



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Caber Enterprises, Inc. dba Mission Care Group

**Agreement Number: ET15-0418**

**Panel Meeting of:** April 24, 2015

**ETP Regional Office:** Sacramento

**Analyst:** W. Sabah

### PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Medical Skills Training Retrainee Priority Rate SET HUA	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Counties Served:	Kings, Tulare	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
Number of Employees in:	CA: 300	U.S.: 300	Worldwide: 300	
<u>Turnover Rate:</u>	17%			
<u>Managers/Supervisors:</u> (% of total trainees)	N/A			

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	=	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$424,614		\$0		\$0		\$424,614

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$675,840
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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 HUA Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Business Skills, Computer Skills, Cont. Imprv.	189	8-200	0	\$1,566	\$11.30
				Weighted Avg: 87			
2	Retrainee SET HUA Job Creation Initiative Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Business Skills, Computer Skills, Cont. Imprv.	48	8-200	0	\$2,680	\$9.80*
				Weighted Avg: 134			

\*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the statewide minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

**Minimum Wage by County:** Job Number 1: Trainees must earn at least \$11.30 in Kings and Tulare counties; Job Number 2 : \$9.80 for trainees in Kings and Tulare counties.

**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 \$1.25 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job 1</b>		
Certified Nurse Assistant (CNA)		115
Licensed Vocational Nurse (LVN)		50
Registered Nurse (RN)		8
Administrative Staff		8
Frontline Manager		8
<b>Job 2</b>		
Certified Nurse Assistant (CNA)		12
Licensed Vocational Nurse (LVN)		20
Registered Nurse (RN)		10
Administrative Staff		6

## **INTRODUCTION**

Founded in 1991, Caber Enterprises, Inc. dba Mission Care Group (Caber Enterprises) ([www.missioncg.com](http://www.missioncg.com)) owns and operates four rehabilitation and skilled nursing care facilities in Visalia, Tulare and Hanford. The Company now employs 300 professionals, providing 24-hour recovery services and nursing care to patients following an illness, injury or surgery. All four facilities will participate in training under this proposal.

Caber Enterprises is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. Caber Enterprises also qualifies for ETP's priority industry reimbursement as a healthcare provider.

## **PROJECT DETAILS**

Caber Enterprises is undergoing a paradigm shift where new reimbursement models, an aging population and changes mandated under the Affordable Care Act have placed tremendous pressure and requirements on skilled nursing facilities. The Company must deliver better outcomes, lower costs and provide more appropriate access to care by changing the way they screen, admit, care for, bill and discharge patients.

Consumers have become more responsible for paying for their own healthcare, which has increased the influence of healthcare service costs and values to patients. Caber Enterprises will require training in cost-effective programs and nursing skills to improve customer satisfaction and to identify solutions to issues that are currently arising. This will allow patients the ability to interact with their healthcare providers and access their healthcare information in an efficient way.

Caber Enterprises will focus on their day-to-day operations to develop new strategies, increase short-term cost-saving opportunities, and improve performance to ensure that their cost structure and operation infrastructures are aligned with their long-term goals to improve patient services. Caber Enterprises will be developing adaptive and interactive technology platforms to detect care gaps, manage costs, and measure consumer needs and expectations to better manage chronic illnesses and end of life care.

There has been a global shortage in skilled nurse workers as many nurses do not have higher level clinical education/critical thinking skills required to take care of patients when they are out of school. As patients with injuries and illnesses are being discharged from hospitals sooner, nurses and employees at Caber Enterprises will require training to identify deficiencies in care and subsequently improve nursing care to increase customer satisfaction.

The proposed training will help Caber Enterprises improve processes, increase quality of services, meet new demands for high quality care, implement technological enhancements, and expand full-time staff. In addition, enhancing employee skills will enable Caber Enterprises to remain competitive, expand into new markets and offer workplace promotional opportunities.

## **Training Plan**

Caber Enterprises will provide Class/Lab, Medical Skill-Didactic, and Medical Skill-Preceptor training to staff. Training will be delivered by a combination of both in-house trainers and training vendors. The Company plans on starting training on May 1, 2015.

