

Annual Workforce Development Plan

Due Date: February 1st – 28th 2021

Implementation Dates: March 1st 2021 – February 28th 2022

The AzAHP Workforce Development Alliance includes: Arizona Complete Health, Banner University Family Care, Care1st, Magellan Complete Care of Arizona, Mercy Care, Health Choice Arizona, and United Healthcare Community Plan, requires that all Behavioral Health AHCCCS Complete Care (ACC) and Regional Behavioral Health Authority (RBHA) contracted provider agencies, complete an annual Workforce Development Plan (WFDP).



INSTRUCTIONS FOR SUBMISSION

ATTENTION: Documents that are not submitted correctly will not be accepted. Please read the following steps carefully.

Steps for Submission:

1. **Read** all information on pages 1-9.
2. **Complete** all pages and questions on this form beginning on page 10. All questions should be answered: N/A will not be accepted unless otherwise indicated.
3. **Print** this form (beginning on page 10).
4. **Attestation:** Have all persons who are listed on page 10 under “Workforce Development Contacts” review and approve the plan, then sign and date the attestation to ensure communication and collaboration across the agency.
 - a. Individuals that should be included are the leaders within your organization that oversee all programs falling under your ACC/RBHA contract. Please refer to the Workforce Development definition on page 2 for additional details.
5. **Scan** the form to yourself (in PDF Format) and save to your desktop or designated folder.
6. **Rename** the document: Agency Name_Relias OrgID_WFDP_2021.pdf
 - a. **Example:** *HealthcareAgency_69843_WFDP_2021.pdf*
7. **Submission Date:** Please submit anytime between **2/1/21 – 2/28/21**. Early or Late submissions will not be accepted without prior approval from your Health Plan representative.
 - a. **Extension Request** – A request for an extension must be submitted in writing to workforce@azahp.org **on/before January 31st**. The Alliance will consider these on a case-by-case basis. Please note that a request does not guarantee an extension will be granted.
8. **Email** the file to: workforce@azahp.org using the **Subject:** Agency Name_Relias OrgID_WFDP
9. **Confirmation:** Once the document is submitted, you will receive an email within 2-business days confirming the document was received. If you do not receive this confirmation, please re-submit and/or reach out to your WFD Health Plan Administrator.

NOTE:

If you are contracted with more than 1 Health Plan, you only need to submit 1 WFDP to the email listed above.

INTRODUCTION

Health Plans and provider organizations work together to ensure that members receive services from a workforce that is qualified, competent, and sufficiently staffed. The Workforce Development Plan (WFDP) shall describe the goals, objectives, tasks, and timelines to develop the workforce. The overall approach and philosophy to Workforce Development are to ensure a comprehensive, systematic, and measurable structure that incorporates best practices at all levels of service delivery and utilizes Adult/Children's Guiding Principles, Adult Learning Theories/Methods, Trauma-Informed Care, Equitable Services and Culturally Competent practices. All training initiatives, action steps, and monitoring procedures outlined in the WFDP are to include targeted efforts for all employees (e.g. direct care providers, supervisors, administrators and support staff) who are paid by, partially paid by or support your agency's Health Plan contract(s).

OVERVIEW

Arizona Association of Health Plans (AzAHP) is dedicated to working with elected officials, the Arizona Health Care Containment System (AHCCCS), Health Plans, health care Providers, and consumers to keep quality health care available and affordable for all Arizonans. The AzAHP currently holds the state contract for Relias and supports AHCCCS and its' contracted Health Plans in workforce initiatives.

AzAHP Workforce Development Alliance (AWFDA) includes members from, Arizona Association of Health Plans (AzAHP), Arizona Complete Health, Banner University Family Care, Care1st, Magellan Complete Care of Arizona, Mercy Care, Relias Learning, Health Choice Arizona, and United Healthcare Community Plan. Together we act as a single point of contact for reference and direction for our shared provider network. Our goals include streamlining the WFD process across the state and providing resources and education to assist and support providers in building a more competent workforce.

