

Vol. 1 Issue 2 • AUG 2022

FOR THE RECORD

Leading The Connection (LTC) in WFD

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ARP - HCBS Spending Plan Update

AHCCCS conducted an extensive stakeholder feedback campaign and received over 200 comments and written testimonies from a broad range of community stakeholders. This feedback has informed the proposed priorities and strategies, which aim to enhance the HCBS system across Arizona. As a result, Arizona has identified two critical priorities: strengthening and enhancing Arizona's Home and Community Based System of Care and advancing Technology to support greater independence and community connections. Each of these has a number of member-centric strategies that will serve as a roadmap for the state's use of these dollars.

AHCCCS released its [ARP - HCBS spending plan](#) on July 18th outlining several initiatives that align with the two critical priorities. The MCO's and AHCCCS plan to collaborate on many of the items listed in the plan, with a few examples mentioned below.

Statewide Abuse and Neglect Prevention Task Force

Continuing to recommendations focused on improving systems, a collaboration between agencies, and the training of caregivers and stakeholders on the prevention and reporting of abuse, neglect, and exploitation.

Caregiver Pathway Platform

includes an interactive career "map" illustrating how a DCW can gain the experience, skills, and credentials needed for a lifelong health care career Career

Online Database to Track and Monitor Workforce Development

The Workforce Data Reporting System (WDRS) will be used by AHCCCS, MCOs and providers to input, process, report on, and monitor trends affecting the acquisition and retention of the healthcare workforce



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AHCCCS DIRECTOR JAMI SNYDER INTERVIEW

INTRODUCTION

The Healthcare workforce in Arizona is quickly evolving. Technological advances, competitive markets, economic shifts and the pandemic have drastically changed the way business is done in this industry. Recognizing this shift, our State Medicaid Health Plans and State Agencies have joined forces and created the ALTCS Workforce Development Alliance (Health Plan collaborative group) to develop strategies that will benefit all of our Healthcare provider agencies and members receiving services across the state. The ALTCS WFD Alliance joined Jami Snyder, Director at Arizona Health Care Cost Containment System (AHCCCS), for a candid discussion about Arizona's workforce strategy.



JAMI SNYDER
AHCCCS DIRECTOR

INTERVIEW

Layla Bishop, UnitedHealthcare Community Plan

"Some of our readers may not know that before Governor Ducey appointed you Director of AHCCCS in 2019, you began your career in Arizona, left to become the Texas Medicaid Director, and then returned in 2017 as the AHCCCS Deputy Director. Since returning to Arizona, what are the most notable areas where the AZ system has changed?"

Director Snyder

"Thanks so much, Layla, it's been a busy four years for the program. We have continued to really roll out our effort, to integrate care at the policy, payer, and provider level. In November of 2019, we launched what is known as our Whole Person Care Initiative, and with that launch, we really extended our understanding of integrated care to include not only the provision of clinical care, by connecting individuals that we serve to needed social services and supports working in the healthcare industry. We not only need to make sure that individuals are able to access acute care of physical health services, and behavioral health services, but also when social service needs are present. We've done a lot in the housing arena at AHCCCS over the course of the last several years, in particular providing rental subsidies to about 2,500 individuals each year that we serve. We saw a 31% reduction in Emergency Department visits, a 44% reduction in inpatient admissions, and a savings of over \$5,500 per member per month. We have also extended our targeted investments program, which as you know, is a program that's specifically focused on offering incentive funding to providers that are seeking to integrate care at the point of service within clinic settings."

Deb White, Division of Developmental Disabilities

"As you envision the future growth and development of Arizona's managed care system, what healthcare trends do you anticipate that we will be seeing? Could these changes affect the way we educate, recruit, train and support our workforces?"

Director Snyder

"Great question. Debra, so a few things, I think we all know that there's really a need for direct support professionals that can serve individuals with more complex needs such as individuals with intellectual and developmental disabilities and behavioral health needs. And I know that's top of the list for the Division of Developmental Disabilities."

