS Workforce Plan;
- Attended the AHCCCS Complete Care (ACC) / Regional Behavioral Health Authorities (RBHA) Workforce Development Administrators monthly meetings;
- Collaborated and contributed to the Healthcare Workforce Development Administrators Coalition monthly and ad hoc meetings;
- Collaborated and contributed to the DDD Health Plan Workforce Development monthly and ad hoc meetings;
- Collaborated and contributed to the Alliance of ALTCS Workforce Development Administrators monthly and ad hoc meetings; and
- Collaborated and contributed to the ALTCS Workforce Development Advisory Council quarterly meetings.

The Division continues to collaborate with AHCCCS and the MCOs on statewide AHCCCS ARPA Initiatives intended to help provider agencies improve their capacity to provide services to members and increase the capabilities of their workforce to provide those services in a competent, interpersonal, clinical, culturally appropriate, and technically effective manner.

- Health Care Career Hub - developed in partnership with Pipeline AZ, the Health Care Career Hub is a career planning and skills mapping platform designed to directly connect students and job seekers to employment, education, and training opportunities in the healthcare field. The Health Care Hub will help Arizona develop a healthcare talent pipeline and build a larger healthcare workforce.
 - **Update:** The Health Care Hub is now available to the public and includes career pathways for some healthcare careers such as Healthcare Social Workers, Mental Health and Substance Abuse Social Workers, Registered Nurses, and Home Health Aides. Future updates will include pathways for Direct Care Workers and Direct Support Providers.

- Workforce Data Analytics and Decision Support Systems – this information technology platform will be designed to provide insight into trends and conditions that directly impact the capacity, capability, and commitment of the workforce and services provided to AHCCCS members. The features of this system will enable AHCCCS’s health plan partners to improve the monitoring, assessment, planning, development, and forecasting of workforce trends and conditions adding a critical workforce dimension to policy decisions.
 - **Update:** This initiative is in the development stage.
- Workforce Development Leadership and Best Practices – this initiative is designed to provide Professional Development, Leadership Development, and Trainer/Facilitator Certification for Workforce Development Administrators, managers, and staff, both at the MCO and provider agency level.
 - **Update:** A vendor has been identified and the steps to develop a single-vendor agreement with AHCCCS is in process.
- Home and Community-Based Services Workforce Development Career Education & Training (CET) – this initiative, in partnership with the Maricopa County Community College District (MCCCD), is designed to facilitate the development and implementation of a statewide collaborative partnership with all of Arizona’s community colleges. The intent of the partnership, and this Scope of Work (SOW), is to establish a comprehensive program of career development, education, and training (CET) opportunities for current members of the Home and Community Based Services (HCBS) workforce and for students enrolled in community college degree and certificate programs. AHCCCS believes that by increasing education, training, and career opportunities for the HCBS workforce significant improvements can be made in the:
 - Recruitment and hiring of new workers. Deepen the pool of qualified potential workers who join the HCBS workforce and be more prepared to provide services.
 - Retention of current workers. Decrease the number of workers who leave the HCBS workforce citing the lack of training or career opportunities as the reason.

There are two goals of this statewide partnership between AHCCCS and Arizona’s Community College Districts: Fund a scholarship and tuition assistance program that will encourage students, job seekers, workers currently employed in healthcare settings, and AHCCCS members to pursue additional education, certifications, or degrees in healthcare fields; and strengthen the current, provider-based system of initial and ongoing in-service professional development training programs.

- **Update:** The scope of work has been signed. The marketing materials have been developed. MCCCD is ready to roll out the AHCCCS scholarship and tuition assistance program for the existing curriculum in time for the 2023 Fall semester. The next phase will focus on the development of the curriculum to strengthen the current, provider-based system of initial and ongoing in-service professional development training programs, including the Direct Care Workers (DCW) Certificate program and Direct Support Provider (DSP) training.

Profile of the Network’s Workforce and the Workforce Capacity Assessment:

The Division continues to assess its resources to develop improved data that will include the number of licensed and unlicensed direct service personnel, the age of the workforce, retention rate, turnover rate, and difficult to fill positions. In CYE 2023, the Division used various methods to obtain this data, which are described below.

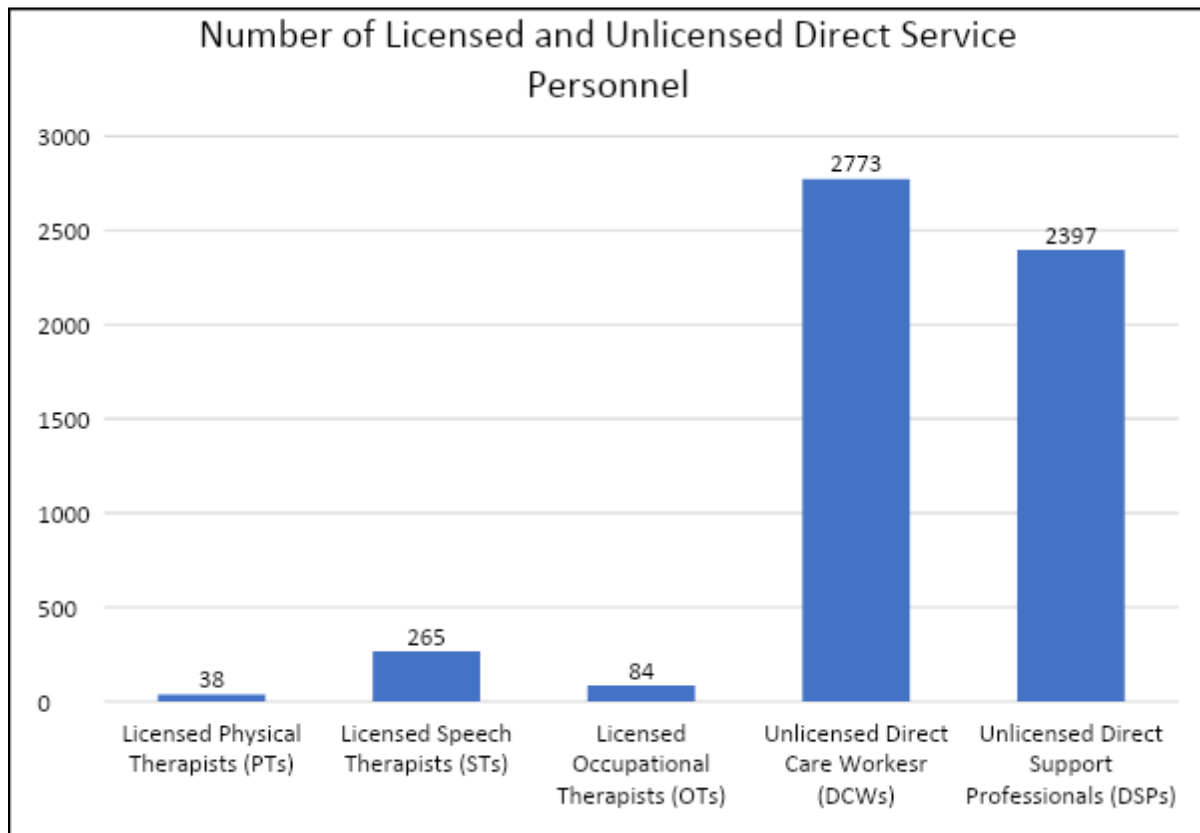
Each year, the National Association of State Directors of Developmental Disabilities Services (NASDDDS) and the Human Services Research Institute (HSRI) collaborate with participating state developmental disability agencies to implement the annual National Core Indicators® – Intellectual & Developmental Disabilities (NCI® IDD) State of the Workforce Report. The (NCI® IDD) State of the Workforce Report collected comprehensive data from January to December 2021 using surveys administered in 2022 to provider agencies on the workforce of Direct Service Providers who support adults aged 18 and over with intellectual and developmental disabilities. The Division, along with 28 other states, including the District of Columbia, participated in the 2021 survey. The final report was released in early 2023. All Qualified Vendors who support adults aged 18 and over were given the opportunity and encouraged to voluntarily participate in this survey. The key findings from this report include:

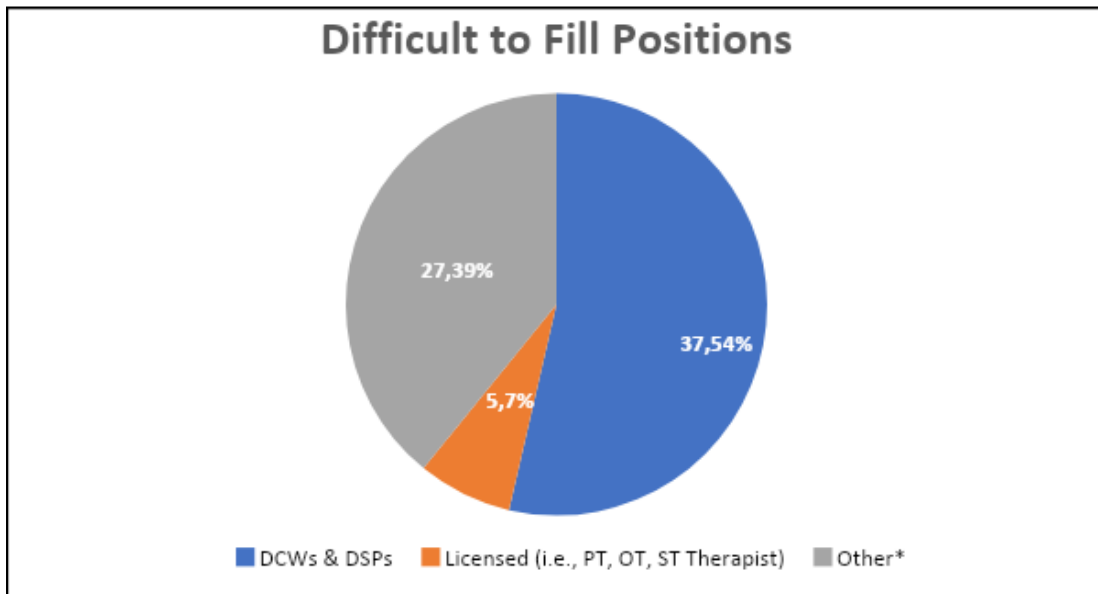
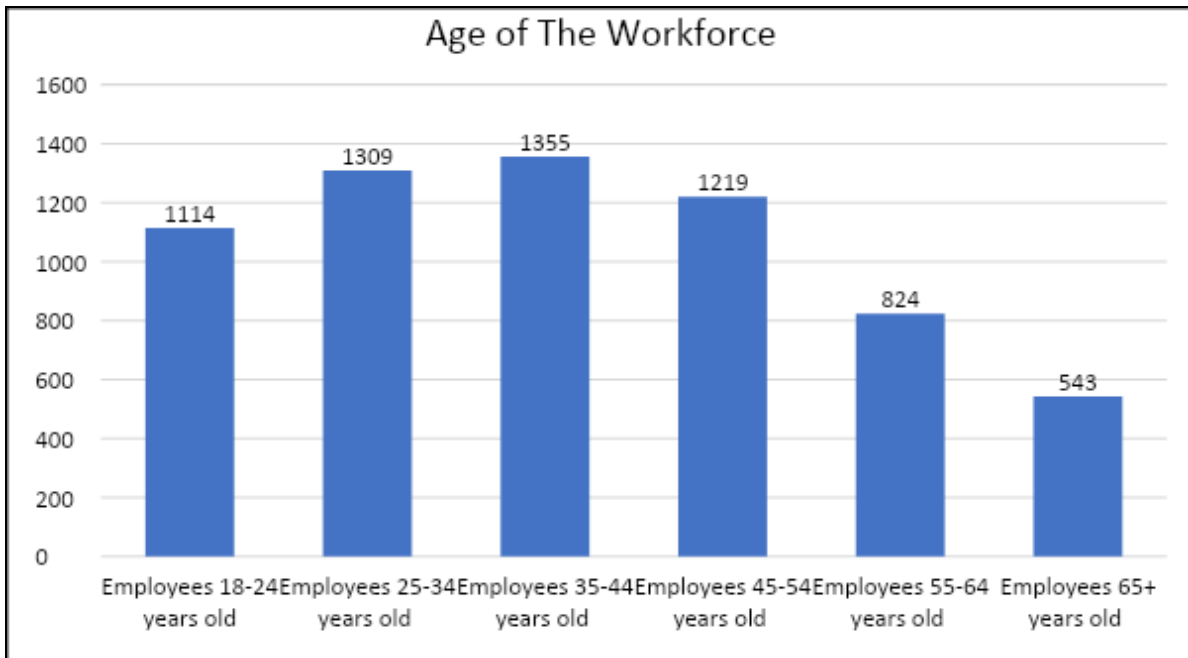
- A total of 3,838 agencies from 29 states participated in the survey, for a response rate of 40%. Arizona had 170 agencies that participated and had a response rate of 58%
- Respondents from the participating states showed that 71% of the DSPs were female, 24% were male, and 4% preferred not to disclose their gender. Arizona’s workforce demographics were slightly different, showing 63% were female, 21% male, and 16% preferred not to disclose their gender.
- Across all participating States, 46% identified as Black or African American, 45% as White, 5% as Hispanic or Latin-X, and 2% as Asian. For Arizona, 24% identified as White, 20% as Black or African American, 20% as Hispanic or Latin-X, and 4% as American Indian or Alaska Native.
- From the 29 participating States, 69% provided residential supports, 56% provided in-home supports, and 66% provided non-residential support (Day and Employment Programs). Arizona’s respondents showed that 52% provided residential supports, 64% provided in-home supports, and 59% provided non-residential supports (Day and Employment Programs).
- Across all states, the turnover rate was an average of 43.3%. Of those who separated, 80% left voluntarily, and 15% were terminated. In Arizona, the average turnover rate was 42.3%, which aligns with the average reported by all states. Of those who separated 86% left voluntarily and 10% were terminated.
- Across all states, the top three strategies used to address recruitment and retention were Code of Ethics Training at 87%, Realistic Job Preview at 83%, and Employee Recognition Programs at 61%. Arizona reported 84% for Code of Ethics Training, 89% for Realistic Job Preview, and 53% for Employee Recognition Programs.

