



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Chaya Centers, Inc. dba Greenridge Senior Care

**Agreement Number: ET15-0344**

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

### PROJECT PROFILE

<b>Contract Attributes:</b>	Job Creation Initiative Medical Skills Training Retrainee SET Priority Rate	<b>Industry Sector(s):</b>	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Counties Served:</b>	Alameda and Contra Costa	<b>Repeat Contractor:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Union(s):</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Number of Employees in:</b>	CA: 137	U.S.:137	Worldwide: 137
<b>Turnover Rate:</b>	27%	See Project Details Section	
<b>Managers/Supervisors:</b> (% of total trainees)	N/A		

### FUNDING DETAIL

<b>Program Costs</b>	-	(Substantial Contribution)	=	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$115,068		\$0		\$0		\$115,068

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$171,292
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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	MS Didactic, MS Preceptor, Computer Skills, Cont. Improv.	38	8-200	0	\$1,386	\$20.55
				Weighted Avg: 77			
2	Retrainee SET Priority Rate Job Creation Initiative Medical Skills Training	MS Didactic, MS Preceptor, Computer Skills, Cont. Improv.	48	8-200	0	\$1,300	\$13.70
				Weighted Avg: 65			

**Minimum Wage by County:**

Job Number 1 (SET Priority Industry): \$20.55 per hour.

Job Number 2 (Job Creation): \$13.70 per hour for Alameda and Contra Costa 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 \$2.23 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse (RN)		19
Licensed Vocational Nurse (LVN)		11
Medical Records Technician		4
Social Services Worker		4
<b>Job Number 2</b>		
Registered Nurse (RN)		18
Licensed Vocational Nurse (LVN)		14
Certified Nursing Assistant (CNA)		10
Medical Records Technician		2
Social Services Worker		2
Minimum Data Set Coordinator		2

## **INTRODUCTION**

Chaya Centers, Inc. dba Greenridge Senior Care (Chaya), located in El Sobrante, will be the lead employer in this proposal along with Hillside Senior Care is located in Fremont. These facilities are owned by the same owner; however, they are separate entities. Both are certified by Medicare and Medi-Cal to provide skilled nursing care services. The facilities provide long- and short-term nursing services, restorative nursing, rehabilitation services, activities programs, and social services.

## **PROJECT DETAILS**

Due to an aging population which raises patient acuity and new requirements under the Affordable Care Act, the 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. This has increased patient volume.

Chaya must train its staff to provide new or advanced care services; implement system-wide software upgrades including Electronic Medical Records and International Classification of Diseases-10 (ICD 10); and develop Quality Assurance and Performance Improvement programs. The goals of training are to increase patient satisfaction scores; reduce or eliminate re-admissions; improve staff knowledge of advanced technologies; and increase the compliance and accuracy of all patient care documentation.

### **Retrainee - Job Creation**

In support of Job Creation, the Panel is offering 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.

Between the two facilities, the patient volume growth has averaged 16.5% annually. Both plan to hire additional staff to support an increasing patient census, unit expansions, and an overall strategic plan for new programs and services. Currently, the two facilities are at 80% capacity and Job Creation trainees will be distributed between the two facilities.

The Companies are committed to hiring 48 frontline staff under Job Number 2 during the term of the Agreement. The Companies represent that the date-of-hire for all trainees in the Job Creation program will be within the four-month period before contract approval or within the term-of-contract. [Note: The usual date-of-hire "window period" for this program is three months. In this case, because the proposal was held over due to cancellation of the Panel meeting in December 2014, and the Company has already started hiring, staff recommends extending this period by one additional month.] The Companies also represent that these trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

#### **Medical Skills Training (70%)**

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

Approximately 86 trainees including Registered Nurse (RN), Licensed Vocational Nurse (LVN), Certified Nursing Assistant (CNA), Minimum Data Set (MDS) Coordinator, and Social Service

Worker will participate in MS training. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function.

Training will enable RN, LVN, and CNA trainees to improve their skillsets to identify patients' conditions and determine the best course of action in the patient's overall care. MDS Coordinators is an RN who conducts assessments of a patient's physical, medical, cognitive, psychosocial, and rehabilitative status. Training will equip the MDS Coordinators with the skills necessary to work directly with other licensed nurses and physicians to communicate assessment schedule and determine the proper plan of patient care. Social Services Workers will acquire knowledge of the causes and natural courses of diseases, understand the many different mental health problems and receive appropriate training to recognize behaviors, understand needs and barriers, communicate effectively, and provide appropriate services for patients.

Medical Skills training is reimbursed at a blended rate of \$22 per hour. This blended rate recognizes the higher cost of delivery for clinical training. It will apply to both the Didactic and Preceptor modes of delivery.

**Computer Skills (15%)** - Training will be offered to all trainees in the use of various medical software solutions. Training will encompass new ICD 10 coding and health records. Also, Intermediate and Advanced Microsoft Office training will be delivered to select trainees.

