

407 – WORKFORCE DEVELOPMENT¹

EFFECTIVE DATE: 10/01/18

REVISION DATE: 11/02/07², XX/XX/XX

I. PURPOSE

This Policy applies to AHCCCS Complete Care (ACC), ALTCS/EPD, ~~DCS/CMDP (CMDP)³~~, ~~DES/DDD (DDD)~~, and RBHA Contractors. Overseeing the development of the provider workforce is a function of the Contractor's network management responsibilities. The purpose of this Policy is to describe Contractor requirements to monitor and collect information about the workforce, collaboratively plan workforce development initiatives including the recruitment and employment of AHCCCS members into healthcare roles, and when necessary, provide direct assistance to providers in order to develop the workforce.

~~II. DEFINITIONS~~

~~COMPETENCY REQUIREMENT⁴~~

~~A requirement mandating personnel to behaviorally demonstrate to a qualified staff member that they have acquired specific information or skill and or that they are capable of routinely using the information or skill in the performance of their duties.~~

~~TRAINING REQUIREMENT⁵~~

~~A requirement mandating personnel to participate in a specific training course or program.~~

~~III. II. POLICY~~

A. GENERAL

~~In the AHCCCS system,~~⁶ AHCCCS, Contractors and⁷ provider organizations, and ~~Contractors~~ work together to ensure that members receive services from a workforce that is qualified, capable and sufficiently staffed.

~~Providers are responsible for acquiring, developing and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.~~

¹ ACOM Policy 407 replaces the previous WFD Policy under AMPM Policy 1060

² Date published to Bidder's Library

³ POST APC Change

⁴ POST BIDDER'S LIBRARY CHANGE: Removed definitions, not needed

⁵ POST BIDDER'S LIBRARY CHANGE: Removed; not needed

⁶ POST BIDDER'S Library change: struck out for flow

⁷ POST BIDDER'S LIBRARY CHANGE: revised flow

AHCCCS is responsible for ~~generating establishing workforce development~~ policies ~~that shape worker, workplace and workforce development practices, including worker and workplace practices.~~⁸ AHCCCS's Office of Healthcare⁹ Workforce Development Policy analyzes current and future healthcare trends,[;] forecasts the workforce capacities and capabilities needed to address these trends, and assists Contractors and providers by mobilizing governmental and community resources as necessary to strengthen Arizona's healthcare workforce.

Providers are responsible for acquiring, developing and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.¹⁰

The Contractor ~~ar e~~isshall responsible for ensuring ensure that provider workforce management and development processes are _aligned with AHCCCS workplace and workforce development policies. The Contractor is responsible for monitoring the performance of its network and for assisting AHCCCS with developing forecasts and plans concerning the WFD needs of Arizona's healthcare system.¹¹

~~The Contractor~~ Additional Contractor responsibilities include:

monitors the performance of ~~Monitoring the performance of the network,~~

, Ce~~ollecting~~ information about the workforce,

D~~developing~~ plans to strengthen the workforce, and when necessary, directly assisting providers to develop and maintain a qualified, capable and sufficiently capacitated workforce, and. Assisting AHCCCS with developing forecasts and plans concerning the WFD needs of Arizona's healthcare system.¹²

The Contractor shall ensure that subcontracted provider organizations are deploying a qualified, sufficiently staffed workforce that capably provides services to AHCCCS members in an interpersonally, clinically, culturally and technically effective manner.

B. MAINTAIN AN OPERATIONAL INFRASTRUCTURE FOR¹³ WORKFORCE POLICY MANAGEMENT FUNCTION

The Contractor shall perform specific workforce monitoring, data collection, planning and technical assistance as follows:

⁸ POST BIDDER'S LIBRARY CHANGE: revised sentence order for flow

⁹ POST BIDDER'S LIBRARY CHANGE: Added "healthcare"

¹⁰ POST BIDDER'S LIBRARY CHANGE: updated ordering to AHCCCS, Providers, Contractors

¹¹ Moved up from section E. as this section is more relevant

¹² Moved up from section E. as this section is more relevant

¹³ POST BIDDER'S LIBRARY CHANGE: revised section header name

1. Maintain an operational infrastructure for¹⁴ workforce policy management ~~function~~ to implement the requirements of this Policy.⁷
2. Designate a staff member with experience and expertise in workforce development to oversee the Contractor's workforce development responsibilities, and-
3. Ensure that resources are available to monitor provider workforce development activities, collect workforce data, produce a workforce development plan, ensure subcontracted personnel are receiving the training required by AHCCCS policy, and provide technical assistance to provider organizations to improve their workforce development programs if determined necessary.