NCI Staff Stability	2018	2019	2020	2021
PROVIDERS				
# Of Providers participating in survey	275	236	no data	170
TURNOVER				
Az average turnover rate for DSP's	38.4%	36.6%	no data	42.3%
RECRUITMENT AND RETENTION				
Pay incentive or referral bonus program	47.0%	48.9%	no data	56.8%
Realistic job preview	88.8%	92.5%	no data	88.8%
Train on and sign Code of Ethics	76.8%	81.1%	no data	84.1%
DSP ladder to retain highly skilled workers	31.1%	34.2%	no data	37.6%
Staff support to get credentialed	22.5%	22.4%	no data	28.8%

In 2022, the Division collaborated with the Coalition of Workforce Development Administrators to develop and disseminate the Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) survey (formally known as the ACOM 407 Attachment A Survey) to provider agencies. The AHWGMA is a statewide data collection tool used to help the Arizona Network by gathering information, analyzing data, and assessing the current and future needs of the workforce. All the Division's Qualified Vendors were asked to participate in this voluntary survey. The result of this process gives insight into future funding opportunities, highlights where support is needed, and assists with the prioritization of initiatives/projects across the network. The key findings include:

- Number of Licensed and Unlicensed Service Personnel – the data indicates that the Qualified Vendor workforce had 387 Licensed Therapists (Physical, Speech, and Occupational) and 5,170 DCWs and DSPs.
- Age of the Workforce – the results show that 58% of the employee workforce was between 25 – 44 years old.
- Retention Rate – from the responses received, the retention rate for Qualified Vendors is 73%.
- Turnover Rate – from the responses received, the turnover rate for Qualified Vendors is 33%.
- Difficult to Fill Positions – The results indicate that DCWs and DSPs are the most difficult to fill positions.



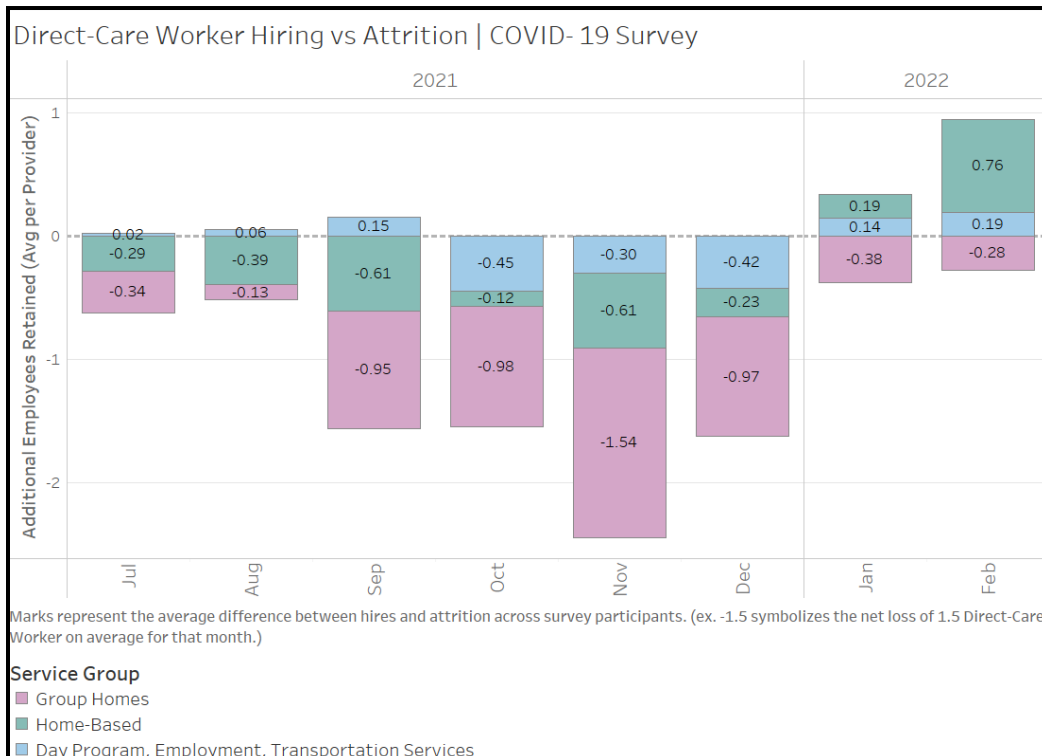
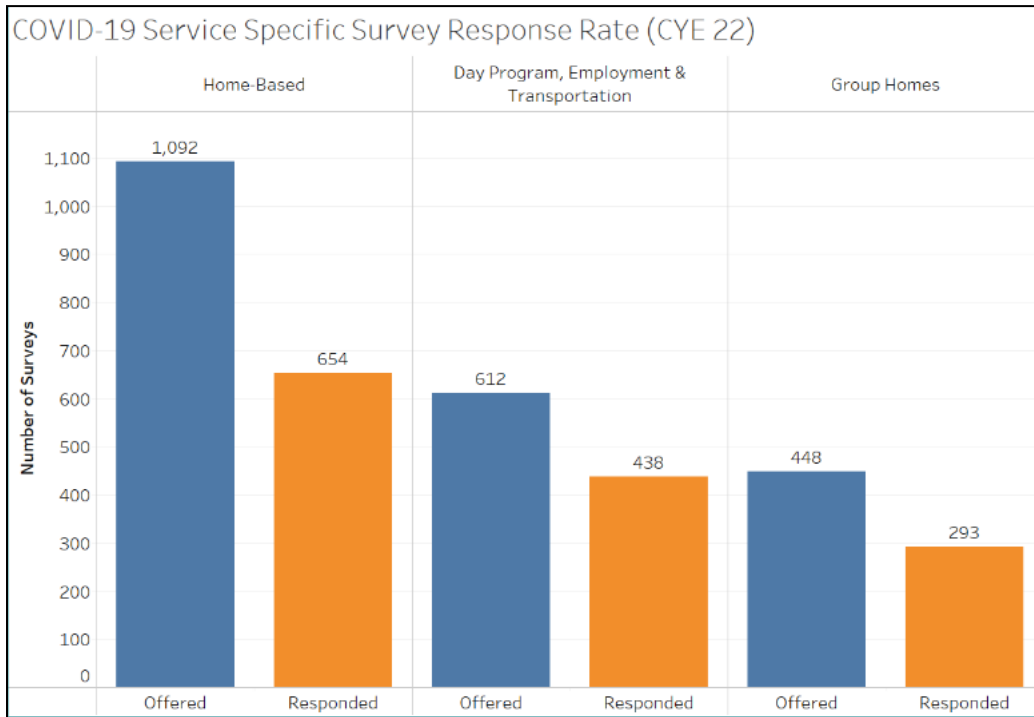