AzAHP Workforce Development Advisory Committee (AWDAC) includes members from AHCCCS, Arizona Association of Health Plans (AzAHP), Arizona Complete Health, Banner University Family Care, Care1st, Magellan Complete Care of Arizona, Mercy Care, Relias Learning, Health Choice Arizona, United Healthcare Community Plan and various provider agencies. This group meets quarterly and agenda items are driven by the provider agencies who are members of this committee. The objectives of this group include: Providing insight and direction, exploring opportunities for growth and improvement, ensuring education programs align with the state's goals and other contractual strategic priorities, acting as a point of reference for escalating issues, marshalling resources and evaluating the value of Relias and our return on investment (ROI).

Workforce Development (WFD) is an approach to improving healthcare outcomes of our members by enhancing the training, skills, and competency of our workforce. It is a collaborative effort between all departments (i.e. leadership, marketing, finance, quality, clinical, human resources, facilities, etc.) to set goals and initiatives to improve the workforce, in an effort, to provide better member services and care.

Workforce Development (WFDO) (add from policy 407)

REQUIREMENTS

1. Providers complete an annual WFDP (**Due: February 28th**):
NOTE: WFDPs should be submitted between 2/1/21 – 2/28/21. Early and late submissions will not be accepted.
 - Early submissions will not be accepted, late submissions will be accepted on a case-by-case basis (only if an extension was granted, see item 7a on page 2). Non-submittals are subject to contracted health plan policies as it pertains to the WFD plan deliverable.
 - **Required Provider Types:** Behavioral Health contracted ACC/RBHA Providers.
 - **Exempt Provider Types:** Individually Contracted Practitioners, and Behavioral Health Hospitals
 - **NOTE:** Federally Qualified Healthcare providers (FQHCs), may request an exemption from their contracted Health Plan(s). Exemptions may be granted on a case-by-case basis and will take into account the following: Portion of AHCCCS Members enrolled in the network and served by that provider, the geographic area serviced, and the number of other service providers in the surrounding area. **Exemption requests** must be submitted **on/before December 31st** and will be reviewed by the Alliance on a case-by-case basis.
2. Providers will ensure their **WFDP** includes initiatives, competencies and training requirements outlined in:
 - [AHCCCS Contractors Operations Manual \(ACOM\)](#)
 - [ACOM407 – Workforce Development](#)
 - [AHCCCS Medical Policy Manual \(AMPM\)](#)
 - Health Plan Policies
 - Health Plan Provider Manuals
 - Individual Provider Contracts/Scope of Work (SOW)
 - Employee Job Descriptions/Competencies
 - Other documents that include WFD initiatives (e.g. internal agency policies, grants, funding sources, agency initiatives, etc.)
3. Providers will ensure all employees are enrolled in the Relias AzAHP Core Training Plans (90 days and Annual):
 - Behavioral Health contracted ACC/RBHA providers must ensure that all staff who work in programs that support, oversee, or are paid by the Health Plan contract have access to Relias and are enrolled in the AzAHP Training Plans listed below. (This includes, but is not limited to, full-time/part time/on-call, direct care, clinical, medical, administrative, leadership, executive, and support staff).
 - **Exemptions:** Temporary employees (working less than 90-days), Interns, Volunteers, and Independent Contractors
 - Providers will assign additional training requirements (in Relias) for compliance and/or competency with the above-stated policies, provider manuals, contracts, health plan expectations, employee job descriptions, or additional Workforce Development initiatives.

4. The Workforce Development Alliance (WFDA) will run Quarterly Course/Learner Status Reports on the two AzAHP Training Plans: *AzAHP – Core Training Plan (90 Days) & *AzAHP – Core Training Plan (Annual).
 - The goal for providers is to hold a 90% (or higher) completion rate for this group of courses, within the specified reporting period. Reporting time frames for this initiative are listed below:
 - 01/01- 03/31: WFDA will run this report on 04/30
 - 04/01- 06/30: WFDA will run this report on 07/31
 - 07/01- 09/30: WFDA will run this report on 10/31
 - 10/01- 12/31: WFDA will run this report on 01/31

