



Training Proposal for:
CFHS Holdings, Inc. dba Marina Del Rey Hospital
Agreement Number: ET15-0141

Panel Meeting of: June 27, 2014

ETP Regional Office: North Hollywood

Analyst: N. Weingart

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative Medical Skills Training 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association (CNA) and SEIU United Healthcare Workers West		
Number of Employees in:	CA: 600	U.S.: 600	Worldwide: 600
Turnover Rate:	10%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	[Substantial Contribution]	[High Earner Reduction]	=	Total ETP Funding
\$144,630		\$0	\$0		\$144,630

In-Kind Contribution:	100% of Total ETP Funding Required	\$636,310
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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 Priority Rate Medical Skills Training SET	MS Didactic & Preceptor, Computer Skills, Continuous Imprv.	30	8-260	0	\$3,300	\$15.73
				Weighted Avg: 165			
2	Retrainee Priority Rate Medical Skills Training SET	MS Didactic & Preceptor, Computer Skills, Continuous Imprv.	65	8-200	0	\$702	\$20.32
				Weighted Avg: 39			

Minimum Wage by County: Job Number 1: \$13.37 per hour for Los Angeles County; and Job Number 2: \$20.32 per hour statewide for priority industries.

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 \$2.31 per hour may be used to meet the Post-Retention Wage for Job Number 2 trainees.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 (Job Creation)		
Registered Nurse		8
New Graduate Registered Nurse		12
Licensed Vocational Nurse		1
Surgical Technician		1
Laboratory Technician		1
Radiology Technician		1
Pharmacy Technician		1
Medical Technician		1
Respiratory Therapist		1
Certified Nurse Assistant		1
Nursing Administrator		1
Case Manager		1

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 2 (Retraining)		
Registered Nurse		34
Licensed Vocational Nurse		4
Surgical Technician		4
Laboratory Technician		4
Radiology Technician		4
Respiratory Therapist		4
Pharmacy Technician		4
Medical Technician		5
Case Manager		2

INTRODUCTION

This will be the second Agreement between the Employment Training Panel and CFHS Holdings, Inc. dba Marina Del Rey Hospital (MDRH) (www.marinahospital.com), a short-term, acute care facility with 145 Joint Commission accredited beds. The Hospital offers medical and surgical services, 24/7 Emergency Care, Diagnostic Imaging, Nuclear Medicine, and numerous outpatient surgical services. In addition, MDRH has two advanced technique clinics: The Marina Spine Center and the Marina Weight Loss Center.

MDRH is one of the few remaining independent, stand-alone hospitals in the area. It is the only hospital in Marina Del Rey and serves the surrounding communities of Westchester, Venice, Playa Del Rey, Mar Vista, Culver City, Santa Monica, and El Segundo. Its Spine Clinic serves many national and international sports teams including the Los Angeles Dodgers, Indianapolis Colts, and Houston Rockets.

MDRH is dealing with significant challenges, many resulting from the Affordable Care Act: complex regulatory changes, increasing patient volume, payer demands for shorter patient stays, mandatory use of computer technology, new nursing techniques, and demands for higher quality patient care and safety. The Hospital must also be certified under the Medicare and Medicaid EHR Incentive Programs (Electronic Health Records) to receive financial incentives to help offset expenses.

To satisfy these mandates, MDRH is implementing several complex and costly system improvements:

1. Software Applications: The Hospital has invested significantly in a Siemens Electronic Medical Record (EMR) system and a Soarian Health Information Management System (to switch from paper to computerized records). It has also introduced a Computer Physician Order Entry system to enter and access patient treatment instructions electronically. MDRH has invested in Emergency Room Clinical Software, Coding Software for ICD-10 Changes, Patient Portal Software, and Computer Physician Order Entry System.
2. Equipment: Computer hardware for the Weight Loss Clinic.

3. Processes: MDRH is introducing “evidenced-based theory and practice,” a new problem-solving approach to health care delivery that integrates the best evidence from studies and patient care data with clinician expertise and patient preferences and values.
4. Staff: The Hospital intends to grow its team of clinical preceptors to provide the maximum training possible to newer employees.

The previous ETP Agreement (ET10-0271) was the Hospital’s first attempt to provide structured training to nurses, technicians, and therapists. New ownership and a new management team were eager to initiate self-assessed improvement measures throughout the facility, support the use of the latest equipment and technology, hire new staff, and cross-train incumbents. Today, MDRH’s training goals are significantly different based on present-day industry requisites. Although the curriculum topics in this proposal are similar, the executive team has designed an entirely new set of objectives which will be reflected in the course content.

The California Nurses Association (for RNs) and SEIU United Healthcare Workers West (for LVNs, CNAs, Technicians, Therapists, and Laboratory Assistants) have provided letters of support for the ETP training program for their members.