**Continuous Improvement (15%)** - Training will be offered to all occupations. Training topics will focus on performance and quality improvements. Training is necessary to improve documentation skills to foster quality and continuity of care and increase effective communication and problem solving abilities.

### **Commitment to Training**

The Companies spend up to \$55,000 annually each. Employee training includes basic skills updates, sexual harassment prevention, new hire classroom and preceptor-led training, safety training, fire codes, and mandated compliance training.

The Companies represent that 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

An administrative subcontractor will assist the Companies with ETP project administration. In addition, each facility will have a designated staff member to oversee the training, coordinate training and resources, and collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

### **Turnover Rate**

The ETP program is designed to fund training for stable, secure jobs. Thus, the employer's turnover rate cannot exceed 20% annually for the facility where training is requested. But the Panel may accept a higher turnover rate if the employer provides evidence that the proposed training will significantly decrease the turnover, or if the employer experienced a singular reduction in workforce, or if industry data supports a higher turnover rate. (Title 22, CCR, Section 4417(a).)

The Companies are requesting a waiver to the turnover rate based on industry data. According to the American HealthCare Association (AHCA), the 2012 median turnover rate for all employees in America's skilled nursing care centers is 44%, an increase of almost 6% from 2011. The AHCA cites that the main cause of the high turnover is workers moving from skilled nursing facilities to hospitals (traditionally, hospitals pay high salaries). While industry turnover rates remain high, the Companies' average turnover has been trending downwards (32% for 2012, 25% for 2013, and 23% to date for 2014). The Companies do point to [workers moving from skilled nursing facilities to hospitals] as a main factor of high turnover (as high as 5%).

If the Panel chooses to fund this training despite the Company's high turnover rate, it may impose a penalty whereby failure to stay under a maximum rate will trigger forfeiture of 25% of the amount earned for each trainee. The trigger rate is typically 20%, as measured by turnover during the final 12 months of the ETP Agreement. (Title 22, CCR, Section 4417(a).)

If the company exceeds the trigger rate, it will forfeit 25% of the amount earned for each trainee. However, given the company's downward trend in turnover and the higher than normal industry turnover, staff recommends a 25% trigger rate for the turnover penalty.

A turnover penalty will not be assessed for Job Number 2 consistent with Panel Guidelines for Retrainee – Job Creation.

### **Special Employment Training (SET)**

Under SET, an employer is not required to demonstrate out-of-state competition. Trainees must earn at least the Statewide Average Hourly Wage at the end of the retention period. However, for trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to \$20.32. Chaya requests this wage modification for trainees in Job Number 1 as needed to train entry-level healthcare workers in lower-wage occupations such as CNAs. The training will provide these workers with opportunities for promotion, wage increases, and long-term job security.

### **RECOMMENDATION**

Staff recommends approval of this proposal with the 25% trigger rate.

### **DEVELOPMENT SERVICES**

Chaya 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**

Chaya also retained NTS to perform administrative services in connection with this proposal for an amount 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:

#### **MEDICAL SKILLS - DIDACTIC**

- Advanced Cardiac Life Support
- Basic Life Support
- Behavior Management
- Cardiac Conditions
- Change of Condition Management
- Dementia/Alzheimer's
- Diabetic Management
- End of Life Care
- Enteral Management
- Gastrointestinal System
- Incontinence Management
- Infection Control
- Interdisciplinary Team Process
- Intravenous Therapy
- Medication Administration Management
- Neurological Conditions
- Neurovascular System
- Pain Management (Acute and Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Physical, Occupational, Speech Therapy
- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)
- Psychotropic Medication Management
- Resident and Family Education
- Resident Emergency Response
- Residents with Special Needs
- Respiratory Care
- Restorative Nursing Program
- Restraint and Restraint Reduction
- Skeletal/Orthopedic Conditions
- Urinary Management
- Wound Management

#### **MEDICAL SKILLS - PRECEPTOR**

- **Inpatient Care Unit**
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus
  - Assessing Patients Receiving Tube Feedings
  - Enteral Management
    - Bolus
    - Intermittent
    - Continuous
  - Cardiac Conditions
  - Clinical Skills Review

- Dementia/Alzheimer's
- Feeding Tube
  - Insertion
  - Site Care
  - Removal
- Gastrointestinal Conditions
- Incontinence Management
- Infection Control
- Intravenous Therapy
- Managing Patients with Neurovascular Conditions
- Medication Management
- Patient Assessment and Care
- Patient Safety
- Preventing and Identifying Complications Related to Tube Feedings
- Residents with Special Needs
- Respiratory Care
- Skeletal/Orthopedic Conditions
- Wound Management

### **COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Electronic Tablet
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- Patient Services Billing Software

### **CONTINUOUS IMPROVEMENT**

- Clinical Services System Management
- Communication Skills
- Continuous Quality Improvement Workshop
- Culturally Appropriate Care
- Customer Service
- Documentation
- Incident/Accident Management
- Interdepartmental Collaboration
- Interdisciplinary Team
- Medical Records
- Mobility Skills
- Problem Analysis and Problem Solving
- Resident Centered Care
- Team Building

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