RECOMMENDATIONS

1. It is highly recommended that providers create, track and mark completions for all training activities using Relias including, but not limited to: Competency trackers, Skills checklists, Employee orientation, External courses, Conferences, License(s)/certifications, and Professional development courses.
2. It is highly recommended that providers ask each new employee if they used Relias at their previous employer. If they did, it is expected that the provider will contact Relias and request that the employee's transcripts be transferred into their Relias portal. NOTE: Please use the [Job Aid resources](#) found on the [AzAHP Workforce Development website](#) to assist you in this process.
3. It is highly recommended that you review your list of active users in Relias (weekly) to determine if any have left the agency or are on an extended leave of absence. Ensuring that your list of active users reflects those employees who are actively employed at your agency will greatly impact your compliance scores.
4. It is highly recommended that all agencies have a succession plan in place (for all positions) to prevent disruption in services and outcomes for members, here are a few considerations in developing and implementing your process:
 - a. [In the event of unforeseen circumstances, how does your agency plan on filling a particular role?](#)
 - b. [How does your agency identify the appropriate staff for each role?](#)
 - c. [How does your agency ensure that staff is equipped with the knowledge & abilities to move into the role?](#)
 - d. [How does your agency cross-train employees for other positions within your agency? \(A supervisor should be able to do the job duties of a position they supervise\)](#)
 - e. [What are other aspects of business might your agency consider in the succession planning process?](#)

GOALS

1. The goal of your agency is to create an environment that is collaborative and communicative, which perpetuates a culture of Workforce Development. This can be achieved by ensuring we have a qualified, capable and competent workforce who provides positive member health outcomes to the population it serves.
 - a. Evaluating staff competency relative to AHCCCS policy, Health Plan contract and best practice requirements;
 - b. Determining the need for acquisition level training, skill application coaching or skill utilization supervision;
 - c. Ensuring your workforce is accessing and benefitting from needed training, coaching and supervision.

AHCCCS WORKFORCE DEVELOPMENT INITIATIVES

AHCCCS has moved from a training requirements-based policy to a comprehensive competency-based policy ([ACOM 407](#)) to ensure that all aspects of Workforce Development are being addressed. Although some requirements remain, depending upon your agency's scope of work, specific Health Plan contract, or types of employees employed we want to move our focus more towards competency to ensure employees have the knowledge and skills to effectively meet the goals and objectives of their position. To ensure your success, AHCCCS has outlined a Workforce Development Vision and Mission and additionally added 5 Workforce Development Components that will bring our contracted healthcare workforces closer to this goal.

- **AHCCCS WFD Vision:** *Shaping tomorrow's approach to developing, deploying and retaining the most interpersonally, clinically, culturally and technically skilled managed care workforce in the nation... from today's experience, quality, and innovation.*
- **AHCCCS WFD Mission:** *Ensure the healthcare workforce: Has the Capacity to reach across Arizona; The Capability and Commitment to provide comprehensive, quality health care to those in need and the Connection to job-relevant, competency-based training, coaching and supervision in a workplace Culture that values and expects nothing less.*

5 Workforce Development Components (5 C's)

NOTE: Items listed under each of the 5 C's are suggestions (not requirements) to help guide you through the process of developing your workforce. You and your leadership team may identify additional action items that fall into each of these categories and we highly encourage your creative thinking and agency/program-specific approach in these areas.

1. **Building Workforce Capacity:** Ensuring a sufficient workforce to provide services to meet members' needs. Looking/planning to determine the future need for additional workers
 - Evaluate your current employee capacity and determine if you are meeting the goal
 - Establish a contingency plan when you are unable to fill certain positions
 - Determine the steps to take when you experience a staff capacity issue
 - Forecast future needs

