



Training Proposal for:

Hospital of Barstow, Inc. dba Barstow Community Hospital

Agreement Number: ET16-0263

Panel Meeting of: December 4, 2015

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	SET Retrainee Medical Skills Training Priority Rate	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Bernardino	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No California Nurses Association/National Nurses United, SEIU-UHW		
Number of Employees in:	CA: 320	U.S.: 135,000	Worldwide: 135,000
<u>Turnover Rate:</u>	29%	See Project Details	
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$243,810		\$0	\$0		\$243,810

In-Kind Contribution:	100% of Total ETP Funding Required	\$483,368
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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 Medical Skills Training Priority Rate	Computer Skills, MST-Didactoc, MST-Preceptor	129	8-200	0	\$1,890	\$20.55
				Weighted Avg: 105			

Minimum Wage by County: \$20.55 per hour for SET Statewide Average Hourly Wage.

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 \$2.05 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Surgical Tech Cert		2
Respiratory Therapist		5
Radiology Technologist II		5
Registered Nurse		106
Registered Nurse (Charge)		11

INTRODUCTION

Founded in 1958, Hospital of Barstow, Inc. dba Barstow Community Hospital (BCH) (www.barstowhospital.com), is an affiliate of Community Health Systems. BCH is a 30-bed acute care facility that provides Inpatient/Outpatient services including medical, surgical and emergency care, radiology, laboratory, rehabilitation, orthopedic, and diagnostic imaging. The hospital is accredited by The Joint Commission and has been designated a *Baby-Friendly* hospital by the World Health Organization/UNICEF.

PROJECT DETAILS

Over the last 2 years, BCH hired a large number of new graduate nurses to staff their new building that opened October 13, 2012. BCH also has several initiatives and operational plans to improve the business and enhance patient service and experience. Although those newly-hired nurses have received some classroom instruction, it has become apparent that staff lacks

the hands-on experience required to work in a fast-paced environment. As a result, additional training is needed to enhance nursing skills and provide quality healthcare services to BCH patients. Furthermore, a large number of new graduate nurses hired during that time only have experience working in one department of the hospital. It is imperative that BCH cross-train its nursing staff to increase the number of employees who have the skills necessary to work in multiple departments of the hospital as they are needed. Trainees will participate in Medical Skills Training in various units of the hospital, which include Medical/Surgical, Laboratory, Pediatric Services, and the Emergency Room.

BCH has implemented a 30 minute or less Emergency Room (ER) Service Pledge at its facility. BCH ER Nurse Stations have been upgraded with the latest technology including a new nurse call system, patient monitoring, and an electronic medical records system. Nurses will receive medical skills training on these new systems to improve skills and ensure they are able to perform duties required while working in the ER (laboratory, diagnostic imaging, pharmacy, etc.).

The Hospital also has a new Surgery Services Department with two operating rooms, two endoscopy labs, new specialized equipment, and a pre and post-operation surgery center. As a result, BCH must educate and train staff to utilize specialized equipment in this new department and perform a broad array of surgical care that will take place in the unit.

BCH is the first hospital in the High Desert area to receive NICHE designation (Nurses Improving Care for Health system Elders), and there is a significant amount of training needed to support it. Changes related to this designation that are currently being implemented at the facility will benefit patients 65 and over who were recently hospitalized. Medical staff must ensure seniors are aware of and understand all preventive measures that should be taken in the home. In addition, staff must also confirm that the patient is involved in decisions being made about their care. To become more senior friendly, trainees will receive specialty training in areas such as stroke certification, chest pain, and fall prevention.

High demands in the healthcare industry require BCH to recruit and train Registered Nurses that can work in a fast paced work environment. To increase staffing levels, BCH plans to reduce recruitment time and the cost associated with hiring experienced nurses, by instead hiring new graduate RN's. Newly hired nurses will receive extensive mentoring and training to gain knowledge and experience before assuming the responsibility of working one-on-one with patients.

New graduate Nurses will receive up to 16 weeks of training that will include Medical Skills in Didactic and Preceptor training. Preceptor training will take place alongside an experienced BCH Nurse at a 1:1 trainer-to-trainee ratio. Training will increase staff's nursing skills to perform job functions, provide quality care, and fill BCH's significant need for experienced and qualified medical staff. Newly hired nurses will be required to back fill current open positions at BCH.

Training Plan

Computer Skills (5%): Training will be offered to all occupations to ensure staff can navigate the Hospital's electronic medical recordkeeping system. Trainees will utilize this system on a daily basis and must understand how to accurately submit and review data entered for BCH patients.

