



Training Proposal for:
American Medical Response of Southern California
Agreement Number: ET15-0269

Panel Meeting of: August 22, 2014

ETP Regional Office: San Diego **Analyst:** S. Godin

PROJECT PROFILE

Contract Attributes:	Medical Skills Training Job Creation Initiative SET Priority Retrainee HUA	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, San Bernardino, Los Angeles & Ventura	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No International Assoc. of EMTs & Paramedics Local R12-108; National Emergency Medical Services Assoc (NEMSA)		
Number of Employees in:	CA: 6,500	U.S.: 19,800	Worldwide: 19,800
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$529,600		\$0	\$0		\$529,600

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,260,000
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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 Job Creation Initiative Medical Skills Training Priority Rate SET	MS Didactic, MS Clinical with Preceptor, Continuous Improvement, HazMat	100	8-200	0	\$2,560	\$10.90
				Weighted Avg: 128			
2	Retrainee Medical Skills Training Priority Rate SET	MS Didactic. MS Clinical with Preceptor, Continuous Improvement, HazMat	200	8-200	0	\$1,368	\$10.90*
				Weighted Avg: 76			

Minimum Wage by County: *In no event, may a trainee’s base wage (exclusive of health benefits) be less than the State or Federal minimum wage, whichever is higher.

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

Although employer provides health benefits (\$4.75/hr.), they are not being used to meet Post-Retention Wages per AMR’s Collective Bargaining Agreements.

Wage Range by Occupation		
Job Number 1 (Job Creation) Occupation Titles	Wage Range	Estimated # of Trainees
Emergency Medical Technician (EMT)		30
Paramedic		70
Job Number 2 (Incumbent) Occupation Titles		
Emergency Medical Technician (EMT)		100
Paramedic		100

INTRODUCTION

Founded in 1992, American Medical Response of Southern California (AMR) (www.amr.net) is a holding of Envision Healthcare Holdings, Inc. AMR provides medical transport for local healthcare providers, hospitals and medical groups. The Company operates approximately 575 emergency response vehicles equipped with state-of-the-art technology, including advanced radio communications, paging, and vehicle tracking systems, utilizing the GEAC dispatch system in California. Its services include Basic Life Support (BLS) transports for patients who do not require extra support or cardiac monitoring; Advanced Life Support transports for patients who require a higher level of care during transport than BLS offers; Critical Care Transports for patients who

may have immediate life-threatening illnesses or injuries associated with single or multiple organ failure; and Neonatal Intensive Care Unit transports for high-risk and critically ill newborns, 24 hours a day, 7 days a week.

Although AMR has locations throughout the State, training in the proposed ETP agreement will be delivered to emergency medical technicians (EMTs) and paramedics at the San Diego, Victorville, Moorpark, and Lancaster AMR facilities. The Southern California HQ office, located in Riverside, will coordinate the implementation; however, that facility is not included in the proposed training plan.

Trainees located at the Victorville, Moorpark and Lancaster facilities are represented by the International Association of EMTs & Paramedics (IAEP Local Union Number 108). San Diego EMTs and paramedics are represented by the National Emergency Medical Services Association (NEMSA). Union letters of support for the proposed training have been provided to ETP. AMR is eligible for ETP funding under Special Employment Training (SET) for frontline workers.

PROJECT DETAILS

According to the Bureau of Labor Statistics, Ambulance service employment for paramedics and EMTs in the United States is expected to grow by 33% through 2020 as the Baby Boomer population ages, which will result in an increase in patients with complex medical conditions needing medical transport. AMR's Southern California facilities had approximately 514,000 responder calls in 2013, a 17% increase from 2010. The Company has a current full-time California workforce of 6,500 and predicts that it will employ approximately 7,000 employees by 2016. A total of 181 newly-hired paramedics and EMTs were added to the facilities included in this training plan during the past twelve months. The Company expects to double that number over the next two years to support the increased number of responder calls.

AMR holds contracts with major healthcare providers, hospitals, and medical groups, including Kaiser Permanente, Palmdale Regional Medical Center, Staples Center, Los Robles Hospital, St. John's Medical Center, Desert Valley Hospital, Chino Valley Hospital, Grossmont Hospital District, and Scripps Healthcare System. AMR also holds contracts with San Diego and Los Angeles County to provide emergency response and dispatch services.

Retrainee - Job Creation

As previously stated above, ambulance service employment opportunities for paramedics and EMTs are expected to increase exponentially through 2020. AMR added 181 EMTs and paramedics during the past 12 months at the facilities represented in this proposal. To meet its projected growth, the Company recently added 16 new ambulances to its fleet (serving the facilities in this Agreement) and must hire additional staff to man the additional medical response vehicles and meet the increased number of responder calls. AMR states that although it projects that it will hire a total of 400 EMTs and paramedics at the targeted training locations during the Agreement term, it has only requested funding for 100 job creation trainees (30 EMTs and 70 paramedics).

