



# ARIZONA

## Health Care Workforce Initiatives

June 3, 2025

# Outline

- Governor's Workforce Cabinet Update
- Arizona Health Care Cost Containment System: Workforce Initiatives
- Arizona Department of Health Services: Primary Care Office Workforce Initiatives
- Questions



# Talent Ready AZ



**Governor Katie Hobbs Launches Talent Ready AZ Initiative, Announces Workforce Cabinet**

**Objective:** To achieve the Governor's workforce goals... meet demand in Arizona's growing and critical industries, provide Arizonans with good -paying jobs, and connect Arizonans to the jobs of the future, for long - term success across their careers.

- Workforce Initiatives
- K-12
- Child Care programs
- Arizona Community College Workforce Scholarship
- AZ Healthy Tomorrow
- Governor's Workforce Cabinet



## Purpose of the Workforce Cabinet:

“to implement and coordinate actions, policies, programs, and engagement across state government to meet Arizona’s workforce needs and help create opportunities for every Arizonan, in line and in consultation with the mission, vision, goals, and strategies set by the Workforce Arizona Council.”

# Workforce Needs by 2030

According to Arizona's Office of Economic Opportunity by 2030 Arizona will need to fill at least **400,000 jobs** , including:

- 6,000 new **manufacturing** jobs
- 20,000 new jobs in **construction trades**
- 12,000 new **clean energy jobs**
- 16,000 new **broadband , telecommunications , and information technology** jobs as well as jobs supporting cybersecurity
- 1,500 new jobs in **early childhood education and childcare**
- 3,000 new jobs in **aerospace and defense**
- 76,000 new jobs in **healthcare**



## Governor Hobbs Agenda

### Improving Education

**Funding public education** so that every Arizona student receives a high-quality education and so that we are building a workforce pipeline for Arizona companies to hire Arizona workers for the good-paying jobs available right here in our state.

### Housing and Human Services

**Making housing affordable** so that middle class families can afford to stay here, live near their jobs and their relatives, and live in a community with high-quality schools for their kids.

### Reproductive Freedom and Healthcare

**Healthy communities and Restoring reproductive freedom** that was taken away from Arizonans when *Roe v. Wade* fell and women lost the ability to make personal healthcare decisions for themselves. Gov. Hobbs believes these deeply personal decisions are best left to women and medical professionals without interference from the government or politicians.

### Resilience, Water and the Environment

**Tackling the water crisis** head on to protect water for Arizonans now and for years to come. Gov. Hobbs is focused on solutions to secure and modernize our water supply and to protect our water from special interests.

### Public Safety, Border Security, and Corrections Reform

**Securing Arizona's southern border** from unlawful crossings, drug smuggling, and human trafficking, and providing law enforcement and our border communities with the resources needed to prevent lawlessness and chaos at our border.

### Affordable and Thriving Economy

**Supporting policies that grow our economy** by growing the middle class. Gov. Hobbs' making investments in Arizona to create new, good-paying jobs and to lower the cost of living so the middle class will have the tools they need to thrive – which grows our economy and is good for all of us.

### Infrastructure

**Advancing accessible, safe, and cost-effective infrastructure** to connect Arizonan families to good jobs, quality healthcare, and education while positioning Arizona to continue its dynamic growth for years.

# Working Groups – Target Industries

| TARGET INDUSTRIES   | CONVENING AGENCIES  |
|---|---|
| Advanced Manufacturing                                    | Commerce Authority  |
| Construction Trades                                       | Registrar of Contractors and Department of Transportation             |
| Clean Energy Jobs   | Office of Resiliency  |
| Broadband, Telecommunications, and Information Technology | State Broadband Office in Commerce Authority                          |
| Early Childhood Education & Child Care                    | Department of Economic Security                                       |
| Aerospace and Defense                                     | Commerce Authority  |
| Healthcare  | Department of Health Services and Health Care Cost Containment System |
| Cybersecurity   | Department of Homeland Security                                       |

*Supported by Office of Economic Opportunity*



## Health Workforce Intermediate Goal

By 2026, partner with industry and education leaders to employ at least 3 innovative strategies to expand and retain new health workers in targeted occupations with significant workforce shortages.