Medical Skills Training (95%):

In an effort to improve medical care, BCH plans to significantly increase the number of nursing staff that have the skills and credentials needed for specialized services offered by the Hospital. To enhance skills, BCH staff will receive training in Medical Skills to ensure the hospital can deliver the high quality care expected of an acute medical care facility for its patients in Barstow and the surrounding areas.

Nurses, Radiology Technologists, and Respiratory Therapists will receive cross training so they are capable of working and performing job functions required in all departments in the hospital.

Commitment to Training

BCH spends approximately \$309,000 annually on training at their single location. Training delivered includes regulatory, compliance, and safety training. A significant amount of training provided for 2014 was the result of new technologies and regulations implemented in the hospital and health care industry. Training provided is both job-specific and company-wide.

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

BCH's CFO, CNO, and Human Resources (HR) staff will be responsible for program oversight of this ETP Agreement. The Hospital has hired Economic Incentives Advisory Group (EIAG) as their third party administrator to assist with administrative duties. EIAG will perform administrative duties such as online tracking, enrollment, reporting, invoicing, and meeting with ETP Staff. BCH staff will provide and collect training rosters to instructors, track training hours, and schedule training in support of the implementation process of ETP within the Hospital.

Turnover Rate

BCH's turnover rate for 2014 is 29%. BCH reports that this percentage is the direct result of a highly competitive environment and workforce shortage in the healthcare industry. Hospital turnover rates currently range from 8% to 30% nationwide. Further, in 2012, the greater Barstow area was designated as a low-income Healthcare Professional Shortage Area. The primary factors leading to the hospital's turnover rate are work overload due to a shortage in nursing staff, lack of communication with management, and low job performance. Hospitals require a skilled, reliable, and stable workforce to provide effective and continuous patient care. When staff leaves, workloads increase, patients suffer, and the overall budget decreases. However, according to the California Department of Public Health, some level of staffing turnover may be essential to building a quality workforce. Either way, the financial cost of losing a single nurse is estimated to equal double the nurse's salary. The average hospital loses roughly \$300,000 per year for every percentage increase in annual nursing turnover.

To correct staff turnover, BCH will start with the hiring process by clearly communicating the role of employees, rewarding superior performance, introducing personalized training, offering career development programs, and minimizing the time spent on administration. These are all tools BCH will use to address the primary causes of staff turnover. Further, part of the strategy is training managers to optimize work schedules in the best interests of the employee, engaging

staff in conversations that affect their work, and providing continuous feedback to increase the employee's sense of control.

Competition for nursing staff has also increased since the opening of a new Hospital approximately 30 miles from BCH. The hospital's leadership has developed a strategy to address the turnover issues and increase employee retention. In addition, the proposed training plan will develop the skills and experience of new graduate nurses to properly staff positions and demonstrate to incumbent staff that BCH is investing in their growth in nursing skills.

Turnover for each of the prior three calendar years (not an average)

- 2012 = 22.8%
- 2013 = 20.8%
- 2014 = 29%

Most recent turnover since January 1 of the current calendar year

January 1, 2015 to present = 18.6%, with 4.98% in the last quarter

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 provided 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. The Panel may, or may choose not to, impose a "turnover penalty" when the company crosses this 20% threshold. ((Title 22, CCR, Section 4417.))

If the Panel chooses to impose a turnover penalty, 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 12-month period preceding termination of the ETP Agreement. (Title 22, CCR, Section 4417(b).)

Special Employment Training

Under SET, the participating 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. The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare up to 25% below the state average hourly wage (\$20.55). The Hospital is requesting this modification for trainees in Job Numbers 1 and 2.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

BCH retained Economic Incentives Advisory Group in Phoenix, AZ to assist with development of this proposal for a flat fee of \$23,047.

ADMINISTRATIVE SERVICES

Economic Incentives Advisory Group will also perform administrative services in connection with this proposal for a fee not to exceed 8% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

COMPUTER SKILLS

- Electronic Medical Recordkeeping System

MEDICAL SKILLS-DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiovascular Life Support (ACLS)
- Arterial Blood Gases (ABG)
- Basic Life Support (BLS)
- Body Mechanics
- Breast Feeding & Lactation
- Care of the Cardiac Patient
- Care of the Pediatric Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Pain Training
- 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
- Emergency Care of the Burn Patient
- Equipment Skills
- Emergency Room Skills (ER)
- Evidence Based Practices
- Gastrointestinal Assessment & Management
- Hemodynamic Monitoring
- Infection Control; IV Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Skills
- Lactation and Advanced Lactation Trainings
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- NACLS
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- NIPS
- Nurses Improving Care for Health system Elders (NICHE)