“ JUST KEEP
MOVING
FORWARD

Director Snyder Interview Cont'd



Director Snyder con't

Really looking at being able to offer additional support, training, and education to direct support professionals in the field that are interested in serving those populations so that they have the skills and the training necessary to do so. We know that there's a need to integrate community-based providers into our workforce, such as community health workers. So, looking at establishing an enrollment pathway to enroll with the Medicaid program and a reimbursement structure to support the reimbursement of DCWs and paraprofessional workers. The increased use of technological tools, even beyond telehealth, such as remote monitoring devices, to supplement the care that's being offered by the workforce hands-on or in-person care, that's being offered by our current DSP workforce. And I think there's really an increased interest and need to start thinking about meeting people where they're at, at the agency over the last four years, we've had a real focus for instance, on providing behavioral health services on school campuses. Again, with the understanding that there's an increasing need to meet people where they're at when there are barriers to accessing care out in the community. I mentioned already developing an enrollment and reimbursement structure for some of those community-based workers that can be really instrumental in terms of helping us to address the whole person care needs of our population, and then integrating data. This is an interesting area where I'm doing some work to better understand the need, integrating data from things like wearable devices into existing health records or EMRs [Electronic Medical Records], so that we are able to really maximize the use of technology as we look to serve individuals enrolled with the program."

Layla Bishop, United Healthcare Community Plan

"The workforce development alliance has been giving a lot of thought to how we should begin preparing the next generation of healthcare leaders. What do you think will be the most important skills these new leaders will need to develop?"

Jami Snyder

"I think the number one skill is just a tolerance for change. Change is constant, and I think we've seen that certainly over the course of the last couple of years. It's also having the ability to adapt when you're presented with new opportunities. Which means just really having a passion for innovation and looking at how we can use innovative resources and efforts to not only enhance the quality of care provided to members but also contain healthcare costs in our program and that's really important to ensuring that our program is sustainable, long term. In addition, I think for those entering the field there needs to be a willingness to admit where there's opportunity for growth and improvement and a willingness to tackle those tough issues like addressing or identifying and eliminating health disparities that are in existence in our program. We know that that there are disparities and that marginalized populations often don't have as ready access to care as the average enrollee does. So we are taking a close look at our data to ensure that we're identifying disparities, where they exist and developing concrete interventions, to ensure that we do everything possible to, mitigate and minimize disparities in our system."

Kate Lemke, Banner University Health Plans

"As you know over the past few years Arizona Providers have faced unprecedented challenges acquiring, developing, and retaining their workforces. Working together with AHCCCS, the Provider community, and our Health Plans, we have been identifying and developing innovative solutions to implement to address these workforce challenges. Are there any home-grown AZ initiatives that particularly impressed you? And in your meetings with other national healthcare leaders, have you heard of any ideas that you think we should look into? "

Director Snyder

"Absolutely. I really feel like we're on the cutting edge in terms of addressing the unprecedented workforce challenges that exist in the state and really around the country. It's across all segments of the healthcare industry, but we're certainly seeing some areas where Providers are particularly hard hit.

Director Snyder Interview Cont'd



Director Snyder cont'd

"One of the things that I'm really proud of with the availability of funding under the American Rescue Plan Act is the quick decision to maximize the availability of enhanced federal funding and push out 500 million to Home and Community-Based Service Providers. In total, we will disseminate almost 900 million of the \$1.5 billion available under the Rescue Plan Act provision in direct payments to Providers over the course of a three-year period. In addition to that, I think something I'm proud of is the work that you all have done in partnership with us to establish a foundation and expectations around workforce development for the state of Arizona in particular in the Medicaid space. Doing things like offering incentive funding to Providers for the development of workforce development plans. I think that's really important. We're bringing that need to the forefront for Providers so that they're prepared in instances like this when they're facing these seemingly insurmountable challenges. Many years ago when I was at AHCCCS the first time around, a really robust Direct Care Worker training and testing program was built that has a lot of support from the Provider community and then thinking about ways that we can build out that program again to serve populations that are living longer with chronic health and complex health conditions. I'm thinking about the Parent University effort that you all have talked with me about, and then thinking about things like the Caregiver Career Development Pathway. This is where we're able to really open up the eyes of interested individuals in direct care work to professional opportunities within our delivery system, including options for tuition reimbursement. I know that's something that we're actively exploring with the Rescue Plan Act funding as well. I just feel like you all have worked so hard over the course of the last several years to build a really robust foundation for our WFD efforts. It's paying off and we're fortunate to have some additional resources to work with, but even if those weren't available, I think we would be ahead of the game relative to other states in terms of our WFD planning efforts.