2. **Developing Worker Capability/Competency:** Continuous, transforming system of training for competency, evaluation and development
 - Establish clear expectations for each role within your agency
 - Create competency-based job descriptions and work-flow documents
 - Select interview questions and skills assessments that will evaluate a future employee's skill level and competency for the items outlined in their job description
 - Complete skill checks and competency assessments (pre-hire, initial and ongoing assessments/performance reviews)
 - Coach and mentor supervisors on how they can better develop and build the competency of their workforce
 - Encourage supervisors to coach, model and mentor employees (initially and ongoing) to increase their level of competency
 - Establish a career ladder for employees to know what is needed to move up within your agency
 - Develop manuals, policies and procedures to ensure consistent messaging and practices throughout the agency
3. **Earning Worker Commitment:** Cultivating the workforce to be engaged in Workforce Development initiatives set forth by your agency and by the State of Arizona
 - Create and execute an employee retention program
 - Promote a recognition program for employee achievements
 - Engage in employee satisfaction surveys (and/or "stay surveys")
 - Complete exit surveys and evaluate data collected
 - Evaluate and implement employee development opportunities
4. **Establishing Workplace Connectivity:** Promoting increased communication, collaboration and innovation with internal and external customers, as a means to promote better healthcare outcomes
 - Review recruitment processes and the avenues your agency uses to reach out to the workforce (ex: jobing.com...)
 - Evaluate if employees are equipped with adequate technology needed to perform their jobs?
 - Engage with the Health Information Exchange (HIE)
 - Utilize a patient portal or electronic health record for reporting and data collection
 - Connect employees and members to community resources
5. **Aligning Workplace Culture:** Developing a shared vision of the integrated healthcare process from the members' perspective, including philosophy, experience and delivery
 - Create a culture for your workplace. This is a team effort – starting at the top!
 - Set expectations that those in leadership roles lead by example
 - Forecast what you want your agency culture to look like
 - Establish agency values and beliefs
 - Define the components that make your agency stand out from others in the community
 - Promote a culture of communication
 - Outline goals for accountability

CORE COMPETENCIES

The identification of core competencies for each position within your organization creates an essential foundation for preparing and further developing a workforce to deliver integrated care. These competencies can be used to further that agenda in multiple ways. Additionally, this initiative aligns with AHCCCS policy [ACOM407](#), concerning the statement that “providers are responsible for acquiring, developing, and deploying a sufficiently staffed and qualified workforce that capably delivers services to members.”

Competent Workforce means, having the ability to not only obtain the knowledge and/or skill to perform a job duty, but to also be able to demonstrate and put that knowledge and/or skill into practice.

Shaping Workforce Training

Competency sets are a reference point for educators who are designing and delivering a training curriculum.

Informing Job Descriptions

The competencies can be used to develop or update job descriptions and duties for positions within settings where integrated care is delivered.

Employee Recruitment

These competencies in integrated care can be used to assess the qualifications of job candidates, both during a review of applications and during the interview process.

A Guide to Orientation

The competencies can be used as a guide in orienting new employees to their role and responsibilities in the delivery of integrated care. Supervisors and employees can jointly review the competencies and discuss the employee’s perspective on areas where additional training and mentoring may be beneficial.

Performance Assessment

These competencies on integrated care can be incorporated into employee self-assessment tools, 360-degree evaluations, and formal performance reviews used within healthcare organizations.

Additional resources can be found on the AzAHP Workforce Development website: <https://azahp.org/>. Your AzAHP Workforce Development team will also provide additional resources and technical assistance for building competency in the form of: Monthly provider forums, workshops, webinars, email communication, resources made available on the website and 1:1 technical assistance (per request).

WORKFORCE DEVELOPMENT CONTACT INFORMATION

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AzAHP WORKFORCE ALLIANCE

Shared Mailbox

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Please reach out to the contact(s) listed above if you need clarification,
additional information, or have questions about your
Workforce Development Plan (WFDP)

WORKFORCE DEVELOPMENT PLAN

Date:

Agency Name:

Relias OrgID:

Workforce Development Contact(s) (Name, Job Title, Email):

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-

Our Agency is contracted with the following Health Plan(s):

Select ONLY those Health Plans that your agency is currently contracted with

- | | |
|--|---|
| <input type="checkbox"/> Arizona Complete Health | <input type="checkbox"/> Magellan Complete Care |
| <input type="checkbox"/> Banner University Family Care | <input type="checkbox"/> Mercy Care |
| <input type="checkbox"/> Care1st | <input type="checkbox"/> United Healthcare Community Plan |
| <input type="checkbox"/> Health Choice Arizona | |

Which type of contract(s) does your agency have with the above Health Plan(s)?