Next Step:

Identify initiatives, current or new that will help reach the intermediate goal





# Arizona's Top Projected Annual Growth Healthcare Occupations

| Top 10 Annual Growth Occupations | % Annual Growth | Current # | Annual Projected Openings |
|----------------------------------|-----------------|-----------|---------------------------|
| Nurse Practitioners              | 6.6%            | 6,910     | 795                       |
| Physicians Assistants            | 5.1%            | 3,650     | 379                       |
| Occupational Therapy Assistants  | 4.5%            | 1,204     | 228                       |
| Physical Therapist Assistants    | 4.5%            | 1,570     | 297                       |
| Speech-Language Pathologists     | 4.0%            | 3,535     | 340                       |
| <b>Medical Assistants</b>        | 3.8%            | 21,363    | <b>3,643*</b>             |
| Audiologists                     | 3.9%            | 490       | 45                        |
| Ophthalmic Medical Technicians   | 4.0%            | 2,715     | 411                       |
| Orthotists and Prosthetists      | 3.7%            | 107       | 12                        |
| Nurse Midwives                   | 3.6%            | 149       | 14                        |

\*Indicates higher number of openings

Data source: Arizona Office of Economic Opportunity



## Other Selected Occupations of Interest

| Occupations                                      | % Annual Growth | Current # | Annual Projected Openings |
|--|-----------------|-----------|---------------------------|
| Home health & personal care aides                | 3.3%            | 70,483    | 14,898*                   |
| Mental Health and Substance Abuse Social Workers | 3.0%            | 3,133     | 319                       |
| Clinical & Counseling Psychologists              | 2.9%            | 862       | 67                        |
| Community Health Workers                         | 2.7%            | 1,141     | 147                       |
| Healthcare Social Workers                        | 2.6%            | 3,794     | 427                       |
| Family Medicine Physicians                       | 2.6%            | 5,012     | 268                       |
| Dentists, general                                | 2.6%            | 2,414     | 132                       |
| Psychiatrists                                    | 2.6%            | 454       | 25                        |
| Registered Nurses                                | 2.2%            | 61,638    | 4,734*                    |
| Licensed Practical & Vocational Nurses           | 2.2%            | 6,907     | 685                       |

# Considerations

- ASU W.P. Carey School of Business “Healthcare in Arizona: Worker Shortages, Economic Impact, and Socioeconomic Benefits” published in April 2024 concluded:
  - Shortages appear to be most severe in **behavioral health occupations, including psychologists, counselors, and social workers.**
  - **Physicians** and **registered nurses** are in short supply
- From the Center for the Future of Arizona’s “HCBS Providers’ Perspectives on State Agency Alignment in Arizona: A Brief Focus Group Study”
  - The number of **personal care aides and home health aides** increased by nearly 50 percent during the past decade (2014 to 2023), and this workforce is projected to add nearly 28,000 additional new jobs from 2022 to 2032.



# Recap

- Highest number of annual projected openings
  - Home health & personal care aides - 14,898
  - Registered nurses - 4,734
  - Medical assistants - 3,643
- Highest % annual growth
  - Nurse practitioners - 6.6%
  - Physician assistants - 5.1%
  - Physical therapy assistants - 4.5%
- Indicators of severe shortages in behavioral health
- Primary care physicians - From ArMA's Arizona Healthy Workforce Coalition Report: Arizona will need 1,941 more primary care physicians by 2030.





# Questions? Ideas?

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# AHCCCS's Approach to Workforce Management and Development 3.0

Bill Kennard , Administrator  
AHCCCS Office Healthcare of Healthcare Workforce Development

