



RETRAINEE - JOB CREATION

Training Proposal for:

Alta Hospitals System, LLC

Agreement Number: ET16-0290

Panel Meeting of: December 4, 2015

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Medical Skills Training Priority Rate Retrainee Job Creation Initiative SET	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	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: 2,700	U.S.: 3,900	Worldwide: 3,900
<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
\$749,760		\$84,680 (15% Job 1)	\$0		\$665,080

In-Kind Contribution:	100% of Total ETP Funding Required	\$886,500
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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 Medical Skills Training Priority Rate SET	MS-Didactic, MS-Clinical w/Preceptor, Computer Skills, Cont. Imp.	580	8-200	0	*\$826	\$20.55
				Weighted Avg: 54			
2	Job Creation Initiative Medical Skills Training Priority Rate SET	MS-Didactic, MS-Clinical w/Preceptor, Computer Skills, Cont. Imp.	50	8 -200	0	\$3,720	\$13.31
				Weighted Avg: 186			

*Reflects Substantial Contribution

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$20.55 per hour

Job Number 2 (Job Creation): \$13.31 per hour for Los Angeles 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 \$2.50 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		450
Licensed Vocational Nurse		49
Case Manager		10
Physical Therapist		5
Respiratory Therapist		18
Pharmacist		4
Pharmacist Technician		12
Laboratory Technician		15
Social Worker		9
IT Clinical Specialist		8
Job Number 2		
Registered Nurse		26
Licensed Vocational Nurse		11
Certified Mental Health Worker		13

INTRODUCTION

Alta Hospitals System, LLC (Alta) (www.altacorp.com), founded in 1998 and headquartered in Santa Monica. Alta is a division of Prospect Medical Holdings, Inc. that also operates Prospect Medical Systems in Santa Ana; ProMed Health Care Administrators in Ontario; and the Nix Hospitals System, LLC in San Antonio, Texas. The Hospital operates a network of facilities in Los Angeles, Hollywood, Van Nuys, Norwalk, Culver City, Tustin and its recent acquisition in Bellflower.

These acute care hospitals provide short-term inpatient and outpatient care for brief illnesses and quasi-residential cares for sub-acute patients on ventilators that are unable to transition to nursing homes or long-term care facilities. The hospitals also offer pediatric care, gynecology, general surgery, orthopedic surgery, neurosurgery, skilled nursing, ambulatory urgent care, emergency services, intensive care, cardiology, rehabilitation and detoxification services, and acute psychiatric services. Alta hospitals serve ethnically diverse communities; patients are 95% Medicare/Medi-Cal, with a large number of patients being underinsured and uninsured.

Five Alta hospitals will participate in this training proposal (Los Angeles, Van Nuys, Hollywood, Norwalk and Bellflower); the majority of the training will take place in the Los Angeles and Bellflower facilities.

Alta is continually undergoing a variety of internal changes, as well as responding to outside events such as regulatory requirements, all designed to remain compliant, improve the business, and provide the best medical care possible. This requires continuous training for all workers.

Alta also plans to expand, by opening 80 beds for a Med/Surgical unit and 92 beds for the psychiatric unit over the next two years, at the new location in Bellflower. Alta is also introducing multiple new services and specialty surgical programs, in all its hospitals. This will require substantial nurse education, some of which includes: gender confirmation surgery, provide acute and long-term care for patients with psychiatric conditions, expansion of vascular surgery program, and peritoneal dialysis treatment.

PROJECT DETAILS

Alta plans to hire and train 50 workers at its new Bellflower location. As well, at this and the other four locations, Alta will train a diverse range of nursing staff and allied health employees, for a combined training population of 580 employees.

This proposal will facilitate successful transition of the newly hired staff in the fast-paced acute care environment; and will prepare nurses with standardized skill sets as required by the Affordable Care Act.

Training will also focus on preventive hospital readmissions and “never should have happen events”. As compiled by National Quality Forum, this includes 27 preventable mistakes. Training rollout coincides with ongoing upgrades in ICD-10 coding and a \$12M investment in new hospital equipment.