Select all that apply

- AHCCCS Complete Care (ACC)
- Regional Behavioral Health Authority (RBHA)
- Other:

Which facility type(s) does your agency have that fall under the above Health Plan(s)?

Select all that apply

- | | |
|---|--|
| <input type="checkbox"/> Community Service Agency/Provider | <input type="checkbox"/> Outpatient Behavioral Health Clinic |
| <input type="checkbox"/> Dental Provider | <input type="checkbox"/> Outpatient Integrated Health Clinic |
| <input type="checkbox"/> Federally Qualified Health Center (FQHC) | <input type="checkbox"/> Outpatient Primary Care Clinic |
| <input type="checkbox"/> Health Plan | <input type="checkbox"/> Outpatient Substance Use/Abuse/MAT |
| <input type="checkbox"/> Inpatient Acute | <input type="checkbox"/> Residential Treatment |
| <input type="checkbox"/> Inpatient Behavioral Health | <input type="checkbox"/> Skilled Nursing Facility |
| <input type="checkbox"/> Long Term Care Provider | <input type="checkbox"/> Other (Please Specify): |

WORKFORCE DEVELOPMENT ASSESSMENT AND GOAL SETTING

1. **In the development of your 2021 WFDP, have you...** (please check all that apply)

- Attended an AzAHP sponsored Workforce Development Plan Workshop
- Attended a Health Plan sponsored Workforce Development Plan Workshop
- Received 1:1 consultation from a Workforce Development Administrator
- Reached out to another Provider for consultation on your WFDP
- Consulted/Worked Collaboratively with individuals at your provider agency
- None of the above, I worked independently on my WFDP
- Other (please specify):

2. **Create/Develop/Include a Mission statement that is specific to Workforce Development and highlights your development strategies for employees** (not your agency's Mission statement):

3. **List the PREVIOUS goals from your 2020 WFDP and describe progress made on each of these goals** (If your agency did not submit a WFDP in 2020, you may put "N/A" in this section).

1. **GOAL STATEMENT:**

- **Progress:**

WORKFORCE DEVELOPMENT ASSESSMENT AND GOAL SETTING (Cont'd)

2. GOAL STATEMENT:

- Progress:

3. GOAL STATEMENT:

- Progress:

WORKFORCE DEVELOPMENT ASSESSMENT AND GOAL SETTING (Cont'd)

4. Identify three competency-based Workforce Development goals, which may include new goals or previous goals, with new action steps and initiatives ([using the SMART Goal structure](#)). Provide details of whom this goal affects, how and when it will be implemented, and the measures with which you will use to observe and report if the goals are being met:

1. GOAL STATEMENT:

- Goal Details:

2. GOAL STATEMENT:

- Goal Details:

WORKFORCE DEVELOPMENT ASSESSMENT AND GOAL SETTING (Cont'd)

3. GOAL STATEMENT:

- Goal Details:

RECRUITMENT, TALENT ACQUISITION, AND RETENTION STRATEGIES

1. **What was your employee turnover & retention rates for the previous calendar year: 1/1/20 – 12/31/20? Turnover is the proportion of the workforce that left during that period of time, retention is the proportion that stayed. (e.g. Turnover = 6/10, 60% & Retention = 4/10, 40%)**
 - **How did this compare with your turnover & retention rates from 2019?**
 - **For the year 2020, please identify and describe all factors that contributed to both your turnover & retention rates:**
 - **What will your agency do to continue these practices or what new initiatives will your agency take to increase retention and capacity? (please include specific action steps)**

RECRUITMENT, TALENT ACQUISITION, AND RETENTION STRATEGIES (Cont'd)

- 2. Please describe your current talent identification and recruitment strategies.**

- 3. Outline the steps of your employee development procedures and succession planning strategies. If you do not have these in place what is your agency's plan to begin looking at such practices? (See page 8 for succession planning considerations).**

