



**Training Proposal for:
HealthCare Partners, LLC
ET15-0237**

Panel Meeting of: July 25, 2014

ETP Regional Office: North Hollywood

Analyst: N. Weingart

CONTRACTOR

- Type of Industry: Healthcare
 - Priority Industry: Yes No
- Number of Full-Time Employees
 - California: 4,833
 - Worldwide: 8,000
 - Number to be trained: 160
 - Owner: Yes No
 - Mgr/Supr: N/A
 - Frontline: 160
- Out-of-State Competition: No OSC
- Special Employment Training: Yes No
- High Unemployment Area: Yes No
- Turnover Rate: 8%
- Repeat Contractor: Yes No
- Substantial Contribution: Yes No

FUNDING

- Requested Amount: \$73,320
- In-Kind Contribution: \$115,623

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 Priority Rate Medical Skills Training SET	Business Skills, Computer Skills, Continuous Impr., MS Didactic, MS Clinical Preceptor	108	8-200	0	\$432	\$20.32
				Weighted Avg: 24			
2	Retrainee Priority Rate Medical Skills Training SET HUA	Business Skills, Computer Skills, Continuous Impr., MS Didactic, MS Clinical Preceptor	27	8-200	0	\$432	\$15.98
				Weighted Avg: 24			
3	Retrainee Priority Rate Job Creation Initiative Medical Skills Training SET	Business Skills, Computer Skills, Continuous Impr., MS Didactic, MS Clinical Preceptor	25	8-200	0	\$600	\$13.32
				Weighted Avg: 30			

- Reimbursement Rate: Job #'s 1 and 2: \$18 Priority Retraining & \$22 MST
Job #: 3 \$20 Job Creation/Retrainee & \$22 MST
- Counties: Los Angeles, Orange
- Occupations to be Trained: Claims Staff, Information Technology Staff, Operations Support Staff, Registered Nurse, Licensed Vocational Nurse, Allied Medical Staff, Manager (Frontline)
- Union Representation: Yes
 No
- Health Benefits: Job #'s 1, 2, & 3: \$3.73 per hour
- Electronic Recordkeeping: N/A

SUBCONTRACTORS

- Development Services: Training Funding Partners (TFP) in Fountain Valley assisted with development for a flat fee of \$5,600.
- Administrative Services: TFP will also provide Administrative Services for a fee not to exceed 12% of payment earned.
- Training Vendors: To Be Determined

OVERVIEW

HealthCare Partners, LLC (HCP) (www.healthcarepartners.com) and its affiliate, HealthCare Partners Medical Group, Inc. (HCPMG) manage and operate medical groups and physician networks under an Independent Physician Association (IPA) model. Their services extend throughout California, Nevada, Florida, Arizona and New Mexico.

As a management services organization, HCP provides administrative and central support to its affiliate, and will hold the contract for ETP funding. HCP also offers strategic planning, implementation, and development of integrated delivery systems, and expertise in IPA and medical group formation.

The HCPMG is composed of more than 65 medical offices, and employs more than 600 primary care and specialty physicians. This group provides healthcare services to HMO enrollees, fee-for-service patients, and seniors.

HCP was formed in 1992 by merger of three medical management companies in Los Angeles-based California Primary Physicians, Pasadena-based Huntington Medical Group, and East Los Angeles. Headquartered in Torrance, HCP has 76 locations in California, and is a subsidiary of DaVita HealthCare Partners Inc.

HCP is committed to developing innovative healthcare delivery models that improve the patient's quality of life; ensure access to affordable, quality care; and contain healthcare costs. HCP believes that a Coordinated Care Model creates the best patient outcomes. Today, however, the Company is facing unprecedented challenges as a result of the Patient Protection and Affordable Care Act (PPACA). There are also "growth drivers" within its own business such as acquisitions and new computer technology.

HCP must develop, refine, and even re-invent forms, processes, and services due to new rules in Medicaid eligibility, insurance premiums, and healthcare business models. For example, the ICD-9 Medical Diagnostic Coding system with 13,000 codes is being replaced by ICD-10 with 68,000 codes. HCP is also merging two separate Electronic Medical Record (EMR) systems into one, (Allscripts Enterprise HER). Finally, HCP must assure that the skills of all staff that provide direct patient care are current.

Training for both Nursing and Allied Healthcare occupations will be funded under the Panel's Special Employment Training (SET) provisions for companies that do not meet ETP's out-of-state competition standards.

Retrainee-Job Creation

Due to a projected increase in the number of newly-insured patients, HCP is planning to hire approximately 600 employees in California over the next two years. However, HCP has only identified 25 new employees for Job Creation, as shown in Job Number 3. These trainees must be hired during the three-month period prior to Panel approval, or during the contract term. In support of job creation, this training will be reimbursed at a higher rate and these trainees will be subject to a lower post-retention wage.

Training Plan

Business Skills: This training will be offered to all occupations to explain and deliver PPACA benefits, learn ICD-10 coding, improve utilization review, and provide improved and consistent customer service and conflict resolution.