"In response to your second question, I really do feel like we're advanced relative to other states, not only the efforts that I outlined but in terms of supporting the dedicated staff at the agency asking that the plans do the same. Having a WFD Plan, in addition to the efforts I've mentioned, there is a [webpage](#) that people can go to as a resource if they want to better understand the framework that we're developing related to workforce challenges and workforce efforts - I think we're ahead of the game."

Sarah Hauck, Mercy Care

"Over the past few years the WFD Admins from all of the health plans have been collaborating closely, within and across LOBs, to create solutions for AZs workforce challenges. We're wondering if you have noticed any positive changes as a result of this innovative collaboration between MCOs? Do you have any suggestions for the Alliance to better support AHCCCS's vision of accessible, comprehensive, and high-quality healthcare?"

Director Snyder

"Absolutely! I think one of the best indicators of your success, in working with us [AHCCCS] around workforce development initiatives is the national-level attention that we're getting, from CMS and from organizations like advancing states, which really serve as leaders in this space. Kudos to you [ALTCS WFD Alliance] for bringing these issues to the forefront and creating that sort of national level attention for our program. Bill [Kennard, WFD Administrator at AHCCCS] works with you [ALTCS WFD Alliance] every day, hand in hand, to ensure that we are identifying where the needs are and that we're, identifying and establishing initiatives that are responsive to the needs of our community; and those are ever changing. You all were instrumental in informing the 30-plus initiatives, outlined in the HCBS spending plan, if not for your insights, in terms of what you are hearing from community providers, stakeholders, members, and families that spending plan wouldn't be a document that's truly responsive to community needs."

The ALTCS WFDA sincerely thanks Director Snyder, Heidi Capriotti, Julie Stevens and Bill Kennard for coordinating this interview!

ABUSE AND NEGLECT

ARIZONA SEXUAL VIOLENCE & IDD COLLABORATIVE



Arizona Sexual Violence & IDD Collaborative- Meets Quarterly

- **Next Meeting:** October 6, 2022
- **Time:** 1:00 -2:30p
- **Who to Contact:** Leigh Ann Davis
 - LDavis@thearc.org

Four Statewide Sub-Workgroups

- **School Abuse Prevention:** Betty McEntire, AZ
- **Commission for the Deaf and the Hard of Hearing Training and Prevention:** Gina Griffiths
- **Trauma-Informed Care Access:** Lindsay Ashworth & Marli Mayon, ACESDV
- **Criminal Justice:** Jon Meyers, The Arc of Arizona

Training & Prevention Purpose

The **Training & Prevention workgroup** collects, reviews, and maintains a list of current prevention and training curricula on the topic of sexual violence and IDD; identifies gaps in training and prevention resources throughout the state for families, self-advocates, medical professionals, providers, law enforcement, state agencies, and others; and recommends strategies to address the gaps.

School Abuse Prevention Purpose

The **School Abuse Prevention workgroup** researches, develops, and publishes guidelines regarding sexual abuse prevention and reporting that centers students with IDD. We support proactive measures that encourage healthy and safe relationships, self-advocacy, and awareness of sexual violence and other prevention-based topics for school-aged youth, school personnel, and families

Trauma Informed Care Purpose

We work to bring a **trauma informed lens** to the topic of people with IDD who experience sexual violence, including in the areas of prevention, treatment and healing.