*Other includes – Administrative positions; Behavioral Health DCWs/DSPs; Licensing Agents for Developmental Homes, and Medical Professionals

In 2020, the Division initiated service-specific surveys to analyze and address the impact of COVID-19 on its members and Qualified Vendors. This survey included employee data related to direct care worker (DCW) and direct care provider (DSP) retention in four main service categories: Home-Based, Day Program, Employment & Transportation; and Group Homes. Beginning in CYE 2022, DCW/DSP turnover for historically heavily impacted service types saw retention improvement as survey incentive payments reached the Qualified Vendors. The Division stopped administering these surveys near the end of CYE 2022.

The following charts show the network response rate to the service-specific surveys in CYE 2022. Data shows that the July 2021 average net loss of direct care employees in Group Homes was -0.34, Home Based was

-0.29, and Day Programs, Employment, and Transportation was 0.02. In comparison to the average in February 2022, attrition rates improved. For Group Homes the average net loss of direct care employees was -0.28, Day Programs, Employment and Transportation was +0.19, and for Home Based it was +0.76. This is an indicator that demonstrates the effect the timely incentive payments had on helping Qualified Vendors hire and retain their workforce.



The Division is working closely with the DES Business Intelligence team to develop a Workforce Development Report that uses existing data available to the Division on:

- Retention Rate
- Turnover Rate
- Number of Licensed Personnel
- Number of Unlicensed Personnel
- Personnel Age between:
 - 18 – 25
 - 26 – 35
 - 36 – 45
 - 46 – 55
 - Greater than 56

This report does not rely on the Qualified Vendors to voluntarily respond to a survey; however, it is not able to collect information on difficult to fill positions as this is not currently captured in the data sources available to the Division. The Division will continue to rely on voluntary responses to surveys pending the implementation of the AHCCCS ARPA initiative to develop a Workforce Data Analytics and Decision Support Systems. This report is anticipated to go into production in early 2024.

In addition to the survey results listed above, the Division pulls and analyzes a variety of reports to gain further understanding of the network needs. The Division looks at the network of Qualified Vendors providing services; the number of negotiated rates used to ensure members with complex needs are receiving services as assessed and scheduled; and the number of Out-of-Network Providers used when in-network providers are not available. The Division believes this is an accurate representation of the network and has used this data, in combination with the Unassigned Authorization Report, Network Sufficiency, and the Network Mapping tool to provide an analysis of the most critical gaps between the current workforce profile and the workforce implications of the Provider Network Development and Management Plan.

During CYE 2023, the Division identified In-Home Nursing, Respite-Hourly, Habilitation-Music Therapy, Habilitation-Hourly, and Occupational Therapy as the top five service needs. The Division contracted with 55 new Qualified Vendors in CYE 2023, which includes 34 for Respite, 4 for Habilitation-Music, 30 for Habilitation-Hourly, and 13 for Occupational Therapy. There were 11 Qualified Vendors that terminated their contracts. This did not have an impact on network sufficiency.

Number of Qualified Vendors Per Service CYE 2023:

Service Description	Statewide	GSA 02	GSA 04	GSA 06	GSA 08	GSA 10	GSA 12	GSA 14
Assisted Living Center	5	0	0	0	0	1	4	0
Assisted Living Home	7	0	1	1	0	3	2	0
Attendant Care	319	28	68	56	113	96	289	44
Center Based Employment	14	0	2	1	2	3	9	1
Day Treatment - EI Team Based	10	3	6	2	4	2	7	2
Day Treatment & Training - Adult	203	10	40	28	47	52	153	18

Service Description	Statewide	GSA 02	GSA 04	GSA 06	GSA 08	GSA 10	GSA 12	GSA 14
Day Treatment & Training - Children After School	53	1	5	1	8	9	48	2
Day Treatment & Training - Children Summer Program	63	1	7	1	6	12	48	2
Developmental Home Indep Adult (non-QVA)	19	0	2	1	0	11	4	1
Developmental Home Vendor Supported Adult	48	4	12	7	18	18	46	4
Developmental Home Vendor Supported Child	33	0	5	1	15	5	31	4
Employment Support Aide	35	2	5	4	1	9	17	4
Feeding/Swallowing evaluation & Treatment	85	2	9	4	20	7	79	3
Enhanced Behavioral Group Home	3	2	0	0	0	0	2	0
Group Home	200	9	29	20	19	36	170	6
Group Supported Employment	90	4	14	10	12	19	66	6
Habilitation - Hourly	336	30	72	60	129	105	297	34
Habilitation Services - Individual Designed Living Arrangements	43	3	6	3	6	20	22	4
Habilitation - Music Therapy	26	4	3	1	14	5	25	2
Home Health Aide	9	0	3	2	2	3	8	2
Housekeeping - Chore/Homemaker	15	0	0	3	0	6	7	1
*ICF/MR	10	0	0	0	6	0	4	0
Individual Supported Employment	20	0	2	0	0	8	11	2
Nursing Care, In Home; by LPN per Hour	24	3	6	3	7	11	20	4
Nursing Care, In Home; by RN per Hour	2	0	0	0	0	0	2	0
Nursing Respite	22	3	6	4	9	10	18	4
Nursing Supported Group Home	18	0	0	1	1	2	17	1
Occupational Therapy - EI Team Based	10	4	8	1	4	2	5	1
Occupational Therapy Evaluation and Treatment	126	20	30	24	54	38	116	19
Physical Therapy - EI Team Based	11	3	9	2	4	2	4	2
Physical Therapy Evaluation and Treatment	89	8	21	12	29	15	81	6

