



Retrainee – Job Creation

Training Proposal for:

AHMC Anaheim Regional Medical Center LP

Agreement Number: ET15-0307

Panel Meeting of: November 14, 2014

ETP Regional Office: San Diego

Analyst: M. Ray

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Medical Skills Training Retrainee Job Creation Initiative	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 5,000	U.S.: 5,000	Worldwide: 5,000
<u>Turnover Rate:</u>	9%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$407,496		\$80,618 30% (Job 1)	\$0		\$326,878

In-Kind Contribution:	100% of Total ETP Funding Required	\$944,611
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee SET Priority Rate Medical Skills Training	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Cont, Imp.	466	8 - 260	0	*\$403	\$20.32
				Weighted Avg: 32			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Cont, Imp.	61	8 - 260	0	\$2,280	\$20.00
				Weighted Avg: 114			

*Reflects Substantial Contribution

Minimum Wage by County: Job Number 1 (SET Priority Industry): \$20.32 per hour

Job Number 2 (Job Creation): \$13.32 per hour for Orange County.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe

Up to \$0.32 per hour may be used to meet the Post-Retention Wage for Job Number 1 only.

Wage Range by Occupation			
		Estimated Number of Trainees	
Occupation Titles	Wage Range	Job Number 1	Job Number 2
New Graduate Registered Nurse (New Grad RN)		16	25
Registered Nurse (RN)		318	20
Licensed Vocational Nurse (LVN)		5	0
Technician		59	10
Therapist		47	1
Pharmacy Staff		11	1
Administrative Support Staff		10	4

INTRODUCTION

This is a repeat single-employer contractor. However, because the Application for Funding had been submitted by September 19, the date on which the Panel established a preference for first time single employers, this proposal was allowed to move forward.

AHMC Anaheim Regional Medical Center LP (Anaheim Regional) was acquired by AHMC Healthcare, Inc. in 2004 along with six hospitals to form the current AHMC Corporation. AHMC Healthcare has six hospitals in Southern California (cities of Anaheim, Whittier, San Gabriel Valley, Garfield, Monterey and El Monte). Each hospital operates autonomously. This proposal is only for Anaheim Regional (www.anaheimregionalmc.com).

As an acute care facility, Anaheim Regional provides services in obstetric, general surgery, diagnostic imaging, gastroenterology, critical care, orthopedics and spine institute, geriatric, sexual assault response team, cardiology and vascular, emergency, rehabilitation, medical/surgical, neonatal intensive care, oncology, stroke programs, and rehabilitation programs to the North Anaheim, South Fullerton, La Habra, and La Mirada population.

This is the Hospital's third ETP Agreement within the last five years. In its first Agreement (ET11-0349), which completed in March 2013, Anaheim Regional successfully trained 240 RNs and Allied Health occupations including 24 New Graduate RNs to focus on an improved administration model to meet quality goals and training for patient care.

In its second Agreement (ET13-0157), which completed in June 2014, Anaheim Regional provided 196 RNs and other allied health occupations with skills training to implement the Hospital's overall strategic realignment. This realignment was imperative to support new staffing demands brought by: 1) expansion of cardiac unit; 2) addition of telemetry unit to another floor of the hospital; 3) \$6.5M investment in new medical equipment; and 4) budget constraints due to the implementation of the healthcare reform.

PROJECT DETAILS

Under this proposal, the Hospital indicates that the proposed training differs from and expands on training delivered in previous projects. The Hospital states that, in addition to the constant regulatory changes of the Affordable Care Act, Anaheim Regional is challenged with keeping up with the Health Information Technology for Economic and Clinical Health (HITECH) Act that requires the Hospital to address the privacy and security concerns associated with the electronic transmission of health information. To successfully satisfy these regulatory requirements and continue to thrive in a competitive healthcare environment, the Hospital has recently adopted a standard measurement approach through the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) initiative.