Criminal Justice Purpose

In Progress!



ABUSE AND NEGLECT

Prevention Task Force

The **Abuse & Neglect Prevention Task Force** convened in response to Executive Order 2019-03 to ensure the health and safety of Arizona's most vulnerable citizens. The Task Force examined a broad range of concerns and opportunities aimed at enhancing the prevention of abuse and neglect.

Link: [Committes and Workgroups](#)

Resources

[Report of the Abuse & Neglect Prevention Task Force to Governor Douglas A. Ducey](#)

[Arizona Developmental Disabilities Planning Council](#)



Shatter The
Silence.
Stop The
Violence



WHO ARE WE?

ARIZONA@WORK is the statewide workforce development network that helps employers of all sizes and types recruit, develop and retain the best employees for their needs.

HOW DOES IT WORK?

Through the support of federal funding, ARIZONA@WORK services are provided at no charge!

Link: [ABOUT](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

FIND JOBS

Whether you're looking for your first job, making a career switch, or re-entering the workforce, ARIZONA@WORK is the place to start. We can connect you to our partners for expert advice and guidance on everything from childcare, basic needs, vocational rehabilitation for job seekers with disabilities, and educational opportunities.

Link: [Find Jobs](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

EXPLORE SERVICES

No-cost workforce services are available to connect all of our state's job seekers, regardless of their unique circumstances, to gainful employment. Click to find out more!

Link: [Explore Services](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

RECRUIT TALENT

ARIZONA@WORK helps employers throughout the state to meet their recruitment and training needs by offering many beneficial services.

Link: [Recruit Talent](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

WHERE ARE WE?

A public and private partnership with 12 regional areas and 47 local offices, all working together through one organization-ARIZONA@WORK-and all sharing one mission: providing innovative workforce solutions to employers and job seekers.

Link: [Locations](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

WORKFORCE DEVELOPMENT

The Workforce Development Board assists the County's Board of Supervisors, as the Chief Local Elected Officials, in strategic planning, oversight and evaluation of the local workforce development area, as well as to promote effective outcomes consistent with statewide goals, objectives and negotiated local performance.

Link: [Workforce Development Boards](#) | [ARIZONA@WORK \(arizonaatwork.com\)](#)

THE ARIZONA HEALTHCARE WORKFORCE GOALS AND METRICS ASSESSMENT

(AWHGMA)



- RELEASE:
 - OCTOBER 10, 2022
- CLOSE:
 - NOVEMBER 18, 2022
- CONTRACTUALLY REQUIRED:
 - YES (SEE YOUR CONTRACTED HP'S PROVIDER MANUAL)

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. The results of this process gives insight for future funding opportunities, highlights where support is needed, and assists with the prioritization of initiatives/projects across the network.

The AHWGMA is collaborative effort initiated by the Arizona Workforce Development (WFD) Coalition, which includes Workforce Development Administrators from all 9 Managed Care Organizations (MCO's). Together the Coalition ensures initiatives across the state of Arizona align with all respective lines of business (ACC, ALTCS, DD, DCS CHP, DES/DDD, RBHA).

AHWGMA Webinar Sessions! (Click photo to register)

WebEx Link to [Login for the Sessions will be sent 2 days prior to the meeting](#)

Please "block" your calendars for the day/time you register

4 Webinar Sessions Available

- 9/15 - Thursday @ 1p-2p
- 9/22 - Thursday @ 11a-12p
- 9/28 - Wednesday @ 2pm -3pm
- 10/4 - Tuesday @ 10am- 11am

[Click here for For more information on the AHWGMA and see the list of Provider types](#)

AHCA WORKS



AHCA WORKS (Workforce, Outreach & Retention are Keys to Success) is a new program designed to assist skilled nursing facilities and assisted living centers statewide in workforce development. Through a grant provided by the office of Governor Ducey (press release) and funded by American Rescue Plan Act (ARPA) dollars, AHCA will be leading the charge to support the recruitment, training, and retention of FRONTLINE staff (CNAs and Caregivers) in long term care facilities over the next two years. This program will be led by AHCA team member, Jeffreys Barrett, Director of Workforce Development.