Training Plan

This is Alta’s second ETP Agreement. However, due to delays and program reforms, such as conversion to ICD-10 coding, some of the prior training goals were only partially met. The proposed plan targets Medical (Didactic and Clinical Preceptor), Computer and Continuous Improvement Skills training, as outline below:

MS Didactic (35%): Training will be offered to Registered Nurses (RNs) and Licensed Vocational Nurses (LVNs) in a classroom setting. New Graduate Nurses will receive extended classroom series specific to caring for patients utilizing the new menu of patient services. Other course topics include Prevention of Hospital Acquired Infections, Advanced Cardiac Life Support, Acute Myocardial Infarction, Basic Life Support, Code Blue Response & Procedures, Dysrhythmia Recognition & Interpretation, Wound Care, Medical/Surgical Nursing, Patient Assessment & Care, and Pediatric Advanced Life Support.

MS Clinical with Preceptor (35%): Training will be offered to New Graduate RNs and LVNs in an extended preceptorship in the unit of their employment prior to being authorized to work independently. Newly hired RN's and LVN's will also receive training with a preceptor to validate skills and demonstrate the level of care that Alta requires of all patient care staff.

Computer Skills (10%): Training will be offered to all occupations. Trainees will receive EMR skills training, some of which are updates while new employees will be introduced to the system. Trainees may also receive instruction in the navigation of the Computerized Physician Order Entry System and ICD-10.

Continuous Improvement (20%): Training will be offered to all occupations and include performance and quality improvement, 27 "never events", and training to prevent hospital readmissions.

Medical Skills Training

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 476 RNs and 60 LVNs, and a group of allied medical workers, will participate in clinical skills training classes. Recognizing a higher cost of delivery for clinical skills training, the \$22 per hour rate, will apply to both Didactic and Preceptor modes of delivery.

Alta estimates that a group of approximately 16 non-medical occupations may participate in this training, namely Social Worker and IT Clinical Specialist. The standard class/lab rate for priority industries, \$18 per hour, will apply to Computer and Continuous Improvement Skills for these employees.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, Alta has committed to hiring 50 new employees (Job Number 2). Alta 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. Trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

Alta will recruit, hire, and train 26 New RNs, 11 LVNs and 13 Certified Mental Health Workers to staff the Bellflower Facility. Although not included here in the new hire Job Number 2, over the next two years, Alta projects to hire and train an additional 100 new nurses for the four other hospitals participating in this Agreement to fill available positions. The training from this proposal will help newly hired nurses transition into the acute care environment, which is very expensive for the hospital to deliver on its own. The expense to recruit, hire and train each new nurse is estimated to exceed \$50,000 and ETP funding will provide invaluable support at a time when the regulatory climate demands are costly.

SET/Wage Modification

Under Special Employment Training (SET), employers such as healthcare providers are not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage of \$27.40 at the end of retention.

Trainees employed in a priority industry (healthcare) qualify for a SET wage modification up to 25% below the statewide average hourly wage. Alta requests this wage modification of \$20.55 for trainees in allied medical occupations.

Substantial Contribution

Alta is a repeat contractor with payment earned in excess of \$250,000 at four locations within the past five years. (See Active Project Table.) Alta's Culver City location will not participate in this project because training at that location is still ongoing under a separate ETP Agreement (ET15-0188). Accordingly, reimbursement for trainees in Job Number 1 will be reduced by 15% to reflect the Company's \$84,680 Substantial Contribution to the cost of training.

Commitment to Training

Alta's annual training budget is approximately \$200,000 for all five California locations. Training includes employee orientation, campus protocol and mandatory compliance topics. In addition, fire code, sexual harassment prevention, charge nurse and in-service training is also provided on a regular basis.

ETP funds will not displace the existing financial commitment to training and anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Alta is ready to start training upon approval. The Hospital has qualified trainers and a training plan in place. Since this is Alta's second ETP Agreement, the Hospital has developed internal administrative procedures to capture training using rosters completed according to ETP guidelines, which help maximize earnings and performance. Alta has contracted with National Training Systems, Inc. to provide administrative support and recordkeeping throughout the term of this ETP Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by Alta under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET14-0231	\$679,080	12/23/13 – 12/22/15	1,115	248	248

Based on ETP Systems, 25,784 reimbursable hours have been tracked for potential earnings of \$481,100 (71% of approved amount). The Contractor projects final earnings of 85% based on training currently committed to by employers and in progress through Month and Year of final training.