C. WORKFORCE DEVELOPMENT PLAN AND IMPLEMENTATION¹⁵ PROGRESS REPORT

The Contractor shall produce a Workforce Development Plan (WFD) in collaboration with providers, AHCCCS members and their families, and other stakeholders, including but not limited to, other Contractors, and industry, education and community groups. The WFD Plan shall describe the goals, objectives, tasks and timelines to develop the workforce. The WFD Plan shall be submitted as specified in Contract.

The WFD Plan shall include the following:

- ~~1.~~ Short and long term strategic WFD capacity and capability requirements (e.g. addressing health professional shortage areas, and integrated care),
~~2.~~^{1.}
- ~~3.~~ Forecast of anticipated workforce capacity (size, job types, etc.) and capability (skills and workplace support) needs,
~~4.~~^{2.}
- ~~5.~~ Specific WFD goals,
~~6.~~^{3.}
- ~~7.~~ Description of the actions to be taken to implement WFD initiatives, such as programs to recruit AHCCCS members to seek employment in various roles within the AHCCCS healthcare system, and
~~8.~~^{4.}
- ~~9.~~^{5.} 16 Description of hHow stakeholders, members, families and the general public will be involved in the development and implementation of the WFD Plan.

¹⁴ Added wording for sentence flow

¹⁵ POST-BIDDER'S library Change; added 'Implementation' in front of Progress Report throughout Policy

The Contractor shall maintain a general assessment of the progress of the WFD Plan and shall formally assess and submit a written WFD Implementation Progress Report of overall progress as specified in Contract. ~~_____~~ The WFD Implementation Progress Report(s) shall include:

- ~~1.~~ Progress being made toward the achievement of statewide WFD goals as well as Contractor specific – provider network identified WFD goals, and
 - ~~2.1.~~ _____
 - ~~3.2.~~ A summary of technical assistance activities provided to provider organizations.

D. MONITOR PROVIDER WORKFORCE DEVELOPMENT ACTIVITIES

AHCCCS policies, guidance documents, manuals, ~~and plans,~~ and contract(s)¹⁷ may include training and/or competency requirements. As part of the routine audit and compliance monitoring process of providers the Contractor shall ensure the following:

- ~~1.~~ All AHCCCS required training content or competency descriptions are incorporated into the appropriate orientation, education or training program and evaluation processes and are being made available to provider personnel,
 - ~~2.1.~~ _____
 - ~~3.~~ Providers have processes for documenting training, verifying the qualifications, skills and knowledge of personnel, and retaining required training and competency transcripts and records, and

~~2.~~
~~D.~~

- ~~1.~~ All initiatives specified in the WFD Plan are routinely monitored and evaluated.
 - ~~3.~~ _____

E. WORKFORCE DATA

The Contractor shall collect and analyze required and ad hoc workforce data. These data include but are not limited to the following:

- ~~1.~~ Proactively identifying potential challenges and threats to the viability of the workforce,
 - ~~2.1.~~ _____
 - ~~2.~~ Conducting analysis of the potential impact of the challenges and threats to access to care for members,
 - ~~3.~~ _____

¹⁶ POST-BIDDER'S library Change

¹⁷ POST BIDDER'S LIBRARY CHANGE: added contracts

- ~~4.~~ Developing and implementing interventions to prevent or mitigate threats to workforce viability, and

~~5.3.~~

~~6.4.~~ Developing indicators to measure and monitor workforce sustainability.

~~The Contractor shall also assist AHCCCS to develop forecasts and plans concerning the WFD needs of Arizona's healthcare system¹⁸.~~

F. PROVIDER TECHNICAL ASSISTANCE

On an as needed basis, the Contractor shall provide technical assistance to providers to develop, implement and improve workforce recruitment, selection, evaluation, education, training and retention programs. The Contractor shall determine the need, scope ~~(all, segments or individual providers)~~¹⁹, and the most effective and efficient methods for providing technical assistance to providers. Potential examples of technical assistance include but are not limited to the following:

~~1.~~ Workforce development planning,

~~2.1.~~

~~3.~~ Talent identification and acquisition,

~~4.2.~~

~~5.~~ Competency based training and development programs and systems,

~~6.3.~~

~~7.~~ Workforce retention and promotion strategies, and

~~8.4.~~

~~9.5.~~ Workplace culture development.

The Contractor's technical assistance activities shall be reported on the WFD Implementation Progress Report(s).

¹⁸ Sentence moved up above to section A..

¹⁹ POST BIDDER'S LIBRARY CHANGE: removed, unnecessary