WORKPLACE CULTURE DEVELOPMENT (Cont'd)

- **Describe your agency's culture of inclusion.** (Celebrating events of various cultures, considering cultural differences amongst holidays, accommodations for employees' cultural needs, etc.)
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2. **How does your agency include input from members, family members, the general public and other stakeholders** (board members, third party interest groups, etc.), **in your WFDP initiatives? If you are not currently doing this, how do you plan on implementing this in the future?**

 3. **How does your agency include input from members, family members, the general public as it relates to feedback or grievances (verbal communication, written communication) into your WFDP initiatives? How do you partner with your Quality Management/Improvement team to address Member Grievances that include culture components? Please provide specific examples.**

WORKPLACE CULTURE DEVELOPMENT (Cont'd)

- **When culturally related grievances are identified, how do they incorporate any associated training opportunity with the workforce? What actions do you take to expand knowledge and capacity around any issues that arise?**

- 4. How are leaders at your agency collaborating with other departments to promote an enhanced Workforce Development environment that includes cultural competency initiatives?**

COMPETENCY-BASED EMPLOYEE DEVELOPMENT PROCESSES

1. Describe how your agency ensures mentors and coaches are qualified, trained and monitored for ongoing effectiveness as they implement processes to assess employee competency.

2. Do you have individuals at your agency who spend 50% or more of their time in a training or facilitating role?

- Yes
- No

If yes, describe how your agency ensures facilitators/trainers are qualified, trained and monitored for ongoing effectiveness as they implement processes to assess employee competency.

3. Describe your New Employee Orientation/Onboarding process. (time frame for completion, shadowing/mentoring opportunities, establishing agency culture)

COMPETENCY-BASED EMPLOYEE DEVELOPMENT PROCESSES (Cont'd)

4. **What tools, assessments or evaluation processes does your agency use to measure and track initial employee competency (Pre-hire and up through 90-days)? If your agency does not have these tools in place (or is developing new tools), what are your goals and timeline to create and implement these types of tools?**

5. **What tools, assessments or evaluation processes does your agency use to measure and track ongoing employee competency, including individual and professional growth (Post 90-days)? If your agency does not have these tools in place (or is developing new tools), what are your goals and timeline to create and implement these types of tools?**

6. **How does your agency reward and recognize employees who meet and exceed competency goals (Provide specific examples: Rewards, recognition, bonus, self-care, resources, education, gift cards, upgraded parking)?**

COMPETENCY-BASED EMPLOYEE DEVELOPMENT PROCESSES (Cont'd)

7. **Prior to disciplinary action(s) being taken, what learning opportunities are offered to your employees to increase skills and knowledge when competency goals are not met** (individualized training/coaching/mentoring, employee development plan, 1:1 supervision, etc.)?

8. **How do supervisors/managers include employees in WFD initiatives** (focus groups, surveys, open forum feedback sessions, etc.)? **What are your processes for implementing these initiatives?**

9. **What WFD opportunities are supported by your organization in addition to standardized training** (e.g. technology-based training, conference/forum attendance, job rotations, peer-assisted learning, special projects, leadership development opportunities, career path planning, etc.)? **Please provide specific examples.**

ADDITIONAL INFORMATION

All questions in this section are optional and will not be scored by the AzAHP Workforce Development Alliance. These questions help the Alliance make improvements to the WFD plan process.

- 1. List additional initiatives** (goals, community outreach/involvement, technical assistance, special projects, etc.) **that your agency is working on to support Workforce Development.**
- 2. How do your agency’s WFD initiatives support the goal of improved member outcomes?**
- 3. What recommendations or feedback would you like to provide to your Workforce Development Administrator(s) at the Health Plans about this process (barriers/challenges)? Is there anything that your Workforce Development Administrator(s) at the Health Plans can do, to better assist you?**

ATTESTATION

I/We attest that the above information is accurate. Our agency will strive to implement all initiatives outlined in this WFDP.

_____ Printed Name/Title	_____ Signature	_____ Date
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