HCAHPS, initiated by the Centers for Medicare and Medicaid Services, is a nationwide standardized survey that collects data methodology for measuring patients' perspectives on hospital care. It collects and publicly reports data to allow consumers to compare hospitals based on measures of satisfying patient's needs and expectations. With this initiative, the Hospital realized that in order to maintain its place in the healthcare industry, it must enhance accountability to increase transparency of the quality of hospital care, transform methods and means of completing tasks, and provide exceptional patient services.

To do this, Anaheim Regional must implement hospital-wide and system-wide technological advances and process improvements to promote advanced job skills, improve the patient care

experience and maintain a high performing workplace. As a result, the Hospital has committed to implement the following programs and services to address these goals:

- Patient Care Experience Improvement Project;
- Primary Stroke Center Designation;
- Baby-Friendly Designation;
- Neonatal Resuscitation Program (NRP);
- Maternal Child Training;
- Electronic Medical Record Utilization;
- New Equipment In-Service;
- Safe Patient Handling Program;
- Sepsis Care; and
- Therapeutic Hypothermia.

Further, the Hospital will continue to work with the American Nurses Credentialing Center Pathway to Excellence® to promote excellence in healthcare. Through this, Anaheim Regional aims to surpass goal standards to be in the upper range of patient satisfaction benchmarks and core measures. Overall, with the help of ETP funding, the Hospital will be able to provide its staff with skills necessary to meet the demands of shifting healthcare standards as well as advance patient care practice to move Anaheim Regional toward a superior functioning workplace.

In this proposal, some nurse training will be repeated; however, it will not be delivered to the same incumbent workers. In addition, the proposed project will include several newly hired nurses, including New Graduate Nurses, and other allied health workers who have not received ETP training in the past.

Retrainee - Job Creation

Anaheim Regional has committed to open a “Fast Track” unit in its Emergency Department, market its new certified stroke center program, and expand its surgical services to improve patient care services. To support increased patient demands and meet staffing ratios, the Hospital has committed to hiring 61 new employees (25 New Graduate RNs, 20 experienced RNs and 16 allied healthcare professionals) (Job Number 2). In accordance with the Job Creation guidelines, these trainees must be hired within the three-month period prior to Panel approval or during the term of contract to earn reimbursement for these trainees.

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly hired employees will be reimbursed at a higher rate and subject to a lower post-retention wage. The Hospital represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Hospital also represents that these trainees will be hired into “net new jobs” as a condition of contract. As a feature of the Retrainee – Job Creation program, the Substantial Contribution requirement will be waived for Job Number 2.

Training Plan

Medical Skills Training (60%) - Medical Skills (MS) training is crucial in supporting Anaheim Regional’s new and upgraded healthcare programs and services as well as meeting new regulations and standards concerning quality, safety, and transparency. Approximately 379 RNs (including 41 New Graduate RNs), 69 Technicians, 5 Licensed Vocational Nurses (LVNs), 48 Therapists, and 12 Pharmacy Staff will participate in **Clinical Preceptor** and **Didactic** training

classes. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function.

apply to both the Didactic and Preceptor modes of delivery. The standard class/lab rate for priority The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. This blended rate, \$22 per hour, will industries, \$18 per hour, will apply to Computer Skills and Continuous Improvement training. (See Curriculum)

Computer Skills (10%) - Training will be offered to all occupations. Training topics in Microsoft Office/Excel (Intermediate/Advanced) and other computer programs and systems will enhance efficiency, reduce errors, and improve customer service. Training in the EMR upgrades, Patient Care Software, and Database for Physician Call Panels will improve chart quality and patient history accuracy that will enable trainees to more accurately administer medication, complete clinical information at the point of care, and most importantly, to remain in compliance with HITECH Act requirements.

Continuous Improvement (30%) - Training will be offered to all occupations. Topics in Customer Service, Communication Skills, and Conflict Resolution training will focus on performance and quality of care improvements. Charge Nurse Training and Frontline Leadership Skills training will provide frontline leaders with skills necessary to ensure they are aware of their role, responsibility, and accountability to enhance patient experience by ensuring excellent quality care.