To be eligible for reimbursement under Job Number 1 (Job Creation), the trainees must be hired within the three-month period prior to Panel approval or during the term of contract. In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees.

TRAINING PLAN

Medical Skills training is crucial in supporting AMR's healthcare delivery procedures and the ability to comply with changing regulations and standards concerning quality, safety, and

transparency. For this project, 130 EMTs and 170 Paramedics will participate in Didactic and Clinical Preceptor training classes. This training will target specific skills by occupation to ensure that trainees are competent in advanced medical transport procedures and treatment protocol.

Medical Skills Training rate of \$22 per hour, will apply to both the Didactic and Preceptor modes of delivery. The standard class/lab Job Creation reimbursement rate of \$20 per hour will apply to Continuous Improvement training and Hazardous Materials Handling for the Job Creation trainees in Job Number 1. The \$18 per hour reimbursement will apply to the Continuous Improvement and Hazardous Materials Handling training for incumbent workers in Job Number 2.

Medical Skills Training (85%) This training will be offered to EMTs and paramedics will include Decontamination Procedures, Body Mechanics, Airborne/Blood-borne Pathogens, Medical Equipment Operation Skills, Transport Protocol & Procedures, Restraints, Patient Assessment & Pre-Hospital Care, Anatomy & Physiology, Basic Life Support, Advance Cardiac Assessment and Life Support, and patient assessment and care for special populations. More advanced training topics will be delivered to Paramedics to function independently at optimum levels in a stressful and non-structured environment that is constantly changing.

Continuous Improvement (13%) Training for EMTs and Paramedics will include Standard Operating Procedures, Performance & Quality Improvement, Customer Service, Emergency Medical Services Communication & Protocols, Crisis Prevention and Intervention, Critical Thinking, Ambulance Equipment Operation Skills, and Documentation Skills.

Hazardous Materials Handling (2%) This training will provide the skills sets needed for trainees to properly handle and dispose of medical and hazardous waste material.

Commitment to Training

AMR states that ETP funds will not displace the Company's existing financial commitment to training. The Company's past training efforts have been limited to new employee orientation, regulatory compliance, County and City fire codes, and continuing education courses and mandated compliance training required by Federal, State and local laws. AMR's 2014 budgeted training expenditures for the facilities included in this proposal are approximately \$2,000,000.

ETP funds will allow AMR to provide a more complete training program and will allow the Company to implement higher performance standards for patient care and documentation requirements.

Retention Modification

AMR has requested the option of satisfying the retention period through 90 consecutive days of full-time employment with one employer for at least 35 hours per week; or alternately, a retention period of at least 500 hours within 120 days. AMR states that due to the nature of the emergency responder industry, it is not customary for a paramedic or EMT to work a standard 35 hour (or more) work week. A full-time employee's hours may vary from week to week depending upon demand. For example, an employee may work 60 hours one week and 32 hours the following week. Allowing AMR the flexibility to meet retention requirements through the alternate method will allow the Company to meet scheduling demands.

Special Employment Training

Under Special Employment Training (SET), an employer is not required to demonstrate out-of-state competition. These funds are designated for front-line workers only.

High Unemployment Area (HUA)

Although AMR's Lancaster and Victorville facilities are located in a designated HUA, the Company is not requesting a HUA wage modification.

Training Infrastructure

AMR will contract with an administrative subcontractor to assist with ETP project administration. In addition, the Company will provide each facility with a designated staff member to oversee the training and collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

AMR retained Morris & Company, LLP dba Think, LLP in Costa Mesa to assist with development of this proposal for a flat fee of \$25,000.

ADMINISTRATIVE SERVICES

Think, LLP will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

JOB CREATION EMT TRAINING**MEDICAL SKILLS DIDACTIC****Preparatory**

- Overview of the Human Body & Physiology
- Pathophysiology
- Lifting and Moving Patients

Patient Assessment

- Scene Size-up
- Primary Assessment
- History-Taking, Vital Signs, Monitoring Devices
- Secondary Assessment
- Reassessment
- EMS System Communication & Therapeutic Communication

Airway

- Airway Management, Respiration, & Artificial Ventilation

Shock

- Overview of Shock

Medical

- Pharmacology and Medication Administration
- Respiratory Emergencies
- Cardiac Emergencies
- Hematology
- Abdominal/Gastrointestinal & Genitourinary/Renal Disorders
- Endocrine Disorders & Neurology
- Immunology
- Toxicology
- Psychiatric
- Obstetrics & Gynecology

