AHCA Florida Health Care Connections (FX)

Workforce Transition Template

Version: 001

Date: <Month Day, YYYY (Use the Deliverable Draft or Final Submittal Date)>

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Submitted To: AHCA FX Program Administration Team

Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
M/D/YYYY	001	Workforce Transition Template Development Draft Version (Entry)	Your name here
M/D/YYYY	002	Workforce Transition Template Final Draft Version (Entry)	Your name here
M/D/YYYY	100	Workforce Transition Template Approved Baseline Version (Entry)	Your name here
M/D/YYYY	101	Workforce Transition Template Approved Baseline Version Refresh (Entry)	Your name here

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the FX Artifact Management Standards.

Quality Review History

DATE	REVIEWER	COMMENTS
M/D/YYYY	Your name here	<e.g., Conducted peer review/QC review>

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SECTION 1   INTRODUCTION

1.1 BACKGROUND

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transition to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

Workforce transition planning is foundational to managing the agency's human capital as to help prepare for transition to <insert project name>. This effort will support the agency's preparation to strategically meet future workforces needs and prevents unnecessary disruptions in maintaining a steady-state workforce. The goal of creating an agency Workforce Transition Plan is to establish a method for aligning workforce skills, tools, and abilities with the changes associated with the transition to <insert project name>. Workforce transition is an iterative process, and continuous identification and improvement of business and external environments is critical to a successful Workforce Transition Plan.

Assessing and transforming the workforce is essential to a successful transition to <insert project name>. Without it, the agency may not fully realize the benefits associated with using <insert project name>. Planning for the agency's workforce transition will enable the agency to:

- Assess new skills needed, determine how to reskill current workforce, and attract new talent
- Identify organization impacts and develop a plan to make necessary changes
- Prepare for any potential restructuring
- Establish consistent communication and messaging regarding planned changes across the agency

1.3 SCOPE STATEMENT

The Workforce Transition Plan will cover any business areas and requisite stakeholders that are impacted by the solution and business changes resulting from the <insert project name> project.

1.4 GOALS AND OBJECTIVES

<Each project will have its own set of business goals and objectives that should be met or exceeded. Please list these here.>

Goal #1 – Describe Goal #1. This goal will be accomplished by achieving the following objectives:

Objective #1 – Describe objective for reaching goal

Objective #2 – Describe additional objective to assist in reaching goal

Objective #n – Describe additional objective to assist in reaching goal

<In addition to each respective project's goals and objectives, the following FX Guiding Principles should be evaluated for project alignment>

[project name] will also align with the following FX Guiding Principles:

FX Guiding Principles

- Enable high-quality and accessible data
- Improve healthcare outcomes
- Reduce complexity
- Use evidenced-based decision-making
- Improve integration with partners
- Improve provider and recipient experience
- Provide good stewardship of Medicaid funds
- Enable holistic decision-making rather than short-term focus

1.5 REFERENCED DOCUMENTS

<List any documents referenced to support this deliverable including any other project plans and or documentation, federal or state authorities, quality standards, state artifacts, and other deliverables relevant to this document. Example:

- P-3: FX Project Management Toolkit available in the FX Projects Repository
- S-1: FX Governance Plan available in the FX Projects Repository>

SECTION 2   ROLES AND RESPONSIBILITIES

Roles and Responsibilities define who has been designated a role in the Workforce Transition Plan and the actions they should perform to carry out the plan.

Define the agency's team members and assign roles and responsibilities for supporting the agency's workforce transition effort. Multiple people may fill one role, or one person may fill multiple roles. The following table is an example. Add or remove roles and responsibilities as it fits this agency Workforce Transition Plan.

<DO NOT MODIFY or DELETE the header or information provided for this table.>

AGENCY TEAM MEMBER	ROLE	RESPONSIBILITIES
Name	▪ Leadership	▪ Example Text:
Name	▪ Human Resources	▪ Identifies lead to lead the workforce transition effort
Name	▪ Training	▪ Acts as sponsor for the effort
Name	▪ <insert project name> Manager	▪ Works with Human Resources and other agency members

Exhibit 2-1: Roles and Responsibilities

SECTION 3   WORKFORCE TRANSITION APPROACH

The Workforce Transition Approach is used to assess the Workforce Transition needs for the agency's preparation to transition to <insert project name>. Before planning for a workforce transformation, each agency must consider what the key priorities are, so the workforce transition process can be measured against those goals. This can help expose key roles that should be combined or restructured as part of the overall transformation. This can be broken down into the following areas:

·   Who performs the work?
·   How is the work performed?
·   How is the work organized?