Retrainee-Job Creation

MDRH is expanding its Thoracic Surgery program and has experienced dynamic growth in patient volume in its Spinal and Bariatric Surgical Units, resulting in the need to increase staffing. The Hospital plans to hire a total of 8 RNs and 12 New Graduate Nurses to meet these needs. Training for the new grads will be given under the “Extended Residency” program which requires a total of 576 hours, considered to be a “best practice” for on boarding new graduates. In addition, the Hospital will also be hiring other occupations as several other disciplines including Perioperative Services, Case Management, and Emergency Room are currently understaffed.

In this proposal, MDRH has committed to hiring 30 new employees (Job Number 1). To be eligible for reimbursement, trainees must be hired during the three-month period prior to Panel approval, or during the contract term. In support of job creation, newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Training Plan

All occupations will receive a mix of Medical, Computer, and Continuous Improvement skills over the next two years.

Medical Skills Training (MST) (didactic and clinical preceptor) (90%) – Training will be offered to all occupations in the latest techniques and methodologies associated with each of the curriculum topics. Training will allow them to integrate best practices into the daily routine and meet or exceed quality care and patient safety standards. Some staff will be cross-trained in more than one discipline to facilitate new and expanding services. Clinical Preceptor training will be delivered primarily to nurse trainees and focus on bedside skills in specific units

Computer Skills (5%) – Training will be offered to all occupations and will teach staff to utilize electronic medical records (EMR) to provide accurate documentation, complete reports quickly and proficiently; and improve electronic communications with other team members.

Continuous Improvement (5%) – Training will be offered to all occupations and will address customer service initiatives, team building efforts, and performance and quality improvement activities.

Commitment to Training

MDRH's training budget was approximately \$216,000 for 2013 for new-hire skills training; elementary electronic medical records training; ongoing education in BLS, ACLS and PALS; and annual skills update training for all staff. Training is mandatory and delivered via class and clinical preceptor modes. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Training will begin after Panel approval, and will be delivered by in-house staff and vendors at the worksite. The Chief Nursing Officer (CNO) will oversee the program and coordinate with educators to assure that accurate recordkeeping is done and submitted in a timely manner. Human Resources will provide enrollment and retention information. The CNO will coordinate all activities with the third party administrator.

Medical Skills Training

The Panel has established a "blended" reimbursement rate of \$22 per hour for nurse and allied healthcare upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

SET Wage Modification

MDRH, a Panel priority industry, is eligible for funding under the Panel's Special Employment Training (SET) provisions for frontline workers. Under SET, a company is not required to demonstrate out-of-state competition, but trainees must earn at least the statewide average hourly wage at the end of the retention period. The Panel may modify the Statewide average hourly wage by 25% (from \$27.09 per hour to \$20.32 per hour) for priority industries such as healthcare. In this instance, the lower wage requirement will allow MDRH to include LVNs, Lab Techs, Pharmacy Techs, Medical Techs, Surgical Techs, and CNAs that fall below the \$27.09 per hour benchmark.

Training Hours Cap Modification

Retraining is normally capped at 200 hours per trainee. MDRH, however, is requesting a cap of 260 hours for 12 new graduate nurses in Job Number 1. The New Graduate Nurse program is a collaborative, highly-supportive experience, closely guided and monitored by certified preceptors, Nursing Directors, Clinical Educators, and unit-based Clinical Managers and Clinical Nurse Specialists. Training ranges from 500 to 600 hours of classroom and clinical experience. MDRH is asking the Panel to fund a maximum of 260 hours, while it provides the balance at an estimated cost of \$304,164.

Full Time Employment Modification

The Medical Skills guidelines allow for full-time employment as low as 24 hours per week as long as employees receives a proportionately equal benefits package. Based on the two active

collective bargaining Agreements covering all occupations, 32 hours per week is considered full-time employment with full benefits.

Rightsizing

MDRH's original funding request was for \$267,680: \$175,910 for 49 Job Creation slots (66%) and \$91,770 for 115 incumbent workers (34%). Based on the Hospital's current needs and taking past performance of \$69,053 into consideration, the Hospital is requesting funding to support the new training proposal based on: (1) **Staffing Needs**. MDRH has hired 35 employees in the past 6 months, a total of 128 in the past 2 ½ years, and continues to hire and train; (2) **In-Kind**: Most of the funding will be dedicated to Job Creation, most of that for New Grad Nurses for whom upfront training costs are very high. MDRH will be financing approximately 50% of this program; (3) **Occupations**: Most of the training will be for nurses and allied healthcare occupations in high paying jobs; (4) **Training Hours**: New Grad training requires a large number of training hours; (5) **Minimum Hours**: The new ETP 8-hour training minimum should improve outcomes for incumbent staff; (6) **Unions**: Labor strategies have been solidified, and two union contracts finalized; and (7) **Management**: New leadership is committed to training and education indicating the potential for improved performance.

