



Training Proposal for:

CPH Hospital Management, LLC dba Coast Plaza Hospital

Agreement Number: ET15-0475

Panel Meeting of: June 26, 2015

ETP Regional Office: North Hollywood

Analyst: E. Wadzinski

PROJECT PROFILE

Contract Attributes:	SET Priority Rate Medical Skills Training	Industry Sector(s):	Healthcare Services 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: 1,400	U.S.: 1,400	Worldwide: 1,400
<u>Turnover Rate:</u>	15%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$150,336		\$0	\$0		\$150,336

In-Kind Contribution:	100% of Total ETP Funding Required	\$170,200
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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	Business Skills, Computer Skills, Continuous Improvement, MS - Preceptor, MS -Didactic	144	8-200	0	\$1,044	\$20.55
				Weighted Avg: 58			

Minimum Wage by County: \$20.55 per hour for SET/Priority Industry Statewide.

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 \$3.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse		80
Licensed Vocational Nurse		10
Surgical Tech		5
Physical Therapist		2
Occupational Therapist		1
Medical Tech		4
Respiratory Therapist		10
Radiology Tech		4
Lab Tech		5
Case Manager		3
Analyst		10
Administration		10

INTRODUCTION

CPH Hospital Management, LLC dba Coast Plaza Hospital (CPH) (avantihospitals.com) is a subsidiary of Avanti Health System, LLC. CPH is an accredited general acute care medical and surgical hospital with 117 licensed beds. It is well-equipped with state-of-the-art radiological diagnostic machinery (CT Scan, Ultrasound services, and an Open MRI), laboratory services, and a hospital-wide patient monitoring telemetry system. In addition to a 24-hour emergency department, the hospital also offers an Alzheimer's program, cardiac care, cosmetic surgery,

critical care, diabetes care, hyperbaric oxygen, pain management, pharmacy, respiratory care, weight-loss, and wound care. This will be CPH's second ETP Agreement

With the passing of the Affordable Care Act (ACA) in 2010, hospitals are currently challenged to provide high quality, affordable patient care services. As a result, hospitals must focus on providing care to predetermined and nationwide standards, reducing readmissions, and tightening operations. These changes represent major challenges for the hospital industry, as reimbursement funds from insurances and the federal government move from a quantity reimbursement framework to a quality based framework. These requirements are particularly challenging for smaller community hospitals such as CPH.

CPH is committed to quality patient care for the community, while ensuring their employees gain and maintain the knowledge, skills, and abilities needed to care for its underserved population. With the help of past ETP funding, CPH has provided education to ensure ACA understanding and devise strategies aimed at meeting ACA policy requirements. CPH continues to respond to changes by educating staff in measuring new ACA quality indicators, ensuring tight staffing in nursing and support services, implementing and improving the electronic medical record system that assists with data tracking, effecting close examination of patient readmissions and improving care coordination. Proposed ETP-funded training efforts expand on addressing communication between care providers, leadership education on ACA impact, customer service, and challenge management to develop new and cost effective ways of operations.

Training in the first Agreement emphasized mainly the implementation and training of CPH's electronic medical records system and medical skills training. Training in this Agreement will focus on the recent enactment of the ACA implementation in an effort to meet the deadline dates for healthcare over the next several years. To meet these deadlines, CPH will deliver continuous training. Training will focus on case management and care coordination, refining and updating electronic medical records to meet these standards, as well as increasing patient satisfaction. Training will be offered to newly graduated nurses and incumbent workers in nursing and allied health.

PROJECT DETAILS

Training Plan

All trainees will receive Medical, Business, Computer, and Continuous Improvement skills.

Business Skills (1%) – Training will be offered to all occupations as process improvement, project management, communication, and customer service skills are the cornerstone of quality patient initiatives. Training is expected to increase patient safety and satisfaction, improve employee engagement, and consequently, federal reimbursements that will ensure organizational viability.

Computer Skills (1%) – Training will be offered to all occupations as the Electronic Medical Recordkeeping (EMR) system is the major mode of patient communication. Updates and refinements to the current EMR system are ongoing. Implementing the current EMR system requires improved computer skills for CPH patient care employees. Training is expected to improve patient communication among all healthcare providers, improve data inputs and outputs, and required reporting, as well as streamline workflows.