DEVELOPMENT SERVICES

National Training Systems, Inc. (NTS) in Ladera Ranch assisted with development for a flat fee of \$20,000.

ADMINISTRATIVE SERVICES

NTS will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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

8-200

Trainees may receive any of the following:

CONTINUOUS IMPROVEMENT

- Charge Nursing Training
- Communication Skills
- CORE Measures
- Crisis Prevention Intervention
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Frontline Leadership Skills
- Improving Observation and Reporting Skills
- Management of Assaultive behavior
- Preventing Hospital Readmissions
- Performance & Quality Improvement
- Preceptor Skills
- Relationship Building

COMPUTER SKILLS

- Electronic Medical Records Application Skills
- ICD-10
- Microsoft Office Skills (Intermediate & Advanced)
 - Excel (Intermediate & Advanced)

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Activities of Daily Living
- Advanced Cardiac Life Support
- Ambulating a Patient with Ambulatory Device
- Arterial Blood Gas Interpretation
- Arterial Lines
- Aspects of Aging
- Assessment
- Basic Life Support
- Bladder and Bowel Management
- Body Mechanics
- Care Planning
- Care of the Bariatric Patient
- Care of the Cardiac Patient
- Care of the Geriatric Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Care of the Transplant Patient

- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Dementia and Alzheimer's Disease
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Elder Abuse/Prevention and Reporting
- Emergency Room Nursing Skills
- End of Life
- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulseoximeter, Ventilators, Specialty Beds and Mattresses, etc.)
- Gastrointestinal Assessment & Management
- Hemodynamic Monitoring
- Hoyer Lift and Sally Slide Use
- Infection Control
- Informed Consent
- Intra-Aortic Balloon Pump Therapy
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Intubation
- Isolation and precautions
- Management of Nephrostomy Tubes
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Never Events
- Newborn Assessment
- New Graduate Nursing Skills
- Nursing Care of the Vegetative Patient
- Nurse Sensitive Indicators
- Nutrition
- Oral Care
- Outpatient Cardiac Rehabilitation
- Orthopedic Nursing Skills
- Oxygenation
- Pacemaker and AICD
- Pain Management (Acute & Chronic)
- Palliative Care
- Paracentesis Patient Care and Drainage
- Parantoneal Dialysis
- Patient Assessment & Care
- Patient Fall Prevention
- Parenteral feeding
- Pediatric Advanced Life Support
- Pharmacology; Critical Care drips

- PICC Line Insertion
- Positioning the Patient
- Pre and Post-Operative Care
- Pressure Ulcers
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints/Restraint Free Environment
- Sepsis; Recognition and Treatment
- Sheath Pull
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Thoracentesis Patient Care
- Transfer Techniques
- Transurethral Resection of the Prostate
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator & Tracheotomy Care
- Wound & Skin Care

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Emergency Department Training**
 - Emergency Room Nursing Skills
 - Intravenous Therapy
 - Triage Nursing Skills
 - Care of Pediatric patients
- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Intravenous Therapy
 - Hemodynamic Monitoring
 - Orthopedic Nursing Skills
 - Pre and Post-Operative Care
 - Care of Trauma Patient
- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Intravenous Therapy
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Management of the Renal Transplant Surgical Patient
- **Operating Room and Post-Anesthesia Care Unit Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Cath Lab Nursing
 - Dialysis
 - Intravenous Therapy
 - Orthopedic Nursing Skills

- Peri-Operative Nursing Skills
- Pre and Post-Operative Care
- **Special Care Unit Training**
 - Patient Assessment & Care
 - Critical Care Nursing Skills
 - Intravenous Therapy
 - Orthopedic Nursing Skills
 - Ventilator and Tracheotomy Care
 - Hemodynamic Monitoring
 - Total Parenteral Nutrition
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 - **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Intravenous Therapy
 - Oncology Nursing Skills

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