Service Description	Statewide	GSA 02	GSA 04	GSA 06	GSA 08	GSA 10	GSA 12	GSA 14
Psychologist - EI Team Based	10	1	6	1	3	2	4	1
Respite Hourly	370	31	82	68	137	120	330	40
Service Coordination - EI Team Based	9	1	5	1	4	2	4	1
Social Worker - EI Team Based	8	1	5	1	1	2	4	1
Speech Therapy - EI Team Based	11	3	8	2	4	2	6	2
Speech Therapy Evaluation and Treatment	169	23	51	33	79	52	152	24
Transition To Employment	22	1	4	3	5	4	13	1
Transportation - Day Program	173	6	33	17	26	29	133	14
Transportation - Employment Related	64	5	10	4	9	10	37	6

*Non-QV Service – Part of the DD Network Design

Statewide Negotiated Rates CYE 2023:

Service	Approved Negotiated Rates
Attendant Care	77
Day Program	1
Early Childhood Autism Specialized Habilitation	0
Group Supported Employment	0
Developmental Home	19
Group Homes	345
Habilitation Hourly	26
Individually Designed Living Arrangements	78
Nursing Hourly	183
Therapy Services	0
Respite	32
Transportation	0
Statewide Total	761

Utilization of Out of Network Providers CYE 2023:

Provider Name	Provider Location	Provider Type	Times Used in CYE 2023
ABC Care	Mesa, AZ	Attendant Care	2
ABC Care	Mesa, AZ	Unskilled RSP Care	1

Provider Name	Provider Location	Provider Type	Times Used in CYE 2023
AZ Tender Hands	Tucson, AZ	Attendant Care	2
AZ Tender Hands	Tucson, AZ	Habilitation-Hourly	1
AZ Tender Hands Home Care Services	Tucson, AZ	Attendant Care	1
Citadel Post Acute	Mesa AZ	Skilled Nursing Facility	1
Phoenix Children's Hospital	Phoenix, AZ	OT-Skilled Constraint Induced Movement Therapy/ Intensive Bimanual Therapy	1
Simply Rooted Speech Therapy	Mesa AZ	Feeding Therapy Treatment	2
Simply Rooted Speech Therapy	Mesa AZ	Feeding Therapy Evaluation	9
Simply Rooted Speech Therapy	Mesa AZ	Speech Evaluation	2
Simply Rooted Speech Therapy	Mesa AZ	Speech Therapy Evaluation	2
Simply Rooted Speech Therapy	Mesa AZ	Feeding Therapy	1
Simply Rooted Speech Therapy	Mesa AZ	Speech Therapy Treatment	6
Total Sports Therapy	Glendale, AZ	Physical Therapy Treatment	1
Yuma Medical Center/CSR	Yuma, AZ	Physical Therapy Eval	1

In September 2019, the Division partnered with Burns & Associates, A Division of Health Management Associates (HMA-Burns), the Human Services Research Institute (HSRI), and the National Association of State Directors of Developmental Disabilities (NASDDDS) to improve the quality and accountability of the Long-Term Services and Supports (LTSS)/Home and Community Based Services (HCBS) offered to DD-ALTCS members to promote self-direction, enhance community integration, strengthen the service provider network, and align payments with quality outcomes. Through 12 Stakeholder Forums, frequent guidance from the stakeholder advisory groups, and stakeholder surveys, HMA-Burns, and their partners helped the Division collect input on ways to provide higher-quality services and identify, recruit, and retain service providers with enhanced qualifications. As a result of this collaboration, the Division is ending the current Request for Qualified Vendor Application (RFQVA DDD-710000) Agreement and will implement a new Agreement in March 2024. A summary of the RFQVA is posted on the Division's website.

The Division collaborated with AHCCCS to implement the American Rescue Plan Act of 2021 (ARPA), which allocated a first round of funding to Qualified Vendors in the summer of 2022. The Home and Community Based Services Enhanced Federal Match provision allowed States to supplement, not supplant, existing funding. In CYE 2023, the Division continued to distribute funding to participating Qualified Vendors where it has been used to support and enhance the Direct Care Workforce.

Division Plans Impacting WFD:

For further information on goals impacting Workforce Development, please refer to the Division's:

- Provider Network Development and Management Plan CYE 2023
- Value Based Purchasing / Center of Excellence Plan CYE 2023

- Cultural Competency Plan CYE 2023
- Medical Management Plan CYE 2023

Evaluation of the CYE 2022 Workforce Capacity Development Goals:

The Division continues to assess its processes and infrastructure to determine the resources needed to advance its workforce development efforts. As a result of this evaluation, the Division established the following short and long-term goals:

1. Short-Term: Upon approval of the ARPA plan, the Division will work with AHCCCS to provide one-time funding to strengthen the workforce. Qualified Vendors will be required to implement WFD strategies to improve recruitment and retention in their agency. DDD will require Qualified Vendors to sign an attestation agreement on the use of the funding, to provide routine data about their workforce through reporting, and to participate in the NCI® Staff Stability Survey for 2022.
 - a. **UPDATE** – This goal was partially met and will be discontinued in CYE 2024:
 - i. The Division ARPA plan was approved and is in year two of its three-year timeline of distributing payments to Qualified Vendors.
 - ii. Qualified Vendors will continue to report quarterly on how they utilize the funding to remain eligible for ARPA funds, ensuring the funds are being appropriately used to help recruit and retain a well-trained and knowledgeable workforce.
 - iii. The Division explored the use of ARPA funds to incentivize participation in the 2021 NCI® Staff Stability Survey to obtain additional data on the provider workforce and determined not to pursue this avenue; however, the Division is addressing this by collaborating with AHCCCS to develop a data platform that would include this information.
2. Long-Term: The Division will explore using ARPA funds to develop technology that informs the capacity of Qualified Vendors and anticipate where growth is needed to support members.
 - a. **UPDATE** – This is a long-term goal, which will be continued with revisions for CYE 2024:
 - i. The Division partnered with HMA-Burns, the Human Services Research Institute (HSRI), and the National Association of State Directors of Developmental Disabilities (NASDDDS) to improve the quality and accountability of the Long-Term Services and Supports (LTSS)/Home and Community Based Services (HCBS) offered to DD-ALTCS members to promote self-direction, enhance community integration, strengthen the service provider network, and align payments with quality outcomes. As a result of this collaboration, the Division is terminating the current Request for Qualified Vendor Application (RFQVA) Agreement and will implement a new Agreement in March 2024.
 - ii. The Division will require Qualified Vendor applications to include a Growth Plan with their RFQVA that addresses proposed service capacity, expansion of service areas, and projection of the anticipated pace of growth.
3. Long-Term: The Division will explore improved methods to identify the provider network’s current workforce including:
 - a. The number of licensed and unlicensed direct service personnel;
 - b. Age of the workforce;
 - c. Retention rate;

- d. Turnover rate; and
 - e. Difficult to fill positions.
 - f. **UPDATE** – This goal has been partially met and will be continued with revisions in CYE 2024:
 - i. The Division collaborated with all MCOs to create and disseminate the AHWGMA survey to all provider types to collect data related to the number of licensed and unlicensed direct service personnel, age of the workforce, retention rate, turnover rate, and difficult to fill positions. Additional information is found on pages 10-12.
 - ii. The Division is working closely with the DES Business Intelligence team to develop a Workforce Development Report that will collect information on the workforce. It is expected that this report will be in production in early 2024. Additional information is found on page 14.
 - iii. The Division does not currently have existing data available regarding difficult to fill positions and will continue to rely on voluntary responses to surveys pending the implementation of the AHCCCS ARPA initiative to develop a Workforce Data Analytics and Decision Support Systems.
4. Long-Term: The Division will establish a methodology to:
- a. Complete a comparative assessment of the number of licensed and unlicensed personnel required by the Provider Network Development and Management Plan and the current workforce profile.
 - b. Analyze the most critical gaps between the current workforce profile and the workforce requirements of the Provider Network Development and Management Plan.
 - c. Provide recommended actions to change recruitment, selection, training, deployment, or retention practices for critical workforce gaps in the Provider Network Development and Management Plan.
 - d. **UPDATE** - This goal has been partially met and will be continued with revisions in CYE 2024:
 - i. The Division is working closely with the DES Business Intelligence team to develop a Workforce Development Report that will collect information on the workforce. It is expected that this report will be in production in early 2024. Additional information is found on page 14.
 - ii. The Division has built upon the unassigned authorizations report to develop the new Unassigned Member Cumulation report. This dashboard displays the monthly cumulative Member Count for each reporting month for all services. The chart can be filtered by the following service groupings: Day Program Services, Employment Services, In-Home Services, Professional Services, Residential Services, and Specialized Habilitation Services. This report is used by Network and Support Coordination to track and trend issues and identify areas of network insufficiency.
 - iii. The Workforce Development Team provides input into the Provider Network Development and Management Plan which addresses any implications or impact the workforce development activities might have on the network.
5. Long-Term: The Division will continue to work with HMA-Burns, a contracted consultant, to review and provide recommendations to the Division’s service array, contracting methodology, capacity/demand structures, and member matching process. The focus will be on structural changes, training for direct caregivers, employment services, quality components, and measurement.

- a. **UPDATE** - This goal has been partially met and will be continued with revision in CYE 2024:
 - i. The Division successfully completed Phase II of the Network reorganization effective October 15, 2021.
 - ii. The Division partnered with HMA-Burns, the Human Services Research Institute (HSRI), and the National Association of State Directors of Developmental Disabilities (NASDDDS) to improve the quality and accountability of the Long-Term Services and Supports (LTSS)/Home and Community Based Services (HCBS) offered to DD-ALTCS members to promote self-direction, enhance community integration, strengthen the service provider network, and align payments with quality outcomes. As a result of this collaboration, the Division is terminating the current Request for Qualified Vendor Application (RFQVA) Agreement and will implement a new Agreement in March 2024.

Workforce Capacity Development Goals CYE 2024:

The Division continues to assess its processes and infrastructure to determine the resources needed to advance its workforce development efforts. As a result of this evaluation, the Division has established the following short and long-term goals:

1. Long-Term: The Division will expand on the new RFQVA requirement to submit a Growth Plan during the application process by exploring a method to monitor the capacity of Qualified Vendors on a routine basis.
 - a. Current State: The Division is in the process of implementing a new RFQVA, which requires Qualified Vendor applicants to include a Growth Plan with their RFQVA that addresses proposed service capacity, expansion of service areas, and a projection of the anticipated pace of growth.
 - b. Future State – The Division will explore a method to inform on a Qualified Vendor’s capacity to serve members based on service type, which will allow the Division to target services based on network needs.
2. Long-Term: The Division will improve methods to identify the provider network’s current workforce including:
 - a. The number of licensed and unlicensed direct service personnel;
 - b. Age of the workforce;
 - c. Retention rate;
 - d. Turnover rate;
 - e. Difficult to fill positions.
 - f. Current State:
 - i. The Division is working closely with the DES Business Intelligence team to develop a Workforce Development Report that will collect information on the workforce; however, the Division does not have the ability to collect data on difficult to fill positions. It is expected that this report will be in production in early 2024.
 - ii. The Division is collaborating with AHCCCS and MCOs to develop and implement a Workforce Data Analytics and Decision Support Systems that will include the ability to collect data on difficult to fill positions.
 - g. Future State: The Division will have access to the Workforce Data Analytics and Decision Support Systems to collect the required workforce development data.

3. Long-Term: The Division will establish a methodology to:
 - a. Analyze the most critical gaps between the current workforce profile.
 - b. Provide input and recommended actions for process improvements regarding recruitment, selection, training, deployment, or retention practices for critical workforce gaps in the Provider Network Development and Management Plan.
 - c. Current State:
 - i. The Division has collaborated with the MCOs to develop and issue the AHWGMA to capture workforce data, which will inform on the status of the workforce.
 - ii. The Division will continue to collaborate with AHCCCS and MCOs and statewide initiatives to gather information on the workforce.
 - iii. The Workforce Development team provides input into the Provider Network Development and Management Plan which addresses any implications or impact the workforce development activities might have on the network.
 - d. Future State: The Division will continue to implement system improvements to collect and analyze data that meets this requirement.

