



STRATEGIC VISION
AHCCCS OFFICE OF HEALTHCARE WORKFORCE DEVELOPMENT

RFP NO. YH24-0001

BACKGROUND

Until 2016, the Office of Healthcare Workforce Development was part of the Arizona Division of Health Services, Division of Behavioral Health Services (DBHS). In 2016, DBHS merged with AHCCCS, and the Office of Healthcare Workforce Development became a unit within the Program Initiatives Team, AHCCCS Division of Healthcare Management (now the Division of Healthcare Services).

Until 2017, only Regional Behavioral Health Authorities (RBHAs) were required to have training/workforce development managers. In 2017, AHCCCS required the ALTCS-EPD health plans to hire Workforce Development Administrators. In the years following, this requirement was extended to include the ACC health plans (2018), the Division of Developmental Disabilities (2019), and Dept. of Child Safety, Childrens Health Plan in 2020. Today, all health plans are required to have a Workforce Development Administrator and maintain a Workforce Development Operation. Refer to [AHCCCS Contractor Operations Manual \(ACOM\) Policy 407](#).

OVERVIEW

The purpose of Workforce Development (WFD) is to ensure that health care providers from all lines of business develop and maintain a sustainable pool of qualified and capable healthcare workers. WFD Administrators of all health plans monitor, assess, set priorities, and plan strategies to improve the workforce of their provider networks, as well as for developing the effectiveness of their own WFD operations.

Health plan WFD Administrators are also members of various health plan led workforce alliances. Supported by the [Arizona Association of Health Plans](#), WFD Administrators from the ACC, ACC/RBHA, CHP, DDD and EPD health plans formed line of business Alliances to focus on workforce challenges that are common to health plans.

Per the requirements of [ACOM Policy 407](#), each WFD Operation submits an annual Network – WFD Plan as a deliverable. This Plan not only includes goals, and objectives for the health plans network, the Plan also includes an alliance section. The alliance section of the Plan contains jointly agreed upon goals, objectives, and strategies. These goals and objectives address specific aspects of the workforce issues that are most effectively addressed via a collaborative effort involving all health plans.

KEY ORGANIZATIONAL COMPONENTS

The following describes the fundamental components, functions, and processes of the WFD Operation.

VALUE PROPOSITION

The value proposition states the fundamental belief upon which the requirement for each health plan to establish and maintain a WFD Operation requirement is founded.

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*For the foreseeable future a sufficiently staffed, capable and committed workforce,
+ Processes and technologies designed to systematically develop the healthcare workforce,
= The best strategy for improving health outcomes and reducing healthcare costs.*

VISION

Health plan WFD Administrators ensure that providers and community-based workforce development programs and resources are connected and producing a well-staffed and well-qualified healthcare workforce that is interpersonally, culturally, clinically, and technically capable of providing high quality services to AHCCCS Members.

PRINCIPLES

Health Plan WFD Operations ensure a successful, satisfied, and productive healthcare workforce by ensuring the healthcare workplace strives to:

- Establish sustainable **connections** with sources of human talent and substantive information in order to practice continuous workforce quality development.
- Ensure workforce **capacity** by creating pipelines to sources of talent and systems for attracting, recruiting, and hiring licensed and unlicensed personnel.
- Enable **capable** workers by continuously educating, training, coaching, and supervising toward the competent use of best practices.
- Encourages the adoption of practices, processes and norms into the workplace's **culture** that are aligned with the healthcare best practices values and the principles of member and staff engagement.
- Earns worker **commitment** by continuously earning it.

MISSION

It is the mission of the AHCCCS and Health Plan WFD Operations to: Ensure the healthcare workforce has the capacity, capability and commitment required to *“Reach across Arizona to provide comprehensive, quality healthcare to those in need”*.

WFD MODEL

[ACOM Policy 407](#) requires health plans from all lines of business to; employ a WFD Administrator, maintain a WFD Operation and to oversee provider WFD activities as well as to assist providers develop WFD programs.

AHCCCS’s approach to WFD combines principles and processes found in both regional and enterprise approaches to WFD. To achieve their economic development goals, states, counties, and municipalities employ regional, community resource development (CRD) processes, to create workforce with which they can attract and leverage new business entities into their economic zones. Similarly, businesses use

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enterprise, human resource development (HRD) approaches, to find, acquire and employ a capable and committed workforce to advance their commercial goals. The following are the fundamental principles underlying AHCCCS's approach:

- Providers develop the workforce.
- Health plans oversee and assist provider WFD activities.
- Health plans, working as an Alliance, collaborate to help solve workforce challenges common to shared lines of business.
- AHCCCS and the coalition of all health plans, work together with a range of community partners to create community resources that enhance interest in healthcare careers, offer training and development opportunities, and create opportunities to form unique partnerships to aid the WFD efforts of the provider community.

WFD PROCESS

Providers use enterprise WFD processes to develop their workforces. Enterprise WFD processes include:

- Creating talent pools from which to recruit, select and hire the best candidates.
- Maintaining a training system that includes initial job-specific training and on-boarding for newly hired staff as well as an on-going system of progressively more advanced in-service training programs that continue the development of competencies, skills, and career growth.