It is important to note that each agency will have different needs, therefore each agency will identify the current state (e.g., structure, number of roles, types of roles) and if agency leadership or human resources should be involved in the process.

SECTION 4   WORKFORCE TRANSITION PROCESS

< In this section, describe the process for how the agency will define, identify, analyze, and evaluate workforce transition within the agency.>

4.1   DEFINE WORKFORCE TRANSITION PLAN TEAM

< Define the different audiences who should participate in Workforce Transition planning and management activities. Examples of possible audiences include the agency's leadership team, the agency's human resources office, Change Champion Network, and management of end user groups).>

Suggested content to cover is outlined below:

- Have you identified an individual(s) responsible for spearheading this effort? They would be responsible for items such as <insert project name> management and logistics.
- Do you have an identified sponsor for the effort? They should provide oversight and assign resources to transform the agency's business operations and transition to <insert project name>
- Have you identified the impacted audience and assigned a key resource from each to participate in the Workforce Transition Team?
- For large transition efforts, the agency may wish to develop a <insert project name> Charter and have agency leadership approve it

4.2   IDENTIFY THE CURRENT WORKFORCE

< Define the process through which the agency will identify the current workforce that is impacted by <insert project name>. This can be end users, Information Technology, Human Resources, or anyone who has a need or will use information obtained from <insert project name>.>

Suggested content to cover is outlined below:

- Have you identified the impacted audience(s)?
- Have you identified where you impacted audience(s) is located?
- Have you identified audiences who may not use the Legacy System, but consume information that comes from it?
- Have you identified anticipated retirements and separations?
- Have you identified any contractors or staff augmentation audiences who will be impacted by <insert project name>?
- Have you identified anticipated emotions (e.g., excitement, fear, apprehension, etc.) and how these emotions will be mitigated?

4.3 ANALYZE AND ASSESS CURRENT WORKFORCE

< Define the process through which the agency will assess the current workforce. Changes in processes, activities, and required skills should be identified. Assessment activities should include those that impact the workforce in whole or in part. For example, define how the agency will assess current workforce skills and processes for upcoming process changes and define how these processes will impact the agency.>

Suggested content to cover is outlined below:

- What process will be used to identify impacted, current roles?
- What process will be used to create or request a new role?
- Identify how many users currently use the system, how often, and determine if their primary role
- What process is available to post a new role?
- Conduct targeted surveys/assessments to determine current skill and competencies

4.4 WORKFORCE ANALYSIS TOOLS

Workforce analysis relies heavily on the proper collection and evaluation of data. Data can come from a variety of sources, both quantitative and qualitative in form. Primary sources of data include:

- Employee databases
- Employee job class specifications and position descriptions
- Focus groups and workshops
- Surveys/questionnaires
- Employee competency self-assessments
- Employee evaluations by managers
- Subject matter experts
- Software/assessments to measure competencies

4.5 ANALYZE AND ASSESS FUTURE WORKFORCE

< Define the optimal staffing and competencies needed to meet the needs of the agency to transition to <insert project name>.>

Suggested content to cover is outlined below:

- Identified skillsets, competencies, or credentials required for the agency to fully utilize <insert project name>
- Identify the future organizational structure to optimize use of <insert project name>
- Identify processes, tasks, and roles needed to perform work in <insert project name>

4.6 CONDUCT GAP ANALYSIS BETWEEN CURRENT AND FUTURE WORKFORCE

< Define the process through which the agency will evaluate the gaps. When evaluating the gaps, determine what steps should be taken to meet them by priority. Implementing a plan that outlines step by step processes to fill the gaps between the agency current state and future state will help to reach the target objectives. These steps should be specific and have a target timeframe.>

Suggested content to cover is outlined below:

- Identify missing skillsets, competencies, or credentials among workers
- Identify the difference between the number of employees remaining in the current workforces after retirements/separations have been taken into account (future supply) and the number of employees that will be needed in the future after transitioning to <insert project name>
- Identify skill gaps:

    o Competency gaps in the portion of the current workforce remaining in the workforce after retirements/separations have been taken into account
    o Competencies retired/separated employees take with them when they leave the agency
    o The competencies that will be needed in the future based on <insert project name> functionality and technology needs