## Medical Skills Training

For this project, approximately 26 Registered Nurses (RNs), 70 Licensed Vocational Nurses (LVNs), and 127 Certified Nurse Assistants (CNAs) will participate in clinical skills training utilizing both Didactic and Clinical with Preceptor training methodologies.

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. Medical Skills training is reimbursed at a blended rate of \$22 per hour.

**Business Skills (5%):** Training will be offered to all occupations to improve documentation skills, to foster quality and continuity of care, and increase efficiency and improve customer service. Training will include course topics such as Communication, Conflict Management, Time Management, American Medical Association Procedures and External Evacuation Procedures.

**Computer Skills (10%):** Training will be offered to all trainees in the use of various medical software solutions. As part of the new Electronic Medical Records System (EMR), training will focus on documenting patient information, managing health records, and measuring consumer needs. Intermediate and Advanced Microsoft Office training will be delivered to select trainees. Training will include EMR, Microsoft Office (Intermediate/Advanced), and Point Click Care Electronic Health Record.

**Continuous Improvement (5%):** Training will be offered to all occupations to enhance customer service, improve the patient experience, and increase teambuilding initiatives. Leadership training will be offered to Frontline Managers to enhance company culture and employee loyalty. Training will include course topics such as Leadership/Employee Management, Patient and Family Satisfaction, Team Building, Admissions, and Supervision of Patient Care.

## Retrainee - Job Creation

In support of job creation, the Panel offers 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 trainees will be subject to a lower post-retention wage.

Caber Enterprises has been growing at the rate of 11% annually and anticipates that the Company will achieve a growth rate of 30% within the next two years. Due to an aging population which raises patient acuity and new requirements under the Affordable Care Act, Companies are experiencing changes in its operations and services. In the past, patients would remain in the hospital following surgery or other acute care. Today, patients are turning to skilled nursing facilities for multi-faceted post-acute care, which has increased patient volume. To meet the demands of increased customers, the Company has implemented a ‘Rapid Recovery Program’ at all four facilities to provide rehabilitation services 24 hours per day 7 days per week. The ‘Rapid Recovery Program’ will be implemented in an effort to send patients back to their families and normal lives in a more expedient and cost-effective manner. To support the program, the Company will add one additional shift per facility. In addition, Caber Enterprises will expand its cardio pulmonary care program to facilitate the Rapid Recovery Program. The Company will be expanding their existing business capacity by adding newly-hired RN’s, LVN’s, CNA’s, and Administrative Staff to their existing function.

In this proposal, Caber Enterprises has committed to hiring 48 new employees as shown in Job Number 2. Caber Enterprises 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 Company also represents that these trainees will be hired into “net new jobs” as a

condition of contract.

## **SET/HUA**

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.

## **Wage Modification**

Trainee in Job Number 1 and 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 15%. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. The Company's locations in Kings and Tulare are in a HUA.

These trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. The Panel may modify the ETP Minimum Wage for these trainees by up to 25% if post-retention wages exceed the start-of-training wages. Caber Enterprises is requesting a wage modification to \$11.30 for Job Number 1 and \$9.80 for Job Number 2 in order to serve workers in lower-wage occupations.

## **Commitment to Training**

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.

The Company's annual training budget per facility is approximately \$100,000 for new hire orientations, company policies, on the job training, staff development, and safety training.

ETP funds will allow the Company to expand its class/lab and clinical training efforts, cross-train, and offer additional skills enhancements training to current and newly-hired nursing staff to support the Company's growth plans.

### ➤ Training Infrastructure

Caber Enterprises will contract with an administrative subcontractor to assist with ETP project administration. In addition, each facility will have a designated staff person to oversee the training and be responsible for scheduling, collecting, and submitting the training rosters to the administrative subcontractor for data entry into the ETP systems.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

Caber Enterprises retained Synergy Management Consultants, LLC in Grass Valley to assist with development of this proposal for a flat fee of \$33,969.