Training Hours Limitation

Retraining hours are capped at 200 per trainee. However, to fulfill nurse/patient ratios in competitive labor market, Anaheim Regional must often hire inexperienced graduate nurses who are typically not prepared to assume sole responsibility for patient care. Often times, a New Grad RN trainee will receive up to 344 of training in New Graduate, EKG, TELE, EMR, and Nursing Service Orientation classes. As such, the Hospital is requesting a modification to allow 260 hours for approximately 41 New Graduate RNs who may require more extensive theory training and practical, clinical knowledge.

Special Employment Training Modification

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

For trainees employed in a priority industry, the Panel may modify the SET Wage (\$27.09) up to 25% below the statewide average hourly wage to \$20.32. This wage modification is intended to train entry-level healthcare workers in lower wage occupations (Job Number 1) to provide opportunities for promotion, wage increases, and long-term job security.

Substantial Contribution

Anaheim Regional is a repeat contractor with payment earned in excess of \$250,000 at the Anaheim facility within the past five years. (See Prior Projects Table) Accordingly, reimbursement for incumbent worker trainees at the Anaheim facility (Job Number 1) will be reduced by 30% to reflect the Company’s \$80,618 Substantial Contribution. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Number 2).

Commitment to Training

The Hospital’s current annual company-wide training budget is approximately \$1,778,272 which covers New Employee Orientation; Preceptor Program; Annual Skills Day; Annual Re-Orientation Update; Initial and Ongoing EMR training; NIH-SS; PALS; NRP; BLS and ACLS Certification and Recertification; and Mandatory Management such as Sexual Harassment Prevention, Customer Service, and Leadership Advancement Training. In addition, Wage and Hour Training is ongoing, includes ADP e-Time Enterprise Training and Time keeping, and in-services to disseminate new information. In addition, advanced training is also provided in specialty certification, women’s services and stroke care.

ETP funds will be used to train healthcare staff to improve patient safety and quality of care to meet highest standards and comply with mandatory requirements.

Impact/Outcome

With the adoption of HCAHPS initiative, Anaheim Regional is constantly graded on patient satisfaction, which is the driving need for additional skills upgrade and customer service training. The overall scores and the long-term improvement of such scores will indicate the quality of training.

Funding will substantially contribute to Anaheim Regional’s ability to provide enhanced quality of patient care, implement advanced technologies, and allocate resource in obtain lifesaving equipment needed to remain competitive. In addition, funding will help healthcare workers obtain specialty certification in their area of expertise. Classes are offered in preparation of the specialty examination and after completion staff is awarded with a national certification as a CCRN, RNC, CRRN, PCCN, or other specialty title.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by Anaheim Regional under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0157	Anaheim	10/1/12 – 9/30/14	\$382,360	\$382,360 (100%)*
ET11-0349	Anaheim	6/27/11 – 6/26/13	\$199,440	\$199,440 (100%)

*ET13-0157: The Contractor has documented 20,701 eligible training hours which equals to more than the Agreement amount of \$382,360 (100%) for 206 trainees. To date, the Contractor has earned (approved) \$127,824 and has submitted the Final Closeout invoice to ETP for the remaining \$254,536.

DEVELOPMENT SERVICES

Training Funding Source (TFS) in Seal Beach assisted with development for a flat fee of \$4,000.

ADMINISTRATIVE SERVICES

TFS will also perform administrative services for an amount not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

8 – 200

8 – 260 (New Graduate RN Only)

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Baby Friendly Training
- Basic Life Support
- Behavioral Health
- Birth and Beyond Training
- Body Mechanics
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of Psychiatric Patients in Medical Setting
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginners & Advanced)
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulseoximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Microbiology
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider

- Neonatal/Infant Pain Scale
- New Graduate Nursing Skills
- NIH Scale-Neurological Assessment
- Nurse Orientation Training (**for New Grads only**)
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skill
- Ostomy & Continence Care
- Patient and Family Education
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative
- Procedural Sedation
- Psychotropic Medications
- Rapid Response Skills
- Regulatory Update (Joint Commission, CMS, MERP, CDPH, Stroke, etc)
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- S.T.A.B.L.E.
- Safe Patient Handling Skills
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