Trauma

- Trauma Overview
- Bleeding
- Soft Tissue Injuries & Burns
- External Injuries to the Head, Face & Neck
- Injuries to the Chest, Abdomen & Genitalia
- Orthopedic Trauma
- Nervous System, Head & Spine
- Environmental Emergencies
- Special Considerations in Trauma

Special Patient Populations

- Pediatric
- Geriatric
- Patients with Special Challenges

MEDICAL SKILLS PRECEPTOR

- Ambulatory Patient Care Training
- Basic Life Support
- Code Blue Response and Procedures
- Cardiac Patient Care
- Critical Care Patient Transport
- Geriatric Patient Care
- Pediatric Patient Care
- Pre-Hospital Trauma Life Support
- Respiratory Arrest
- Patient Assessment & Pre-Hospital Care
- Trauma Patient Care
- Decontamination Procedures

CONTINUOUS IMPROVEMENT

- Customer Service
- Documentation Skills
- Communication Skills
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Call Center & Dispatch Protocols
- EMS Communication & Protocols
- Frontline Leadership Skills
- Performance & Quality Improvement
- Train-the-Trainer Preceptor Skills
- Standard Operating Procedures

EMS Operations

- Ambulance Operations
- Air Medical & Advanced Life Support Intercept
- Gaining Access
- Mass Casualty Incident, Incident Command System, & National Incident Command System
- Weapons of Mass Destruction

HAZARDOUS MATERIALS HANDLING

- HazMat Awareness

EMT TO PARAMEDIC & PARAMEDIC JC TRAINING

CONTINUOUS IMPROVEMENT

- Ambulance Operation Procedures
 - Principles of Ground Ambulance Operation
 - Incident Management
 - Multiple Casualty Incidents
 - Triage Systems
- Air Medical Transport Procedures
 - Risk Assessment
- Vehicle Extrication
 - Use of Hand Tools
 - Special Considerations
 - Risk Assessment
- Mass Casualty Incident Response Due to Terrorism & Disaster
 - Risk Assessment & Responsibilities
- Customer Service
- Principles of Medical Documentation & Report Writing
- Communication Skills
- Transport Decisions
- Patient Education
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Call Center & Dispatch Protocols
- EMS Communication & Protocols
- Performance & Quality Improvement
- Frontline Leadership
- Research Principles
- Train-the-Trainer Preceptor Skills
- Standard Operating Procedures

HAZARDOUS MATERIALS HANDLING

- HazMat Awareness

MEDICAL SKILLS TRAINING – DIDACTIC

- Airway Management, Respiration & Artificial Ventilation
- Administration of Emergency Medications
- Advanced Cardiac Life Support
- Airborne Pathogens
- Anaphylactic Reactions
- Anatomy & Physiology
- Basic Anatomy & Physiology
- Basic Life Support (BLS)
- Blood Borne Pathogens
- Body Mechanics
- Cardiac Assessment
- Care of Cardiac Patients
- Care of the Bariatric Patient

- Care of Geriatric Patients
- Care of the Renal Patient
- Care of and Treatment of Shock Patients
- Care of the Stroke Patient
- Chronic Obstructive Pulmonary Disease (COPD)
- Code Blue Response and Procedures
- Critical Care Skills
- Decontamination Procedures
- Disease Transmission Prevention
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitors
- Endocrine Disorders
- Gastrointestinal & Abdominal Disorders
- Genitourinary & Renal Systems Overview
- Hematology Conditions & Blood Transfusion Complications
- Immunology Overview & Assessment
- Infectious Disease Management
 - Standard Precautions
 - Personal Protective Equipment
 - Cleaning & Disposal of Equipment & Supplies
 - Infectious Disease Transport Protocol
- Life Span Development Stages
- Lifting & Moving Patients
- Medical Equipment Operation Skills
- Medical Transport of High-Risk Patients
- Medical Terminology
- Medication Administration & Reconciliation
- Medical Monitoring Devices
- Medical Monitoring Devices
- Neonatal Intensive Care Unit (NICU) Transport
- Neurological Overview, Assessment & Pre-Hospital Transport Care
- Orthopedic Assessment & Pre-Hospital Transport Care
- Orthopedic Stabilization & Traction
- Oxygen Administration
- Pain Management
- Pathophysiology
- Patient Assessment & Pre-Hospital Transport Care
- Principles of Pharmacology
- Principles of Pharmacokinetics
- Principles of Pathophysiology
- Psychiatric Disorders Overview & Patient & Transport Care
- Public Health Principles
- Pre-Hospital Trauma Life Support
- Respiratory Assessment & Pre-Hospital Care
- Respiratory Arrest
- Restraints
- Shock & Resuscitation
- Special Patient Populations
- Standards of Care