ETP Staff negotiated with the Hospital to "right-size" the funding request to the current amount (\$144,630).

RECOMMENDATION

Staff recommends approval of this proposal with modifications to wages, training hours, and full-time employment.

PRIOR PROJECTS

The following table summarizes performance by MDRH under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET10-0271	Marina del Rey	11/02/09- 11/01/11	\$150,408	\$69,053	(46%)

In 2010, soon after the Panel approved this Agreement, the former management team entered into lengthy negotiations with two unions (CNA and SEIU) that represented a large percentage of its employees. Training momentum was interrupted by the negotiations which ultimately lasted 4 years. Eventually, training ceased entirely in the midst of a nursing strike.

Resolution: Negotiations for the union contracts were successfully concluded, and the Hospital can once again focus on hiring and training. The education department has designed an up-to-date curriculum based on current hospital and community needs, which is supported by the management team.

DEVELOPMENT SERVICES

MDRH retained National Training Systems, Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$14,939.

ADMINISTRATIVE SERVICES

MDRH also retained NTS to perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

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

8-260 (Job Number 1)

8-200 (Job Number 2)

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)*
- Body Mechanics*
- Cardiology
- Care of Bariatric Patient*
- Care of the Cardiac Patient*
- Care of the Neurosurgical Patient*
- Care of the Stroke Patient*
- Case Management*
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures*
- Critical Care Nursing
- Decontamination Procedures*
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation*
- Educating the Patient & Family *
- EKG & Cardiac Monitoring
- Emergency Room Nursing
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses)*
- Evidence Based Practices*
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control*
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy*
- Laboratory Services*
- Medical/Surgical Nursing
- Medication Administration & Management
- Moderate Sedation*
- New Graduate Nursing
- Nuclear Medicine*
- Nursing Diagnosis
- Nursing Process
- Oncology Nursing
- Orthopedic Nursing

- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care*
- Patient Fall Prevention*
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Skills*
- PICC Line Insertion
- Pre- and Post-Operative Care*
- Psychotropic Medications
- Radiology Services*
- Rapid Response*
- Rehabilitation Skills*
- Renal Assessment & Management
- Respiratory Assessment & Care*
- Restraints*
- Telemetry Nursing
- Total Parenteral Nutrition (TPN)
- Transfer Techniques*
- Triage Nursing
- Ventilator and Tracheotomy Care
- Wound & Skin Care*

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- Bariatric Clinic
- Cardiology
- Case Management
- Diagnostic Services*
- DOU/Telemetry Unit
- Emergency Department
- Gastrointestinal (G.I.) Laboratory*
- Intensive Care Unit/Critical Care Unit
- Medical/Surgical Unit
- Nuclear Medicine*
- Operating Room and Post-Anesthesia Care Unit (PACU)*
- Rehabilitation Services*
- Spine Center

*MST designated for Therapists and Technicians (may be offered to other occupations as well)

CONTINUOUS IMPROVEMENT

- Charge Nurse Training/Frontline Leadership
- Communications Skills
- Conflict Resolution
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking
- Culturally Appropriate Care
- Customer Service
- Discharge Planning

- Documentation
- Lean Six Sigma
- Organization and Time Management
- Patient and Family Centered Care
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures
- Team Building
- Utilization Review

COMPUTER SKILLS

- Microsoft Office/Excel (Intermediate and Advanced)
- Electronic Medical Records Application

Note: Reimbursement for retraining is capped at 260 total hours per trainee for Job Number 1 and 200 total hours per-trainee for Job Number 2, regardless of method of delivery.



A Voice for Nurses. A Vision for Healthcare.



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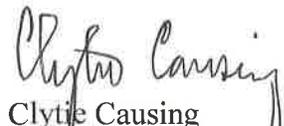
February 18, 2014

Employment Training Panel
1100 J Street, 4th Floor
Sacramento CA 95814

To Whom It May Concern:

This letter is to confirm the support of the California Nurses Association for Marina Del Rey Hospital's training proposal as submitted to the Employment Training Panel.

Sincerely,


Clytie Causing
Labor Representative



UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, C.I.O.

April 18, 2014

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, California 95814

To Whom It May Concern:

This letter is to confirm the support of SEIU United Healthcare Workers-West for Marina Del Rey Hospital's training proposal as submitted to the Employment Training Panel.

For the Union,

Dave Regan - President
Stan Lyles - Vice President

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Cc: Files