# Workforce Development's Value Proposition

*For foreseeable future the:*

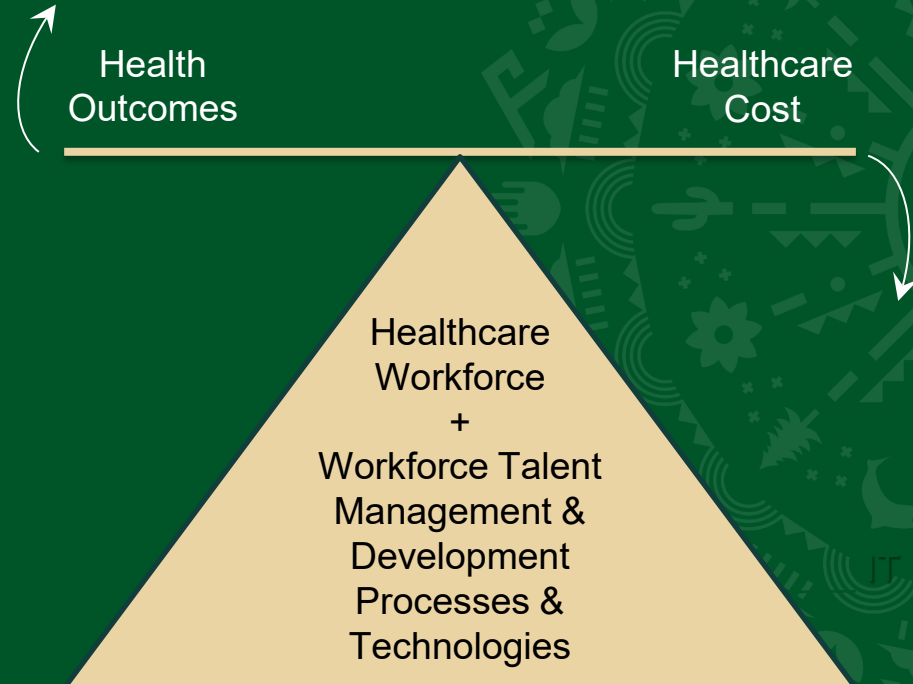
## ❑ Health Care Workforce

is the most valuable and impactful capital asset available for increasing health outcomes and decreasing health care cost.

*Investments in:*

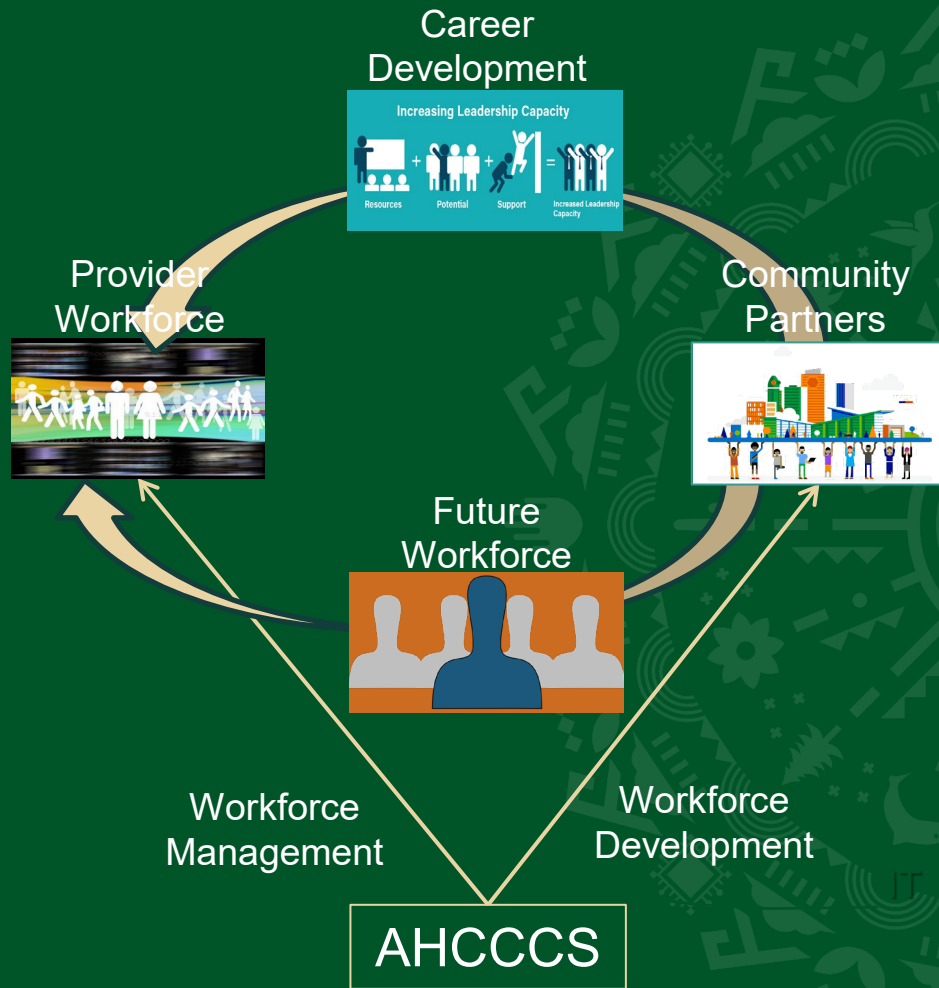
## ❑ Talent Management & Talent Development

processes offer the most comparative technological advantage for building a sustainable workforce.