- Trauma Overview, Assessment & Transport
- Toxicology Overview, Assessment & Treatment Modalities
- Ventilator Operation

MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

- Ambulatory Patient Care Training
- Advanced Cardiac Life Support
- Basic Life Support
- Code Blue Response and Procedures
- Critical Care Patient Transport
- Cardiac Patient Care
- Trauma Patient Care
- Geriatric Patient Care
- Pediatric Patient Care
- Pre-Hospital Trauma Life Support
- Respiratory Arrest
- Patient Assessment & Pre-Hospital Care
- Lifting & Moving Patients

EMT & PARAMEDIC REFRESHER/UPGRADE TRAINING

MEDICAL SKILLS TRAINING – DIDACTIC

- Patient Care & Transport Updates/Refresher
- Special Patient Populations Updates/Refresher
- Medical Treatment Protocol Updates/Refresher
- Patient Assessment Updates/Refresher
- Airway Management, Respirations, & Artificial Ventilation Protocol Updates/Refresher
- Updates/Refresher on Treatment & Transport of Trauma Patients

HAZARDOUS MATERIALS

- HazMat Awareness

CONTINUOUS IMPROVEMENT

- Ambulance Operation Procedures
 - Principles of Ground Ambulance Operation
 - Incident Management
 - Multiple Casualty Incidents
 - Triage Systems
- Air Medical Transport Procedures
 - Risk Assessment
- Vehicle Extrication
 - Use of Hand Tools
 - Special Considerations
 - Risk Assessment
- Mass Casualty Incident Response Due to Terrorism & Disaster
 - Risk Assessment & Responsibilities
- Customer Service
- Principles of Medical Documentation & Report Writing

- Communication Skills
- Documentation Skills
- Transport Decisions
- Patient Education
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Call Center & Dispatch Protocols
- EMS Communication & Protocols
- Performance & Quality Improvement
- Frontline Leadership Skills
- Research Principles
- Train-the-Trainer Preceptor Skills
- Standard Operating Procedures

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.



International Association of EMTs and Paramedics

A DIVISION OF THE NATIONAL ASSOCIATION OF GOVERNMENT EMPLOYEES

April 14, 2014

Employment Training Panel
Ms. Suzanne M. Godin
ETP Contract Specialist
5353 Mission Center Rd. Suite 110
San Diego, CA 92108-1350

Dear Ms. Godin,

I am the National Director for the International Association of EMTs and Paramedics, IAEP / NAGE. As the exclusive representative for the largest number of employees at the American Medical Response of Southern California, we strongly support American Medical Response's application for funding from the Employment Training Panel.

Training for the workforce that can add to the skill and knowledge of the workers we represent builds a stronger workforce who can apply their development to the betterment of all the communities American Medical Response serves.

The IAEP is proud to represent EMS professionals employed by American Medical Response at the following locations:

- 240 E Hwy 246-Suite 300, Buellton, CA 93427
- 5257 N Vincent Ave, Irwindale, CA 91706
- 1055 W Ave J, Lancaster, CA 93534
- 616 Fitch Ave, Moorpark, CA 93021
- 200 Bernoulli Circle, Oxnard, CA 93030
- 3585 Hollister Ave- Building 9, Santa Barbara, CA 93111
- 3916 State Street, Santa Barbara, CA 93105



- 24907 Tibbitts Ave – Suite D, Santa Clarita, CA 91355
- 20101 Hamilton Ave, Torrance, CA 90502
- 14828 Seventh St, Victorville, CA 92395

Your kind attention to this letter of support is greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Philip Petit", written in a cursive style.

Philip Petit

National Director

International Association of EMTs and Paramedics

IAEP / NAGE



July 10, 2014

Ms. Suzanne M. Godin
ETP Contract Specialist
5353 Mission Center Rd. Suite 110
San Diego, CA 92108-1350

Dear Ms. Godin,

I am the Executive Director of the National Emergency Medical Services Association, NEMSA and as the exclusive representative for employees working at the American Medical Response, San Diego operation of Southern California, we strongly support American Medical Response's application for funding from the Employment Training Panel.

Training for the workforce that can add to the skill and knowledge of the workers we represent builds a stronger workforce who can apply their development to the betterment of all the communities American Medical Response serves.

Your kind attention to this letter of support is greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Torren Colcord", with a stylized flourish at the end.

Mr. Torren Colcord
Executive Director
National EMS Association
NEMSA