



**Training Proposal for:  
HealthSouth Corporation  
Agreement Number: ET15-0124**

**Panel Meeting of:** June 27, 2014

**ETP Regional Office:** North Hollywood

**Analyst:** N. Weingart

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate Medical Skills Training SET HUA	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Kern, Orange	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: 294	U.S.: 13,770	Worldwide: 13,938
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

Program Costs	-	[Substantial Contribution]	[High Earner Reduction]	=	<b>Total ETP Funding</b>
\$261,324		\$0	\$0		\$261,324

In-Kind Contribution:	100% of Total ETP Funding Required	\$363,804
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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 Priority Rate Medical Skills Training SET	MST Didactic & Preceptor, Continuous Imp., Computer Skills	122	8-200	0	\$2,142	\$20.32
				Weighted Avg: 119			

**Minimum Wage by County:** SET Statewide (Priority Industry) \$20.32 per hour

**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 \$2.14 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse		61
Licensed Vocational Nurse		25
Case Manager		4
Occupational Therapist		10
Physical Therapist		8
Physical Therapy Assistant		3
Respiratory Therapist		5
Speech & Language Pathologist		6

**INTRODUCTION**

HealthSouth Corporation (HSC) ([www.HealthSouth.com](http://www.HealthSouth.com)), headquartered in Birmingham, Alabama, is the parent corporation of multiple subsidiaries that include two California facilities: HealthSouth Bakersfield Rehabilitation Hospital LLC dba HealthSouth Bakersfield Rehabilitation Hospital (HS-Bakersfield), and Western Medical Rehab Associates L.P. dba HealthSouth Tustin Rehabilitation Hospital (HS-Tustin). Both California facilities are included in this proposal, and offer inpatient physical rehabilitation services for post-acute patients recovering from neurological issues, stroke, orthopedic conditions, lower extremity fractures, debility, brain injury, knee/hip replacement, cardiac conditions, and spinal cord conditions.

HSC, in a Panel priority industry (Healthcare), will be funded under Special Employment Training (SET), whereby the participating employer is not required to demonstrate out-of-state competition, but trainees must be earning at least the statewide average hourly wage at the end of the retention period.

According to HSC, rehabilitation therapy is a highly specialized field that requires intensive training. Staff must be able to provide consistent care using the latest medical technologies and techniques to assist patients in recovery. Both nursing and non-nursing staff, especially newer personnel, do not possess the skills to provide exceptional patient care necessary. Existing employees need continuous training to ensure that their skills and knowledge are current with established best practices in their respective fields. HS-Tustin is certified in Stroke Rehabilitation by the Joint Commission, which mandates ongoing education in the care and treatment of stroke survivors.

Both hospitals are currently expanding services. HS-Bakersfield will add oncology rehabilitation in late 2014 or early 2015 and apply for its Joint Commission disease-specific certification during that time. This site has also initiated a \$5 million capital project to add 20 new beds for higher acuity head injury patients. HS-Tustin is laying the ground work for a second certification in the care of amputee patients.

This will be HSC's third ETP Agreement at Bakersfield and Tustin. The first contract (ET09-0550) was primarily dedicated to achieving designation status for the treatment of strokes. The second Agreement (ET11-0340) focused on training new graduate RNs, and helping the Bakersfield facility create its advanced brain injury rehabilitation program. Funding for this new proposal will help develop and broaden the skill sets of incumbent staff, and expand service lines to include oncology, amputee, and acute head injury patients.

## **PROJECT DETAILS**

### **Training Plan**

HSC's goal is to provide the best patient care available. Over 75% of the requested medical skills training is for nursing staff. Other occupations will receive medical skills specific to their jobs as needed to support successful complementary rehabilitation programs.

**Medical Skills Didactic and Clinical Preceptor (90%)** - Training will be offered to all occupations in the latest medical techniques and methodologies. Training will be provided on corporate best practices and any deficiencies in nursing expertise. Training for the new oncology department will include all job classifications that interact with patients recovering from various stages of cancer through various phases of treatment and rehabilitation. The curriculum will also prepare workers to care for amputee and head injury patients. Clinical Preceptor hours will provide practical instruction, and allow trainers to ensure and document that trainee skills meet or exceed established patient care requirements.

- Registered nurses may receive up to 200 hours of MST training to cross-train in other existing hospital departments and/or learn the skills they need to inaugurate and operate the new oncology, amputee, and head injury divisions.

**Computer Skills (5%)** - Training will be offered to all occupations on PatCom software to enter and retrieve patient information. Advanced and Intermediate Microsoft Office training will help staff improve accuracy and consistency in daily reporting activities.

**Continuous Improvement (5%)** - Training will be offered to all occupations to improve frontline leadership skills, charge nurse skills, critical thinking, patient and family education, and support performance and quality improvement efforts.