Workforce Capability/Competency Assessment:

The WFD Administration, along with Quality Management and Network, will explore processes to continue to assess workforce capability and competency. This will include an evaluation of trends in service quality and will identify worker knowledge, skill, or support issues that contribute to identifying a need for quality improvement. This will include:

1. A description of the quality improvement needs;
2. The workforce segment(s) involved;
3. An evaluation and analysis of worker awareness, knowledge, and skill needs as well as the workplace supports or conditions that contribute to the need for quality improvement;
4. Recommended changes to workforce orientation, education, training, coaching, and or supervision practices to improve or maintain worker performance.

Evaluation of the CYE 2022 Workforce Capability/Competency Development Goals:

The Division continues to assess its processes and infrastructure to determine the resources needed to advance its workforce development efforts. As a result of this evaluation, the Division established the following short and long-term goals:

1. Short-Term: The Division will create a Workforce Development webpage to share resources and best practices to support Qualified Vendors with the development of a capable and competent workforce:
 - a. **Update:** This goal has been met and will continue with revisions in CYE 2024:
 - i. The Division has created a webpage to share information, resources, and updates to support Qualified Vendors with the development of a capable and competent workforce.

- ii. The Workforce Development Team has created Standard Work on updating and maintaining the Workforce Development webpage.
- 2. Long-Term: The Division will enhance and/or develop training on supporting members with behavioral health needs:
 - a. **Update:** This goal is in progress and will continue in CYE 2024:
 - i. The Division created an ARPA Dually Diagnosed initiative in collaboration with Mercy Care, UHCCP, and the Division’s Behavioral Health Administration, Training Department, Business Operations, and the Workforce Development Manager with the objective of promoting understanding and recognition of behavioral health needs and will provide foundational knowledge of roles, resources, and techniques to support members who are dually diagnosed.
 - ii. The Division worked with Mercy Care, UHCCP, and the AzAHP to amend the Relias contract to add the I/DD Library.
 - iii. The Division is currently developing a Virtual Instructor Led Training that will be open to eligible behavioral health provider types, that will inform on the role of the Division.
 - iv. The Division is exploring options for incentivizing Mercy Care’s and UHCCP’s contracted Behavioral Health Providers.
- 3. Long-Term – The Division will assess the current process and workflow between the WFD Administration, Quality Management, and Network to determine which processes may need to be revised or developed to ensure collaborative efforts to evaluate the provider workforce.
 - a. **Update:** This is a long-term goal, and it will be continued in CYE 2024. The Division is exploring process improvements to improve collaboration with internal departments.

Workforce Capability/Competency Development Goals CYE 2024:

The Division continues to assess its processes and infrastructure to determine the resources needed to advance its workforce development efforts. As a result of this evaluation, the Division established the following short and long-term goals:

- 1. Short-Term: The Division will create a guideline to assist Qualified Vendors in developing and updating their Workforce Development Plan:
 - a. Current State – The Division does not have a tool that assists Qualified Vendors in developing and updating their Workforce Development Plan, as required in the Provider Manual 63 – Workforce Development.
 - b. Future State – Qualified Vendors will be able to use the created guidelines to develop and maintain a Workforce Development Plan tailored to their unique needs. The tool is anticipated to be shared with Qualified Vendors by February 2024.
- 2. Long-Term: The Division will enhance and/or develop training on supporting members with behavioral health needs:
 - a. Current State - The Division created an ARPA Dually Diagnosis initiative in collaboration with the Mercy Care, UHCCP, and the Division’s Behavioral Health Administration, Training Department, Business Operations, and the Workforce Development Manager with the objective to promote understanding and recognition of behavioral health needs and will provide foundational knowledge of roles, resources, and techniques to support members who are dually diagnosed.

Through this collaboration, the Division worked with Mercy Care, UHCCP, and the AzAHP to amend the Relias contract to add the I/DD Library and is currently developing a Virtual Instructor Led Training that will inform on the role of the Division.

- b. Future State – The Division will have an incentive program for Behavioral Health Providers contracted with Mercy Care and UHCCCP to encourage participation in the training, using ARPA funds. The Division will have a methodology to measure, track, and trend the usage and results of this initiative.
3. Long-Term: The Division will assess the current process and workflow between the WFD Administration, Quality Management, and Network to determine which processes may need to be revised or developed to ensure collaborative efforts to evaluate the provider workforce:
 - a. Current State – The Division’s WFDO is aligned within the Network Operations Area and works closely with Network Administration to analyze and address network and workforce needs. WFDO collaborates and works closely with other departments within the Division to improve the quality of vendors and address concerns with quality, member care, and/or possible contract issues, including meeting the diverse needs of members and ensuring services are provided as assessed and scheduled.
 - b. Future State – The Division’s processes and workflow between the WFDO, Quality Management, and Contracts Units will prioritize the provider workforce and will include processes for an evaluation and analysis of worker awareness, knowledge, and skill needs as well as the workplace supports or conditions that contribute to the need for quality improvement and recommended changes to workforce orientation, education, training, coaching and or supervision practices to improve or maintain worker performance.
 4. Long-Term: The Division will explore partnering with AzAHP to join forces on the Relias Learning Management System (LMS) contract which would provide additional training for DSPs:
 - a. Current State – The Division has outlined the required training for DSPs and encourages Qualified Vendors to expand on that training.
 - b. Future State – The Division expects that making Relias available to Qualified Vendors will provide an avenue to increase the capability and competency of DSPs through a standardized curriculum, which will result in higher quality of care for members.
 5. Long-Term: The Division will review a random sampling of 5% of Qualified Vendors Workforce Development Plans by CYE 2024
 - a. Current State - The Division is developing a WFDP tool to provide to the Qualified Vendors. This tool is anticipated to be rolled out by February 2024.
 - b. Future State - The WFD team will be resourced to review the random sampling of the Qualified Vendors WFDP.
 - c. Collaborate with Program Monitoring to explore adding a WFDP requirement component to the monitoring tool.