Computer Skills: This training will be offered to all occupations to effectively utilize and support the Company's electronic healthcare systems.

Continuous Improvement: This training will be offered to all occupations to encourage teamwork, and standardize and improve processes and productivity throughout the organization. Trainees will learn to cope with change and re-engineered business processes and job duties, and develop leadership skills to manage a changing environment.

Medical Skills (Didactic and Clinical Preceptor): This training will be offered to patient care staff in advanced medical procedures associated with each of the curriculum topics. Some staff may be cross-trained in other disciplines. Clinical Preceptor training will be delivered primarily to nurse trainees and focus on bedside skills in specific units. Training will allow staff to integrate best practices into the daily routine and meet or exceed quality care and patient safety standards. The Contractor anticipates that MST will constitute only about 10% of the training hours in the program.

Training will begin upon Panel approval, and will be given at company headquarters and several individual worksites. Classes will be delivered by in-house staff and outside vendors. The Program Manager Training and Development will oversee the entire program, coordinate with a point person at each facility, and interface with the administrative consultant (see Administrative Services above).

Medical Skills Training

The Panel has established a "blended" reimbursement rate of \$22.00 per hour for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

SET and HUA Wage Modifications

Under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. However, the Panel may modify this wage by 25% (from \$27.09 to \$20.32) for priority industries (healthcare) to reach workers in lower-paying positions such as medical technician and non-nursing jobs.

Additionally, the 27 trainees in Job Number 2 work in High Unemployment Areas (HUAs), regions with unemployment exceeding the state average by 25%. Various company locations in Los Angeles County qualify for HUA status (Compton, El Monte, Hawthorne, Long Beach, Los Angeles, Montebello, Huntington Park), and trainees qualify for the ETP Minimum Wage (\$16.04 per hour) rather than the Statewide Average Hourly Wage (Table 1).

Frontline Worker

HCP wishes to 17 Managers who supervise medical and clerical staff. These employees actively perform frontline work more than 50% of the time; and they do not hire, fire, or set company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker. As such, these trainees qualify for SET funding and are not included in the percentage of managers and supervisors identified on Page 1 of this proposal.

RECOMMENDATION

Staff recommends approval of this proposal and wage modifications.

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

8 - 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills/Conflict Resolution
- Customer Service
- Documentation
- HealthCare Reform
- ICD-10
- Organization and Time Management
- Preceptor Skills (Train-the-Trainer)
- Technical Writing
- Utilization Review

COMPUTER SKILLS

- Cisco
- Electronic Medical Records Application
- EPIC Voice Recognition Software
- Forefront Identity Manager System
- GE/IDX Advanced Web Software
- HealthCare Partners Intranet
- HealthCare Partners Technical Systems
- ITIL (Information Technology Infrastructure Library)
- MediTech Order Entry
- Microsoft Office (Intermediate/Advanced)
- Microsoft Project
- Microsoft SharePoint
- Patient Billing & Accounts Receivable (PBAR) Tracking
- Patient Remote Scanner Software
- Practice Management Software
- Programming Language
- Report Builder
- Security+
- SQL Server
- System Security/Operations
- Windows Server
- Workday HRIS (Human Resource Information System)

CONTINUOUS IMPROVEMENT

- Business Process Re-Engineering
- Change Management
- Charge Nurse Frontline Leadership
- Conflict Resolution
- Critical Thinking
- Developing and Influencing Others
- Leadership/Motivation
- Lean Six Sigma
- Problem Solving/Critical Thinking

- Process and Quality Improvement Concepts/Techniques /Procedures
- Process/Performance Management
- Project/Risk Management
- Team Building

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
- Care of the Cardiac Patient
- Care of the Stroke Patient
- Case Management/Discharge Planning
- Central Lines Management
- Code Blue Response & Procedures
- Culturally Appropriate Care
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing
- Neonatal Nursing
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis
- Nursing Process
- Patient and Family Centered Care
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing

- Pre- and Post-Operative Care
- Rapid Response
- Renal Assessment & Management
- Respiratory Assessment & Care
- Surgical Nursing
- Telemetry Nursing
- Transfer Techniques
- Triage Nursing
- Trauma Nursing
- Wound & Skin Care

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

(for RN, LVN, Physician Assistant, and Nurse Practitioner)

- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing
 - Pre- and Post-Operative Care
 - Management of the Renal Transplant Surgical Patient
- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
 - Patient Assessment & Care
 - Trauma Nursing
 - Peri-Operative Nursing
 - Pre- and Post-Operative Care
- **Pediatric Services Unit**
 - Care of Pediatric Patients (Acute Care,)
 - Patient Assessment & Care
 - Pre & Post-Operative Care
- **Surgical Services Unit Training**
 - Patient Assessment & Care
 - Trauma Nursing
 - Surgical Nursing
 - Pre- and Post-Operative Care
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Pre- and Post-Operative Care
 - Care of the Neurosurgical Patient
 - Intravenous (IV) Therapy

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