# Evolution of WFD's Vision

- ❑ WFD 1.0 & 2.0 - Regulating workforce management practices and processes.
- ❑ WFD 3.0 – **Engaging** community workforce development partners to develop future workforce and **Enhancing** the work experience and well being of the current workforce.

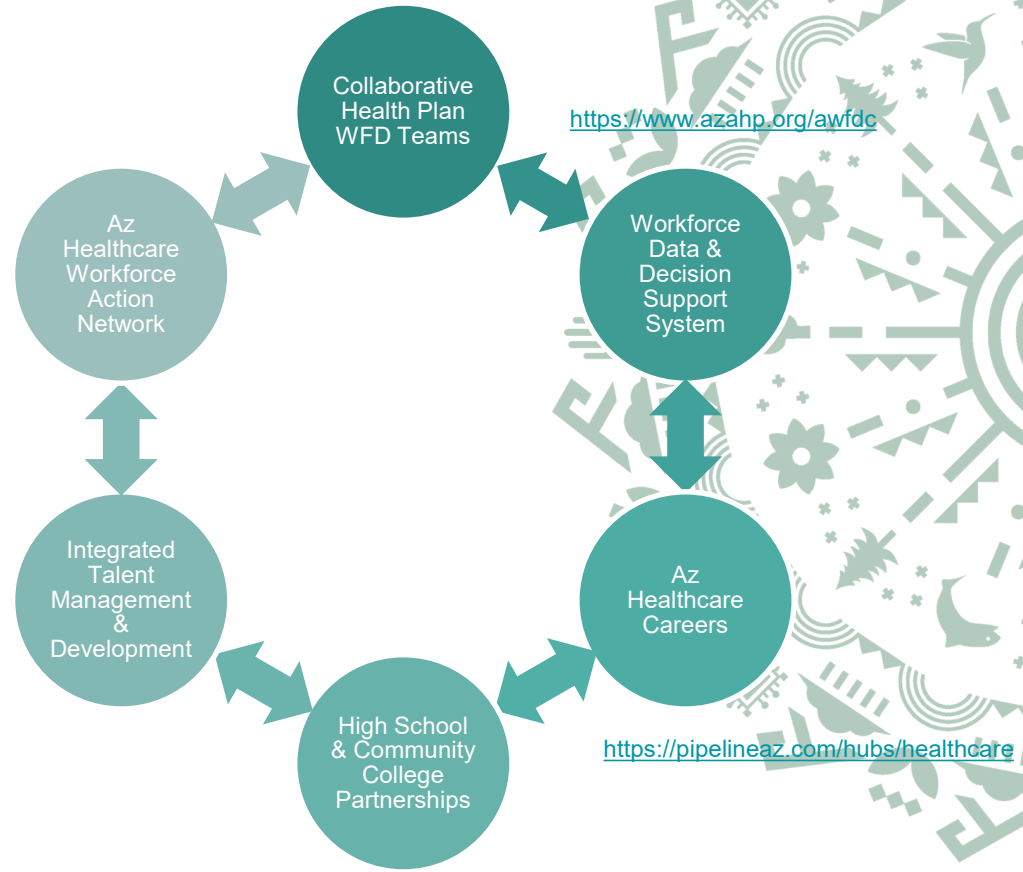




# Innovative Tools for Actualizing the Vision

ARP Funding enabled AHCCCS to develop relationships and tools that will make our workforce development efforts more effective

Association for Talent Development  
<https://www.td.org/>



# WFD 3.0's Strategy

**Expand** - the supply of potential members of the public sector health care workforce

**Enhance** the work experience and well being of the incumbent health care workforce by;

1. **Engaging** Community WFD resources.
2. **Supporting** the provider organizations use of best Talent Management and Talent Development practices .
3. **Continuing** to develop WF Data capacities and capabilities.
4. **Connecting** the elements into a self - sustaining system.