To accomplish the system level WFD mission, AHCCCS and health plan WFD Operations, employ different processes:

- Monitoring workforce trends among the provider workforce as well as ensuring compliance with workforce requirements in policies, contracts, and plans.
- Assessing workforce strengths and challenges
- Planning WFD strategies.
- Assisting providers to develop their WFD operations as well as giving guidance to community resources to that will better prepare and support prospective and current members of the healthcare workforce.
- Forecasting future workforce trends and needs.

CURRENT WFD INITIATIVES

The American Rescue Plan (ARP) Act provided AHCCCS's WFD Operation with an unprecedented opportunity to develop technological, educational, and professional infrastructure for more productive WFD activities. The table below lists each initiative and describes the intended benefit gained when completed.

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INITIATIVE	BENEFIT
<p>Workforce Database and Policy Decision Support System</p>	<p>Currently AHCCCS and health plans lack data about the provider workforce. This initiative is designed to collect, analyze, and model the data essential to proving the following types of business intelligence about the workforce.</p> <ul style="list-style-type: none"> • Demographically describe the workforce in all lines of business • Sufficiency of workforce capacity relative to current and future service demand. • The competence of the workforce relative to desirable and undesirable quality of care trends. • Commitment of the workforce relative to retention and stability of the workforce. • The consequences of WFD initiatives and WFD plans relative to changes in provider demographics, sufficiency of workforce capacity relative to service demand, competence of the workforce relative to quality of care requirements and commitment of the workforce in the form of retention and turnover and regrettable “quits”.
<p>Career Education and Training Partnership with Arizona’s Community Colleges.</p>	<p>AHCCCS is creating a partnership with the community colleges across the state to help increase recruitment, competence, retention and career advancement of students, members of the current HCBS workforce and individuals receiving services through AHCCCS health plans that may want to join the healthcare workforce. The following are the component parts of the complete partnership initiative.</p> <ul style="list-style-type: none"> • Legislatively mandated (HB 2691) expansion of behavioral health degree and certificate programs in and tuition assistance for students in Maricopa and Navajo counties. • Tuition assistance for students, AHCCCS members and members of the current HCBS workforce in all Arizona counties, who are interested in pursuing degrees, certificates or coursework in topics related to job roles performed by the HCBS workforce. • Creation of in-service training programs for the provider community. Using the curriculum development experience and expertise of community faculty and staff, create job specific initial in-service training programs for newly hired staff and related ongoing in-service training. These initial and ongoing training programs are targeted toward high demand jobs that face equally high pressure to attract and retain a competent workforce in the long-term care and behavioral health segments of the workforce. This open source content will be available for use by all providers as well as the community colleges.

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INITIATIVE	BENEFIT
Healthcare Career Hub	<p>AHCCCS contracted with Pipeline Arizona to build an AZ healthcare specific career mapping, job exploration and application platform. This platform is intended to be used by students as early as middle school to learn about entry level as well as advanced career opportunities in healthcare. Older students and job seekers will use the “Hub” to plan the education and training they need to enroll in an education program, access financial resources and apply for jobs within the AZ healthcare provider community.</p>
Professional Development in Healthcare WFD Best Practices.	<p>The Professional Development in WFD Best Practices 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 WFD practices that affect acquisition, development, and retention of talent. The initiative will have three elements.</p> <ol style="list-style-type: none"> 1. An in-depth training opportunity in the best practices that positively affect talent acquisition and retention such as WFD planning, job structuring, competency evaluation and culture development and management. 2. Training for trainers in our current HCBS settings in competency and skill developing techniques. 3. Seminar series for the executive staff of provider organizations in the latest practices in recruitment, selection, training, deployment, and support that are yielding positive results in terms of talent acquisition and retention in healthcare settings having the size and scale of most HCBS settings.

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<p>Provider Differential Adjusted Payments (DAPs) in WFD Planning and Workforce Data Collection and Registration with the Healthcare Hub</p>	<p>In order to increase use of WFD practices, AHCCCS used DAP program resources to incentivize providers to add to their practice in three different areas.</p> <ol style="list-style-type: none"> 1. Provider WFD Planning. HCBS providers received a 1% DAP on all eligible services to develop WFD plans – highlighting strategies that will increase recruitment and hires and to improve retention. 2. Provider Workforce Data Collection and Reporting. Similarly, HCBS providers received a 1% DAP on all eligible services to report the data regarding the progress made implementing the strategies of their WFD plans. 3. Company Registration and Development of a Profile on the Healthcare Hub. The Healthcare Hub success does depend upon provider participation. Providers were offered a 1% DAP on all eligible services to create a presence on the Healthcare Hub platform. And then to incrementally add substance in terms of descriptive information about the company, jobs currently available, and user engagement processes.
<p>In addition to the above ARP Act funded initiatives, there is a non-ARP Act funded initiatives that is proving to be a very important strategy to attract and prepare Direct Care Workers for employment in Attendant Care Provider agencies.</p>	
<p>High School Based Home Health Aid / Direct Care Worker Training</p>	<p>This two-year program is based in the Career Education and Training center of 24 high schools across AZ. Graduates of the program are eligible to be hired upon successfully passing the DCW test and turning 18.</p>