What are the key components of AHCA WORKS? This program is an employer partnership focused on workforce development. AHCA WORKS will provide:

- Seed funding per building to help facilities become employer partners and develop onsite training programs for either CNAs or Caregivers.
- Model curriculum that a facility may utilize to seek approval from the Arizona State Board of Nursing (for CNA/SNF) or the NCIA Board (for Caregivers/AL) for the development of an onsite frontline training program.
- Recruitment: AHCA WORKS will assist in the recruitment of CNAs and Caregivers.
- Retention: AHCA WORKS will help develop a preceptor program and offer ongoing retention training. Facilities that are not able to adopt their own onsite training program may still participate as an employer partner and accept frontline recruits as long as they participate in the preceptor program and ongoing retention training.

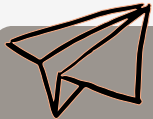
More Information

This program will be open to all licensed SNFs and assisted living centers statewide. In order to receive funding, AHCA WORKS employer partners will have to meet key milestones in their development of their training programs, development of preceptors on staff and participation in monthly retention training as these are program requirements.

Please reach out to Jeffrey Barrett, Director of Workforce Development at jbarrett@azhca.org, if you have questions and are interested in participating in this new and exciting program.

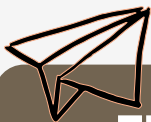


THANK YOU FOR READING!



THE DD SHOUT!

The Division of Developmental Disabilities publishes a monthly newsletter, the DDD Shout, that includes information focused on our providers and their business with the Division. This communication with our providers is a cornerstone of ensuring we continue to empower Arizonans with developmental disabilities to lead self-directed, healthy, meaningful lives. As partners in this mission, DDD wants to ensure providers have up-to-date information regarding key initiatives and insights happening within the Division.



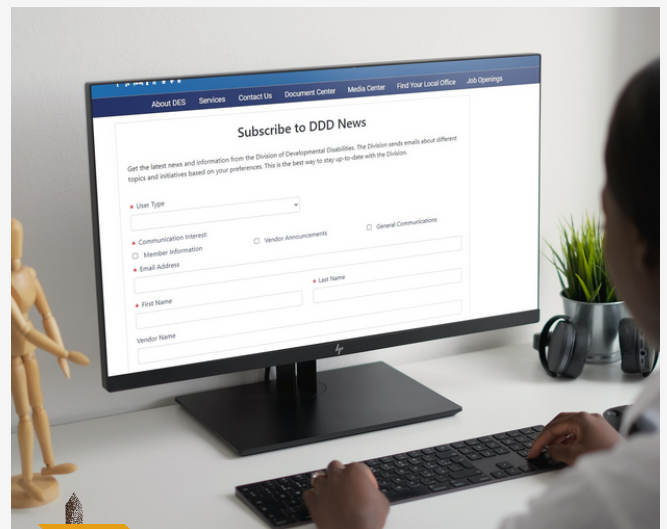
FRIENDLY REMINDERS

Important dates!

- AWHGMA
 - Opens: September 28, 2022
 - Closes: October 26, 2022
 - Webinars
 - September 15; 1 – 2pm
 - September 22; 11am – 12pm
 - September 28; 2 – 3pm
 - October 4; 10 – 11 am

IMPORTANT LINKS!

- Sign up for the DDD Shout newsletter [here!](#)
- Get caught up and stay informed on all the recent vendor communications [here!](#)



EMAIL CHANGE!

The ALTCS Workforce Development Alliance has officially changed its email to workforce@azahp.org

CONTACT US!

If you have any inquiries or concerns, please be sure to email workforce@azahp.org!