# Questions?



# Thank you!

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# Arizona Primary Care Office





PCO for each state

# Arizona Primary Care Office (PCO)

To optimize the health of all Arizona residents by developing and strengthening systems services to expand access to primary care and other services *with emphasis on the health needs of underserved people and areas*

# PCO Primary Goals

- Implement strategies for strengthening primary care and the health care delivery system
- Increase the number of providers and improve services in underserved areas
- Identify areas that need improved health services and assist with federal/state shortage designations
- Support statewide partners and provide technical assistance



# Core Functions

## **Evaluation & data collection for the designation of:**

- Primary Care Area Boundaries (with GIS teams)
- AZ Health Professional Shortage Areas (HPSAs)
- Medically Underserved Areas/Populations (MUA/P)

## **Administers programs to increasing health workforce & access to care:**

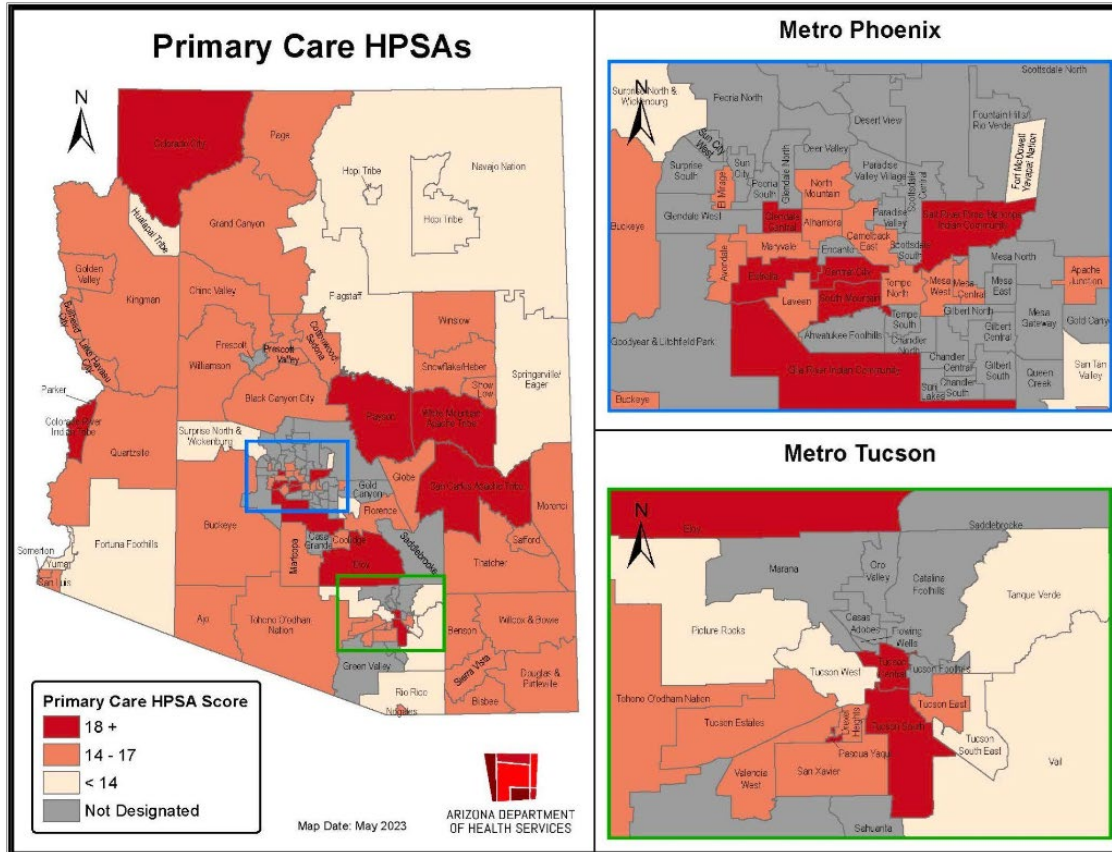
- Arizona State Loan Repayment Program
- J1 Visa Program/National Interest Waiver Program
- Behavioral Health Provider Loan Repayment Program
- Preceptor Grant Program
- Nurse Education Investment Pilot Program
- Accelerated Nursing Program
- Collaborative Care