- Occupational Therapy
- Orthopedic Nursing
- Ostomy & Continence Care
- Pain Management
- Pediatric Advanced Life Support (PALS)
- Patient Assessment & Care
- Patient Fall Prevention
- Perioperative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- PT Skills
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Speech Therapy
- Sugar, Temperature, Airway, Blood Pressure, Lab Work, and Emotional Support (STABLE)
- Stroke Training
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care
- Wound Care Trainings

MEDICAL SKILLS-PRECEPTOR

Emergency Department

- Care of Pediatric Patients
- ER Nursing Skills
- Infection Control
- OB Trauma
- Pain Management
- Triage Nursing Skills

ICU/CCU

- CCU Nursing Skills
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump (IABP) Therapy
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care

Laboratory Services Unit

- Blood borne Pathogens
- Infection Control

- Laboratory Skills
- Laboratory Testing Procedures
- Venipuncture

Long Term Care Unit (Sub acute, Skilled Nursing, Transitional Care, and Hospice)

- Infection Control
- Medical/Surgical Nursing Skills
- Orthopedic Nursing Skills
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care
- Total Parenteral Nutrition (TPN)
- Ventilator & Tracheotomy Care

Medical/Surgical Unit

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

Operating Room & Post-Anesthesia Care Unit (PACU)

- Equipment Skills; Infection Control
- Malignant Hyperthermia
- Medication Administration & Management
- Patient Assessment & Care
- Pain Management
- Perioperative Nursing Skills
- Pre and Post-Operative Care
- Trauma Nursing Skills

Pediatric Services Unit

- Care of Pediatric Patients (Acute Care, Intensive Care)
- Equipment Skills
- Infection Control
- Medication Administration & Management
- Patient Assessment & Care
- Patient Assessment & Care
- Pediatric Advanced Life Support (PALS)
- Pre and Post-Operative Care
- Respiratory Assessment & Care

Obstetrics Unit

- Electronic Fetal Monitoring
- Infection Control
- Labor, Delivery and Postpartum Skills
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills

- Neonatal Resuscitation Provider (NRP)
- Patient Assessment & Care
- Respiratory Assessment & Care
- S.T.A.B.L.E.

Radiology Services Unit

- CT Skills
- Equipment Skills
- Infection Control
- Patient Assessment & Care
- Patient Fall Prevention
- Radiology Skills
- Ultrasound Skills

Rehabilitation Services Unit

- Care of Cardiac Patients
- Care of the Stroke Patient
- Equipment Skills
- Infection Control
- Kinetic Therapy
- Occupational Therapy Skills
- Patient Assessment & Care
- Patient Fall Prevention
- Physical Therapy Skills
- Post-Operative Care
- Speech Therapy Skills

Respiratory Services Unit

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

Telemetry Unit

- Care of the Cardiac Patient
- Dysrhythmia Interpretation
- EKG & Cardiac Monitoring
- Equipment Skills
- Infection Control
- Intravenous (IV) Therapy
- Pre and Post-Operative Care
- Telemetry Nursing Skills

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



A Voice for Nurses. A Vision for Healthcare.



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September 23, 2015

Dear Members of the Panel,

The California Nurses Association (C.N.A.) submits this letter in support of Barstow Community Hospital (BCH)'s ETP Single Employer Application to the State of California Economic Development Unit.

C.N.A. recognizes that health-related education services offered to the community of Barstow is our common concern, and that ETP's program will help fulfill those services and supports the proposed program to increase those services.

Sincerely,

A handwritten signature in black ink, appearing to read "J Moy", is written over a light gray signature line.

James Moy
Organizer
CNA / NNU

August 26, 2015

California Employment Training Panel
1100 J Street
Suite 400
Sacramento, CA 95814

Dear Members of the Panel:

The Service Employees International Union (SEIU) local number 1000 submits this letter in support of Barstow Community Hospital (BCH)'s ETP Single Employer Application to the State of California Economic Development Unit.

SEIU recognizes that the quality of health care and health-related education services offered to the community of Barstow is our common concern and our joint responsibility. SEIU is aware of the training resource challenges, training requirements to keep current with emerging technologies and regulatory changes and the workforce pipeline job-skill gap which faces the industry, specifically for frontline positions. Patients' health, wellness and safety are based on the knowledge, skills and abilities of those who serve them. Thus, SEIU is pleased BCH is seeking resources to support this matter of crucial importance.

The proposed program for the performance-based contract is designed to produce effective results for RNs – together, BCH, SEIU, the worker, and ETP will support the expansion of high-wage, high-skill jobs in Barstow. Should the ETP have any questions, they should not hesitate to contact me.

Sincerely,



Vladimir Dominguez

Union Representative – Hospital Division
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