Division Subcontracted Health Plans - Workforce Development Plans: DDD Review and Assessment CYE 2022:

The Division has reviewed and assessed the Workforce Development Plans of Mercy Care and UnitedHealthcare Community Plan. Both plans included the required components from the revised ACOM 407 and the Attachment A Checklist.

Mercy Care:

For CYE 2022, Mercy Care established goals focused on increasing the competency and capacity of direct care workers (DCWs) by aligning competencies to business strategies and exploring methods to analyze and increase workforce capacity. Mercy Care demonstrated progress in achieving its goals as seen below:

1. Supporting statewide workforce development: Mercy Care continues to support statewide workforce development activities and is an active participant in the:
 - a. Division's ARPA Dual Diagnosed Training initiative.
 - b. DD Health Plan Workforce Development monthly and ad hoc meetings.
 - c. The development, dissemination, and analysis of the Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) survey.
 - d. ALTCS Workforce Development Managers bi-weekly meetings and contributed information to further the ALTCS Workforce Plan.
 - e. Healthcare Workforce Development Administrators Coalition monthly and ad hoc meetings.
 - f. Alliance of ALTCS Workforce Development Administrators monthly and ad hoc meetings.
 - g. ALTCS Workforce Development Advisory Council quarterly meetings.
 - h. Participated in the Division's ARPA Dually Diagnosed initiative, including providing support to the Division working with AzAHP to add the I/DD Library to Relias.
2. Exploring workforce capacity: Mercy Care:
 - a. Participated in the development, dissemination, and analysis of the Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) survey.
 - b. Held several WFD focus groups with provider agencies (across all lines of business) to get insight and hear directly from agencies on some of their current struggles (Small candidate pool, lack of qualified applicants, low reimbursement rates, retention challenges).
3. Provide training and resources on the Prevention of Abuse & Neglect, and on Burnout, Stress Management & Compassion Fatigue: Mercy Care continues to increase the capability of staff by providing resources, training, and education to Providers. Mercy Care:
 - a. Participated in the Training and Prevention Taskforce.
 - b. Provided 7 sessions of Burnout, Stress Management & Compassion Fatigue Workshop on a virtual platform in CYE 2022 and 3 sessions in CYE 2023.
 - c. Updated their Fraud, Waste, and Abuse information on their website.
 - d. Participated in the Arizona Violence & I/DD Response Collaborative Task Force.
 - e. Provides technical assistance to providers to improve their performance in the following areas: Relias/Training Compliance, P-WFDP submission, Best Practices in WFD, Curriculum review & consultation, and connecting to community resources & opportunities, and other items as needed.
4. Supporting Workforce Connectivity: Mercy Care continued its efforts to provide resources and connection opportunities. In CYE 2023, Mercy Care:
 - a. Participated in the development, dissemination, and analysis of the Arizona Healthcare Workforce Goals and Metrics Assessment (AHWGMA) survey.

- b. Created articles for the For the Record newsletter.
 - c. Assisted in the maintenance of the Arizona Workforce Development Alliance – Developmental Disabilities (DD) webpage.
5. Development and advancement of workforce culture.

For CYE 2024, Mercy Care established the following goals:

1. Continue participation in the larger Arizona Sexual Violence and the I/DD Response Collaborative Task Force and the Training and Prevention Workgroup
2. Support the Division’s ARPA Dually Diagnosed initiative.
3. Collaborate with the WFD Administrators, by continuing to be engaged/co-lead and implement various ARP projects with AHCCCS:
 - a. Provider Workforce Database
 - b. Healthcare Hub Career Pathways
 - c. Career Education and Training (CET)
 - d. Provider workforce Development Plan
 - e. Evaluation of WFD initiatives and best practices
4. Work with the internal Mercy Care Network to collaborate on the Network Management and Development Plan.

Mercy Care’s plan included a narrative description of its Workforce Development Operation (WFDO). This included a workflow diagram demonstrating how the WFDO interacts and collaborates with other internal units, including Network Management, Quality Management, and Compliance.

Mercy Care collaborated with all MCOs, including the Division, to create and disseminate a survey to all provider types to gather baseline data related to the number of licensed and unlicensed personnel, age of the workforce, retention rate, turnover rate, and difficult to fill positions. This survey has been completed and the results will be shared with leadership and then posted to the AzAHP webpage.

UnitedHealthcare Community Plan:

For CYE 2022, UnitedHealthcare Community Plan established goals focused on improving the competency of direct care workers (DCWs), creating training, and creating systems to support and monitor the workforce. The Workforce Development Plan for UHCCP demonstrates progress in achieving the goals as seen below:

1. UHCCCP WFDA will continue to collaborate with stakeholders to meet the requirements of the Governor’s Task Force: UHCCCP continues to collaborate with stakeholders through monthly and quarterly Abuse and Neglect meetings and shares this information with the health plan leadership:
 - a. Training and Prevention Task Force
 - b. Arizona Sexual Violence & I/DD Response Collaborative
 - c. Trauma Informed Care workgroup.
2. UHCCP will participate in the Arizona Sexual Violence & I/DD Response Collaborative Task Force.
 - a. UHCCP participated in both the IDD Response Collaborative and the Training and Prevention groups’ initiatives.
 - b. Encouraged providers to reach out to the IDD collaborative and offer their expertise.

- c. Reviewed and gave feedback on current and upcoming curriculum to be disseminated across the network.

For CYE 2024, UHCCP established the following goals:

1. UHCCCP WFDA will continue to collaborate with stakeholders to meet the requirements of the Governor's Task Force.
2. UHCCCP WFDA will meet with Health Plan leadership to discuss future Abuse and Neglect initiatives within UHCCCP for the Provider network.
3. UHCCCP will continue participation in the larger Arizona Sexual Violence & I/DD Response Collaborative Task Force, the Training and Prevention Workgroup, and the Trauma Informed Care Workgroup.
4. In conjunction with the statewide workgroups - Partner with universities and education programs throughout Arizona to develop and implement strategies to include training and prevention of sexual violence against individuals with intellectual and developmental disabilities into relevant programs.

UHCCP's plan included a narrative description of their Workforce Development Operation (WFDO). This included a workflow diagram demonstrating how the WFDO interacts and collaborates with other internal units, including Network Management, Quality Management, and Compliance.

UHCCP collaborated with all MCOs, including the Division, to create and disseminate a survey to all provider types to gather baseline data related to the number of licensed and unlicensed personnel, age of the workforce, retention rate, turnover rate, and difficult to fill positions. This survey has been completed and the results will be shared with leadership and then posted to the AzAHP webpage.