## **ADMINISTRATIVE SERVICES**

Caber Enterprises also retained Synergy Management Consultants to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

## **TRAINING VENDORS**

Respiratory Care Plus of Fresno and Model Drug of Kingsburg has been retained to provide any of the following types of training: Business Skills, Computer Skills, Continuous Improvement, MST-Didactic, and MST Preceptor.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-200

Trainees may receive any of the following:

#### **MST DIDACTIC**

- Medicare Guidelines
- Clinical Documentation
- Consultant Recommendations
- Physicians Orders
- Medication Administration and Management
- Pharmacy Communication and Procedures
- Dietary Communication and Procedures
- Medical Record Audits
- Transfers and Discharges of Patients
- Laboratory Procedures
- Medical Imaging Procedures
- Pain Management
- Psychotherapeutic Medication Management
- Management of Patients with Dementia
- Oxygen Use and Storage
- Specialty Beds
- Orbits and Ordering of Over the Counter Medications
- Incontinence Care and Products
- Catheter, Ostomy and Rectal Tube Care
- IV Therapy
- Central Line Management
- Wound Vac Therapy
- Patient and Family Education
- Tracheostomy Training
- Wound Care Management
- Advanced Directive/End of Life Care
- Assessment and Reassessment of the Patient
- Care Path's for Patient Care
- Enteral Feedings
- Nursing Diagnosis
- Narcotic Count, Management and Documentation
- Discharge Planning
- Behavior Monitoring and Management
- Informed Consent
- Therapy Services
- Hospice Services
- Infection Control
- Risk Management
- Ancillary Services
- Ombudsman Program
- Restorative Nursing Program
- Diabetic Management

- Fall Program
- Bowel and Bladder Management
- Renal Dialysis Care and Fluid Management
- Hydration Program
- Nutrition and Weight Management
- Refusal of Treatment
- Contracture Prevention
- Activities of Daily Living Care and Management
- Serving Meal Trays and Calculating Meal Percentage
- Feeding a Patient
- Oral Care
- Denture Care
- Applying a Gait Belts
- Donning and Doffing Gloves
- Double Bagging and Linen Handling
- Catheter Care
- Bedpan and Urinal Management
- Transferring to a Chair or Wheelchair
- Transferring to a Bed or Toilet
- Turning and Repositioning
- Logrolling and Dangling a Patient
- Giving a Bed Bath
- Giving a Shower
- Perineal Care
- Shaving a Patient
- Nail and Foot Care
- Vital Signs
- Cast Care
- Body Mechanics
- Oxygen Use, Application and Storage
- Universal Precautions
- Code Blue
- Fluid Restrictions
- Modified Therapeutic Diets
- Pain Management-Non Pharmacological approaches
- Dementia
- Behavior Management
- Concentrator and Regulator Use
- Specialty Beds and How to Operate them
- Skin Care
- Hair Care

**MST PRECEPTOR**

- Wound Care
- IV and Central Line Access
- Medication Administration and Management
- Nursing Diagnosis
- Laboratory Skills
- Enteral Feedings

- Tracheostomy Care
- Restorative Nursing Program
- Assessment and Reassessment of Patient
- Diabetic Management
- Renal Dialysis and Fluid Management
- Infection Control
- Pain Management
- Therapy Services
- Nutrition and Weight Management
- Clinical Documentation

#### **BUSINESS SKILLS**

- Communication
- Conflict Management
- Time Management
- Residents Rights
- Appointment Scheduling
- AMA Procedure (leaving against medical advice)
- External Evacuation Procedures
- Security
- MSDS

#### **COMPUTER SKILLS**

- Microsoft Office (Intermediate/Advanced)
- Electronic Management Records System (EMR)
- Point Click Care Electronic Health Record
  - Resident Data
  - Medical Diagnosis
  - Structured Progress notes
  - Progress Notes, Care Plans and Care Plan Reviews
  - Kiosk Management
  - Risk Management
  - 24 Hour and Midnight Census Reports
  - POC Reports
  - Billing

#### **CONTINUOUS IMPROVEMENT**

- Medication Inventory Control
- QAA Roles, Responsibilities and Implementation
- Supervision of Patient Care
- Leadership/Employee Management
- Patient Safety
- Patient and Family Satisfaction
- Accident and Incident Management
- Team Building
- Admissions
- Room Readiness/Terminal Cleaning
- Rules of 3
- Pocket Care Plans

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