## **Provides Technical Assistance/Outreach for Federal Programs**

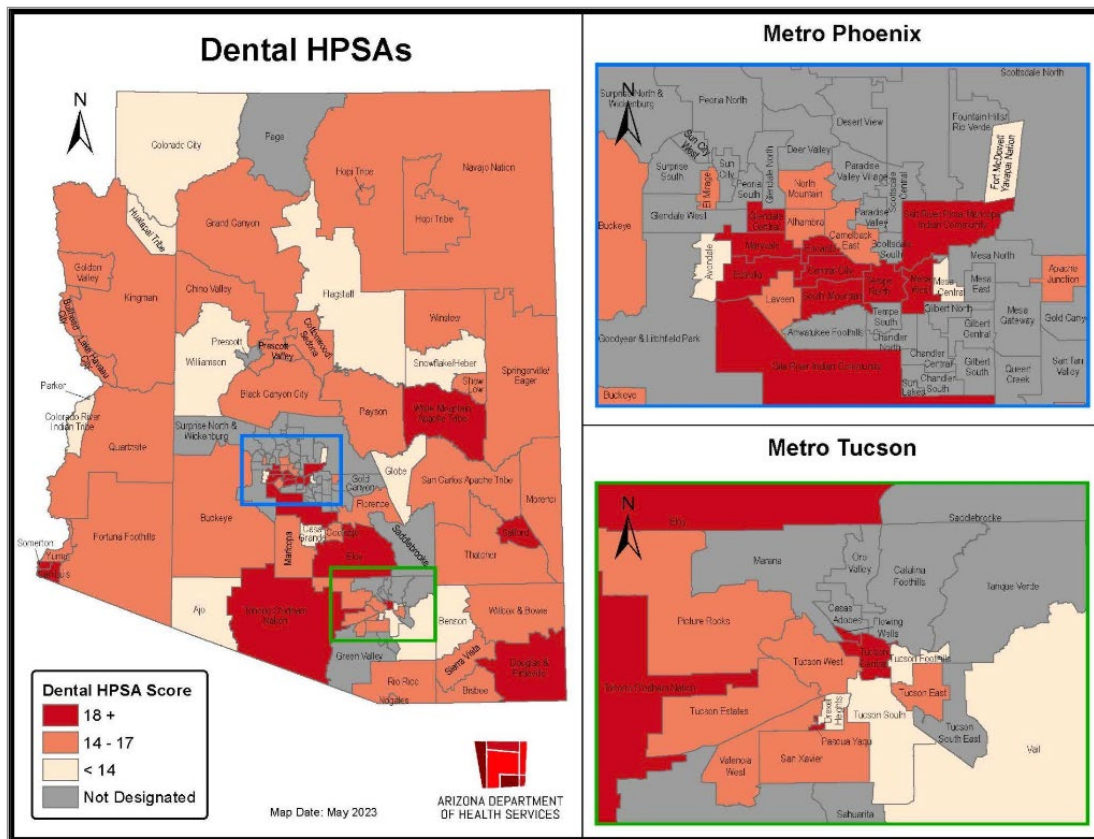




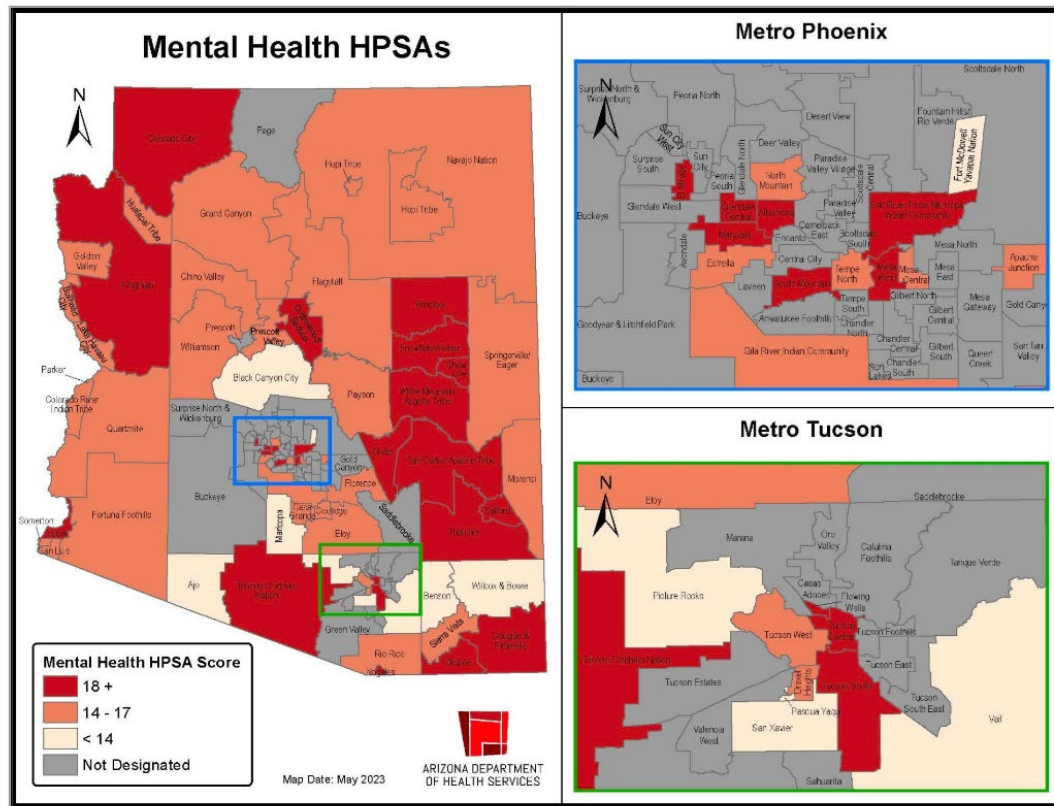