Pharmacy Training

- Chemotherapy Compounding Training
- Clinical Pharmacy Protocols Training
- Medication Use, Process and Distribution
- Pyxis Automated Dispensing Cabinets
- Sterile Compounding Intravenous Admixture
- Code Team

Technician Training

- MRI Equipment Operations/Procedures
- Nuclear Medicine Skills
- Vascular and Non-Vascular Ultrasound Skills
- Obstetric Early and Term Ultrasound Study Skills
- CT Equipment Operations/Procedures
- Mammography Procedures Skills
- X-Ray Procedure Skills

MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR**Emergency Department Training**

- Emergency Room Nursing Skills
- OB Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric Patients
- Stroke Assessment and Care
- Downtime Procedures

Telemetry Unit Training

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Intravenous Therapy
- Oncology Nursing Skills
- Assessment and Care of the Neurological Patient
- Fundamental Nursing Skills
- Downtime Procedures

Intensive Care Unit/Critical Care Unit Training

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-Operative Care
- Ventilator Procedures
- Downtime Procedures

Operative Room & Post Anesthesia Care Unit Training

- Patient Assessment & Care
- Trauma Nursing Skills
- Peri-Operative Nursing Skills
- Pre and Post-Operative Care

Medical/Surgical Unit Training

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Oncology Nursing Skills
- Palliative Care Nursing Skills
- Fundamental Nursing Skills
- Downtime Procedures

Neonatal Intensive Care Unit Training

- Neonatal Intensive Nursing Skills
- Neonatal Intensive unit Critical Thinking
- Neonatal/Infant Pain Scale

- Newborn Care Nursing Skills
- Palliative Care
- Patient Assessment & Care
- Downtime Procedures

Obstetrics Unit Training

- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- S.T.A.B.L.E.
- Advanced Electronic Fetal Monitoring
- Downtime Procedures

Pharmacy Training

- Chemotherapy Compounding Training
- Clinical Pharmacy Protocols Training
- Electronic Medical Record Application Skills
- Medication Use, Process and Distribution
- Pyxis Automated Dispensing Cabinets
- Sterile Compounding Intravenous Admixture
- Code Team

Therapist Training

- Clinical Respiratory Protocol Training
- ABG Puncture & Interpretation
- Mechanical Ventilation Management
- Non-Invasive Ventilation
- Medication Delivery Competency

Technician Training

- MRI Equipment Operations/Procedures
- Nuclear Medicine Skills
- Vascular and Non-Vascular Ultrasound Skills Obstetric Early and Term Ultrasound Study Skills
- CT Equipment Operations/Procedures Training
- Mammography Procedures Skills Training
- X-Ray Procedure Skills Training

COMPUTER SKILLS

- Computer Programs & Systems
- Database for Physician Call Panels
- Electronic Medical Records Application Skills
- Microsoft Office (Intermediate and Advanced)
- Online Resources and Application Skills
- Patient Care Software

CONTINUOUS IMPROVEMENT

- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Coordinating Meetings and Events
- Crisis Prevention Intervention

- Critical Thinking Skills
- Creating and Analyzing Reports
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Frontline Leadership Skills
- Interpersonal Skills
- Internal Management
- Lean/Six Sigma Quality Skills
- Organization and Time Management Skills
- Organizational Culture
- Patient and Family Centered Care Skills
- Preceptor Skills (Train-the-Trainer)
- Performance and Quality Improvement Procedure Skills
- Registration & Verification of Insurance
- Statistical Analysis
- Team Building Skills
- Utilization Review
- Value-Based Purchasing
- Rehabilitation
- Team Building Skills
- Patients Right
- Clinical Reasoning
- Charge Nurse Training
- Unit Specific Performance and Quality Improvement Skills
- Order Entry Skills

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. **Exception: For New Grad Registered Nurses, the reimbursement for retraining is capped at 260 total training hours per trainee, regardless of the method of delivery.**