- When logging gaps between headcounts or skillsets, it may help to prioritize each based on the level of impact and/or cost associated
- Determine if there is a need to combine or reorganize departments/offices/divisions/etc.
- Determine if there is a need to submit a Legislative Budget Request for funding for missing skills, competencies, or credentials
- Determine if there is a need to submit a Legislative Budget Request for funding for missing roles

4.7 MANAGE WORKFORCE TRANSITION

< Define the approach the agency will use when implementing the Workforce Transition Plan. Analyzing the organizational structure will determine what adjustments the current workforce will make. This includes determining if the workforce needs reskilling and what training will be needed. Additionally, the identification of new roles could affect current recruitment processes as well as organizational structure. Ensure that goals set in the plan are measurable, achievable, and manageable. Developing short-term goals that serve as a starting point for the continued implementation process can allow for plan modifications, if needed. Consistent listening, anticipating roadblocks, and thorough follow-up will help to achieve a positive transformation.>

Suggested content is covered in the below sections

- Is the plan measurable, achievable, and manageable?
- Will there be a starting point with milestones?
- What process will be used to overcome barriers?

4.8 ASSESSING DOCUMENTATION IMPACTS

< Define how the agency will assess documentation impacts from Workforce Transition (e.g., position descriptions, job specifications, organizational charts). For impacts related to processes, determine what skills may be needed to support the new processes.>

Suggested content to cover is outlined below:

- Determine Knowledge, Skills, and Abilities (KSA's) for current and new task requirements.
- Will current position descriptions need updating?
- Will Specific, Measurable, Achievable, Realistic, Timely (SMART) goals need updating?
- Will the organizational structure change?

4.9 ENGAGING THE WORKFORCE

<Define how the agency will engage the workforce. Sharing consistent and timely messaging is key to increasing awareness and support for <insert project name> and a successful transition by the agency.>

Suggested content to cover is outlined below:

- Who is designated to create and maintain distribution lists?
- Who is responsible for sending communications?
- Will communications be distributed consistently from one sender (agency account, identified team member, communication tool)?

4.10 APPROACH TO TRAINING AND RESKILLING THE WORKFORCE

<Define the agency's approach to training and reskilling the workforce. This approach is a process that demonstrates commitment to employees by utilizing reskilling solutions that can result in the renewal of workforce performance. This will allow for the appropriate changes in operations, workforce planning, and other identified performance areas. >

Suggested content to cover is outlined below:

- Will currently utilized skills still be relevant?
- What new skills will be needed?
- How will these skills be attained (e.g., upgrade training, certifications, recruitment, etc.)?

4.11 AGENCY SPECIFIC TRAINING PLAN

<Define the agencies' learning objectives and expected outcomes for the training. These training offerings should be utilized with an agency-specific Training Plan that covers tasks performed by the agency, which can be developed with input from the <insert project name> Team.>

Suggested content is outlined below:

- Who is providing the training?
- What type of training is being developed
- Who is receiving the training?
- When is the training provided?
- Are participants aware of the training objectives?
- When is the training expected to be applied to their work?

4.12 RESKILLING OPPORTUNITIES NOT COVERED IN THE SOLUTION TRAINING OR AGENCY SPECIFIC TRAINING PLAN

<Define how reskill opportunities that are not covered in the agency specific training plan or <insert project name> solution training should be determined by needs of the agency and agency policy. >

Suggested content to cover is outlined below:

- How will the agency budget for future reskilling expenses?
- Where there be an opportunity to share costs with other agencies?

4.13 Evaluate Workforce Transition

< Define how the agency will monitor and evaluate the Workforce Transition Plan. This may include ways to measure effectiveness, success, failure, issues, and identify solutions should any issues arise. Additionally, addressing success and failure should be documented and steps to resolve failures should be implemented.>

Suggested content to cover is outlined below:

- How will you evaluate the effectiveness of the transition plan?
- How will you address issues and roadblocks preventing the implementation of the transition plan?
- Does the workforce have a way to elevate issues related to the transition plan?
- How will you document successes and failures with the transition plan?

APPENDICES

[APPENDIX A – IF NEEDED]