# Health Professional Shortage Areas



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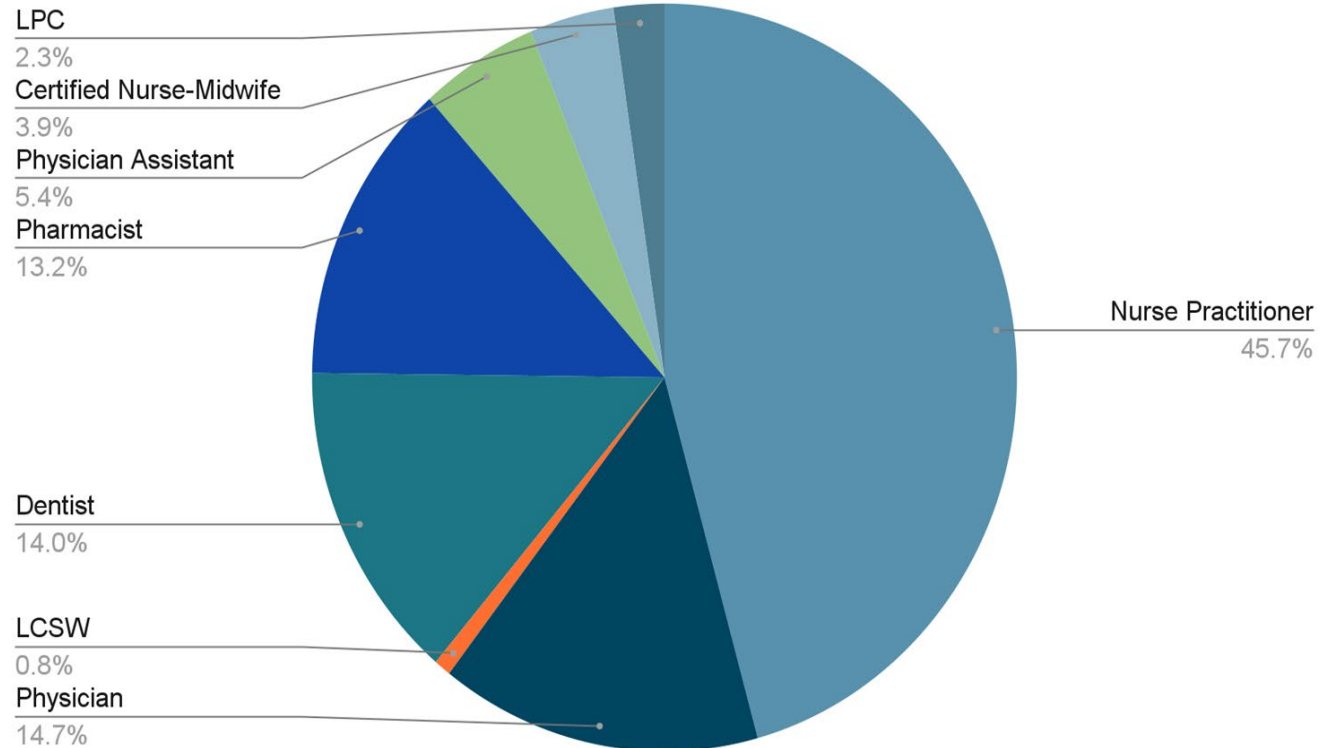