Continuous Improvement (8%) – Training will be offered to all occupations to increase patient care and satisfaction, as well as promote continual employee growth. Training will ensure

improved customer service, and instill proper knowledge for new initiatives. Training will help employee professional development and staff retention.

Medical Skills Training (MST) (90%) – Didactic training may be offered to all occupations and clinical preceptor training to incumbent and newly graduated nurses as well as other incumbent and new clinical occupations (respiratory, radiology, laboratory). Training will be required to complete a period of clinical preceptorship training based upon patient care responsibilities to ensure adequate and safe application of attained knowledge. In addition, for incumbent trainees, increasing professional knowledge inclusive of anticipated new patient populations (stroke and sepsis) and inception of nurse cross-training will ensure proper equipment use and patient treatment.

Special Employment Training

Under Special Employment Training (SET), an employer is not required to demonstrate out-of-state competition. Trainees employed in a Priority Industry qualify for a SET wage modification up to 25% below the statewide average hourly wage. Contractor is requesting a wage modification of \$20.55.

Commitment to Training

CPH's training budget is approximately \$200,000 per year, including training in continuous improvement, customer service, on-boarding orientation, new graduate nurse training, infection prevention, wound care and prevention, defensible documentation, point of care, various "on-the-unit" in-service, leadership, and basic computer skills for all employees, and ACA staff implementation training. CPH also provides training for various certifications and mandatory courses (e.g. yearly medical/surgical skills validation; bi-monthly specialty skill validation). Most prior training was job specific, although customer service and EMR training was company-wide.

With support of ETP funding, CPH has updated and expanded its new graduate nurse program. Now, ETP funds will help support the additional cross-training required for incumbent nurses to learn new skills pertinent to different areas of the hospital, and to develop mentor programs across all occupations so new employees may benefit from such programs.

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

Since training is ongoing at CPH, the hospital is ready to begin training upon project approval. Two employees are dedicated to ETP administration. One full-time educator oversees contract administration such as scheduling training and enrolling. A part-time employee is dedicated to tracking and entering information into the ETP on-line tracking system. This person is also charged with communicating with ETP, providing progress reports to CPH administration, working with the educator throughout the Contract term, and managing all invoicing.

Impact/Outcome

CPH's overall training goals include increasing quality, accessible healthcare to the community by providing quality patient care, demonstrating communication improvement and awareness and increasing patient satisfaction and outcome; as well as increasing employee engagement and participation within the organization. ETP training will help CPH employees be more active

in caring and communicating, resulting in increased interdisciplinary teamwork and patient satisfaction.

Medical Skills Training

The Panel has established a reimbursement rate of \$22 per hour for nurse and allied healthcare upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. This rate will apply to the Medical Skills training only.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0285	Norwalk	02/06/12 – 02/05/14	\$300,090	\$220,004 (73%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project management
- Communication
- Customer Service

COMPUTER SKILLS

- Accounting & Payroll Software Applications
- Electronic Medical Record
- Microsoft Office/Excel Skills (Intermediate & Advanced)

CONTINUOUS IMPROVEMENT

- Assaultive Behavior Training
- Case Management/Discharge Planning
- Charge Nurse Training
- Communication Skills
- Conflict Resolution
- CORE Measure
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service
- Decision Making
- Documentation Skills
- Frontline Leadership
- Just-in-Time Processes
- Medical Records Coding
- Organizational/Time Management Skills
- Preceptor Skills
 - Teaching
 - Adult Learning
 - Mentoring
 - Evaluation Skills
- Problem Solving
- Production Operations/Workflow
- Project Management
- Quality Improvement Concepts
- Quality Methods for Monitoring Products during Production
- Scheduling
- Teambuilding

MEDICAL SKILLS

0-200 hours

DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Breast Feeding & Lactation
- Case Management
- Care of the Cardiac Patient
- Care of Pediatric Patients (Acute/Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Conscious Sedation
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and etc.)
- Environmental Safety
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Skills
- Medical Record Coding
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Neuro Nursing Skills
- Occupational Therapy Skills

- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Satisfaction
- Pediatric Advanced Life Support (PALS)
- Perioperative Nursing Skills
- Physical Therapy Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Speech Therapy Skills
- Care of the Ill Infant (S.T.A.B.L.E.)
- Stroke
- Sepsis
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

CLINICAL PRECEPTOR

- **Ancillary Services Training**
 - Medical Records Skills
 - Nutritional Services Skills
 - Social Worker Skills
 - Environmental Safety Skills
 - Infection Prevention Skills
 - Clerical Skills
- **Case Management Department Training**
 - Case management Skills
 - Communication Skills
 - Equipment Skills
 - Crisis Intervention
 - Assessment Skills
 - Care Plan Development
 - Follow-up Skills
 - Sepsis & Stroke
 - Referral Skills
 - Human Trafficking

- **Emergency Department Training**
 - Emergency Room Nursing Skills
 - OB Trauma
 - Triage Nursing Skills
 - Conscious Sedation
 - Care of Pediatric Patients
 - Pain Management
 - Vaso-Active drip management
 - Stroke Training
 - Infection Control
 - Equipment Training
 - Sepsis & Stroke
 - Psychiatric Emergencies
 - Management of Aggressive/Assaultive Behavior
 - Human Trafficking

- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Code Blue Response & Procedures
 - Patient Assessment & Care
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Vaso-Active drip management
 - Pre and Post-Operative Care
 - Pain Management
 - Stroke & Sepsis Training
 - Infection Control
 - Equipment Training
 - Organ Donation
 - Medication Safety

- **Laboratory Services Unit**
 - Equipment Training
 - Laboratory Skills
 - Bloodborn Pathogens
 - Venipuncture
 - Laboratory Testing Procedures
 - Infection Control

- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Equipment Skills
 - Infection Control
 - Medication Administration & Management

- Pain Management
- Sepsis & Stroke
- Dysrhythmia identification and management
- Medication Safety
- **Operating Room & Post-Anesthesia Care Unit (PACU) Training**
 - Patient Assessment & Care
 - Conscious Sedation
 - Trauma Nursing Skills
 - Pre & perioperative Nursing Skills
 - Pre and Post-Operative Care
 - Equipment Skills
 - Infection Control
 - Malignant Hyperthermia
 - Medication Administration & Management
 - Pain Management
 - Sepsis & Stroke
 - Medication Safety
- **Pediatric Services Unit**
 - Care of Pediatric Patients (Acute Care, Intensive Care)
 - Patient Assessment & Care
 - Pre and Post-Operative Care
 - Equipment Skills
 - Infection Control
 - Patient Assessment & Care
 - Pediatric Advanced Life Support (PALS)
 - Medication Administration & Management
 - Sepsis and Stroke
 - Respiratory Assessment & Care
 - Infection Control
 - Medication Safety
- **Radiology Services Unit**
 - Radiology Skills
 - CT Skills
 - MRI skills
 - Ultrasound Skills
 - Equipment Skills
 - Patient Assessment & Care
 - Patient Fall Prevention
 - Infection Control
 - Stroke
- **Rehabilitation Services Unit**
 - Physical Therapy Skills
 - Occupational Therapy Skills
 - Speech Therapy Skills
 - Patient Assessment & Care

- Kinetic Therapy
- Post-Operative Care
- Care of the Stroke Patient
- Care of Cardiac Patients
- Patient Fall Prevention
- Equipment Skills
- Infection Control
- Sepsis & Stroke

- **Respiratory Services Unit**
 - Respiratory Assessment & Care
 - Code Blue Response & Procedures
 - Advanced Cardiac Life Support (ACLS)
 - Basic Life Support (BLS)
 - Patient Assessment & Care
 - Care of Pediatric Patients
 - Care of the Cardiac Patient
 - Ventilator & Tracheotomy Care
 - Neonatal Resuscitation Provider (NRP)
 - Equipment Skills
 - Infection Control
 - Sepsis & Stroke

- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre and Post-Operative Care
 - Stroke Training
 - Intravenous (IV) Therapy
 - Equipment Skills
 - Infection Control
 - Sepsis & Stroke
 - Medication Safety

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