## **Commitment to Training**

The 2013 HS-Bakersfield and HS-Tustin training expenditures were under \$20,000 each. Annual re-orientation of general hospital operations and procedures, and discipline-specific annual competency testing are given to all clinicians. In-service training is provided, as needed. All new staff must go through an orientation. Therapists and Nurses receive Functional Independence Measure training and Clinicians receive Safe Patient Mobility training.

HSC states that in-depth training is costly, and due to a tightened operating budget, the Hospitals have not been able to provide necessary training. ETP funding will help offset these costs and provide the additional resources for HSC to expand the breadth and diversity of its classes, and enable patient care staff to transition from competent to expert-level care providers.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training is scheduled to begin after Panel approval and will be delivered at both worksites by in-house staff and outside vendors. The Bakersfield facility has a dedicated Clinical Educator who provides both classroom and preceptor education for all clinical departments.

HSC staff will administer the training program. At least one person at each facility will be responsible for overseeing the program. Support staff will be available, as needed, to identify trainees, schedule classes, and ensure that rosters are completed and maintained properly. Training hours will be tracked at each facility and uploaded into ETP's online systems by either California staff or corporate staff in Alabama.

## **SET and HUA Wage Modifications**

For trainees employed in a priority industry, the Panel may modify the wage up to 25% below the statewide average hourly wage (from \$27.09 to \$20.32). This wage modification is requested for trainees who in lower wage occupations at the Tustin location only.

Although the Bakersfield facility is located in a high unemployment area, HSC is not requesting a HUA wage modification for trainees at this location.

## **Substantial Contribution**

HSC is a repeat contractor with payment earned in excess of \$250,000 at the Bakersfield and Tustin facilities combined within the past five years (see Prior Project Table below). However, no individual site earned more than \$250,000; therefore, substantial contribution does not apply.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes performance by HSC under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET11-0340	Bakersfield & Tustin	06/01/11 – 05/31/13	\$248,148	\$237,702 (96%)
*ET09-0550	Bakersfield & Tustin	04/06/09 – 04/05/11	\$107,100	\$72,673 (68%)

**\*ET09-0550:** Some trainers neglected to submit ETP class/lab training rosters, which affected reimbursement. Adequate internal contract oversight was lacking as no specific person was designated as the ETP administrator.

In an effort to achieve a better outcome on the ET11 Agreement: (1) the CEO at each site was put in charge of the ETP program; (2) specific staff at each facility were designated to track and report eligible training hours; and (3) all educators were required to learn ETP requirement and recordkeeping processes. Project administration was more effective as evidenced by the 96% completion rate on the subsequent contract.

### **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:

**MEDICAL SKILLS TRAINING (MST) - DIDACTIC**

- Advanced Cardiac Life Support
- Amputee Patient Care
- Basic Life Support
- Body Mechanics
- Burn Patient Care
- Brain Injury Care
- Cardiac Care
- Care & Management of Neurological Patients
- Care of the Multiple Trauma Patients
- Case Management
- Diabetes Care & Management
- Dialysis Patient Care
- Functional Independence Measurement
- Infection Control
- Medication Management
- Morbid Obesity Patient Management & Care
- Neuro-IFRAH Mobility (Integrative Functional Rehabilitation & Habilitation)
- Occupational Therapy Core Skills
- Orthopedic & Musculoskeletal Patient Care
- Oxygen Administration
- Pain Management
- Patient Fall Prevention
- Patient Transfer
- Physical Therapy Core Skills
- Psychosocial Screening & Risk Identification
- Pulmonary Rehabilitation
- Rapid Response Team
- Rehabilitation Nursing Skills
- Respiratory Therapy Core Skills
- Restraints
- Specialized Equipment Skills
- Speech & Language Pathology Core Skills
- Spinal Cord Injury Care
- Stroke Patient Care
- Wound & Skin Care Management

**MEDICAL SKILLS TRAINING (MST) - CLINICAL PRECEPTOR**

- **Rehabilitation Services Unit:**
  - Case Management
  - Medical Management
  - Oxygen Administration
  - Pain Management
  - Psychosocial Screening & Risk Identification
  - Rehabilitation Nursing Skills
  - Specialized Patient Care
  - Physical Therapy Modalities and Techniques
  - Occupational Therapy Modalities and Techniques
  - Speech Therapy Modalities and Techniques
  - Respiratory Care of Rehabilitation Patients

**CONTINUOUS IMPROVEMENT**

- Charge Nurse Training
- Communication Skills
- Critical Thinking
- Culturally Appropriate Care
- Patient Care Documentation
- Patient Experience
- Patient & Family Education
- Reporting Abuse & Neglect
- Safety Training Observation Program
- Student Leadership

**COMPUTER SKILLS**

- Microsoft Office (Intermediate & Advanced)
- PatCom (Patient Information System)

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