# Arizona State Loan Repayment Program (SLRP)

- Provides up to \$65,000 in loan repayment for minimum 2 year commitment to serve in an eligible site
- Eligible Disciplines:
  - Physicians (Family Medicine, OB/GYN, Pediatrics, Internal Medicine, Geriatrics, Psychiatry)
  - Dentists
  - Physician Assistants
  - Nurse Practitioners
  - Certified Nurse Midwives
  - Pharmacists
  - Behavioral Health Providers (Licensed Clinical Social Worker, Licensed Family & Marriage Therapist, Licensed Clinical Psychologist, Licensed Professional Counselor)
- Approximately 160 -200 providers annually



# SLRP Participants by Discipline





# J-1 Visa Waiver Program

- Physicians must be Arizona licensed or eligible for an Arizona medical license
- Must provide services in a federally designated HPSA, MUA, or MUP
- Does not support waivers for J-1 physicians in research positions or practicing in long-term care facilities, chronic care facilities, or rehabilitation facilities
- 30 spots available annually in AZ
  - 22- Reserved for primary care physicians & psychiatrists
  - 7- Available for specialists
  - 1- Flex, discretionary slot
- 3- year commitment required



# Behavioral Health Loan Repayment Program (BHLRP)

- 2-year service commitment for \$50,000 in loan repayment
- **Must work at a public or nonprofit entity located at:**
  - The Arizona State Hospital
  - Behavioral Health Hospital
  - Behavioral Health Residential Facility
  - Secure Behavioral Health Residential Facility
- **Eligible disciplines:**
  - Psychiatrist (board -certified or board -eligible)
  - Physician assistant or registered nurse practitioner (certified to practice as BH specialist)
  - Behavioral Health Providers (LCSW, LFMT, Psych D, LPC)
  - Behavioral health technician
  - Registered nurse
  - Practical nurse
  - Physician (completed a professional residency program or certification program in BH)



# Nursing Education Investment Pilot Program

- Allocates funds to the Arizona Board of Regents and to 10 community college districts
  - Funds are used to pay for salaries, benefits, training and related expenses and operational costs
- Goal is to increase the number of all levels of nursing graduates in the state





# Preceptor Grant

ADHS awarded the 5 largest statewide nonprofit associations representing eligible disciplines:

- Arizona Dental Association
- Arizona Medical Association
- Arizona Nurses Association
- Arizona Osteopathic Medical Association
- Arizona State Association of Physician Assistants

**Total funding: \$1.5 million, expires June 30, 2026**

- A maximum grant of \$1,000 per calendar year
- Grant priority shall be given to preceptorships in *primary health care* and in *rural areas* of this state
- The preceptorship must be at least 4 weeks duration

<https://www.azdhs.gov/prevention/health-systems-development/workforce-programs/index.php#preceptor-grant-program>





# National Health Service Corps (NHSC) Loan Repayment Program

Receive a lump -sum loan repayment upfront for an initial two year commitment.

## Award Amounts:

- **Full -time service:** Up to \$75,000 (for primary care providers) or \$50,000 (for non-primary care providers) for a two-year initial term.
- **Half -time s ervice:** Up to \$37,500 (for primary care providers) or \$25,000 (for non-primary care providers) for a two-year initial term.
  - \*One-time enhancement award of \$5,000 for Spanish-language proficiency

## Additional Loan Repayment Awards:

- All two-year loan repayment program participants can apply for an NHSC Loan Repayment Program Continuation Contract to continue obligation, one year at a time, to pay off most or all health professional education debt

## NHSC Service Site Registration:

- Site application cycle yearly, typically in the spring
  - Open now through June 17, 11:59 p.m. ET.

Sign up for HRSA updates:

[https://public.govdelivery.com/accounts/USHSHRSA/subscriber/new?topic\\_id=USHSHRSA\\_134](https://public.govdelivery.com/accounts/USHSHRSA/subscriber/new?topic_id=USHSHRSA_134)

# AzHIP Rural & Urban Underserved Implementation Team

The Primary Care Office also hosts the AzHIP meeting below are the following strategies:

- **Strategy 1:** Alleviating Health Professional Shortages by Cultivating a Diverse Healthcare Workforce
- **Strategy 2:** Optimizing the Role of Community Health Workers/ Representatives in Clinical Environments
- **Strategy 3:** Enhancing Indian (IHS/ Tribal/ Urban) Health through Improved Access to Care, Reduction of Systemic Barriers, and Strengthening Infrastructure
- **Strategy 4:** Enhancing Maternal Health Outcomes
- **Strategy 5:** Facilitating Enhanced Access to Primary Care





# ARIZONA

Thank you

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