



**Training Proposal for:**  
**Life Generations Healthcare LLC dba**  
**Generations Healthcare**  
**Agreement Number: ET15-0275**

**Panel Meeting of:** August 22, 2014

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

**PROJECT PROFILE**

Contract Attributes:	SET Priority Rate HUA Retrainee Job Creation Initiative Medical Skills Training	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego, Stanislaus, Santa Barbara, Los Angeles, Santa Clara, Orange, Alameda, San Bernardino, San Mateo	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: 2,147	U.S.: 2,147	Worldwide: 2,147
Turnover Rate:	3%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

<b>Program Costs</b>	-	<b>(Substantial Contribution)</b>	<b>(High Earner Reduction)</b>	=	<b>Total ETP Funding</b>
\$728,220		\$0	\$0		\$728,220

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$1,083,760
------------------------------	------------------------------------	-------------

**TRAINING PLAN**

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 Priority Rate	MS Didactic, MS Clinical with Preceptor, Computer Skills, Cont. Imp.	366	8-200	0	\$450	\$11.17
				Weighted Avg: 25			
2	Retrainee SET HUA Priority Rate Medical Skills Training Job Creation Initiative	MS Didactic, MS Clinical with Preceptor, Computer Skills, Cont. Imp.	173	8-200	0	\$1,280	\$10.00
				Weighted Avg: 64			
3	Retrainee SET Priority Rate Medical Skills Training	MS Didactic, MS Clinical with Preceptor, Computer Skills, Cont. Imp.	544	8-200	0	\$450	\$20.32
				Weighted Avg: 25			
4	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS Didactic, MS Clinical with Preceptor, Computer Skills, Cont. Imp.	76	8-200	0	\$1,280	\$12.19
				Weighted Avg: 64			

**Minimum Wage by County:** Job Number 1(SET/HUA): \$11.17 per hour for Stanislaus and Santa Barbara counties; and \$11.70 per hour for San Diego County.

Job Number 2(Job Creation/HUA): \$9.14 per hour for Stanislaus and Santa Barbara counties; and \$9.75 per hour for San Diego.

Job Number 3(SET/Priority Industry): \$20.32 per hour.

Job Number 4(Job Creation): \$12.19 per hour for San Bernardino and San Mateo counties; \$13.00 per hour for San Diego County; \$13.32 per hour for Orange County; \$13.37 per hour for Los Angeles County; \$13.55 per hour for Alameda and Santa Clara 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 \$1.17 per hour for Job Number 1; \$2.50 per hour for Job Number 3; and \$2.19 per hour for Job Number 4 may be used to meet the Post-Retention Wage.

<b>Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Registered Nurse (RN)		56
Licensed Vocational Nurse (LVN)		61
Certified Nursing Assistant (CNA)		180
Therapist		48
Physical Therapist Assistant (PTA)		13
Certified Occupational Therapist Assistant (COTA)		8
<b>Job Number 2:</b>		
Registered Nurse		10
Licensed Vocational Nurse		14
Certified Nursing Assistant		145
Therapist		4
<b>Job Number 3:</b>		
Registered Nurse		164
Licensed Vocational Nurse		189
Therapist		132
Physical Therapist Assistant		37
Certified Occupational Therapist Assistant		22
<b>Job Number 4:</b>		
Registered Nurse		24
Licensed Vocational Nurse		42
Therapist		10

## **INTRODUCTION**

Founded in 1998 and headquartered in Orange County, Life Generations Healthcare LLC dba Generations Healthcare (Generations) ([www.lifegen.net](http://www.lifegen.net)) operates 19 skilled nursing care facilities in California. The Company specializes in post-hospital and transitional care for the sick, elderly, and infirm. Generations provides nursing care; therapy services including physical, occupational, and speech; stroke and orthopedic rehabilitation; assisted living and memory care; and behavioral health care services. The Company also provides outpatient rehabilitation; intravenous therapy; facilitates laboratory testing and X-ray; medication management; audiology services; physician, podiatrist, vision, and dental visits; as well as develops and implements various therapeutic recreational programs.

Training will target workers at 18 facilities located in: Lakeside, Santee, La Mesa, San Diego, Pleasanton, Modesto, Canoga Park, Newport Beach, Lompoc, and Sunnyvale. Also, with two facilities in: San Jose, National City, Upland, and Daly City. The corporate office located in Newport Beach will coordinate the implementation and administration of training; however, it is not included in the proposed training plan.

## **PROJECT DETAILS**

With the passage of the Patient Protection and Affordable Care Act (ACA) in 2010, Generations has experienced dramatic shifts in the levels of care needed as patients depart the hospital more quickly and acutely ill. An increasing volume of these more medically complex patients is estimated to grow by 30% after complete implementation of the ACA.

The Company must comply with new legislative standards for the maintenance of skilled care and therapy services from the Centers for Medicare & Medicaid Services (CMS). The CMS is an agency within the US Department of Health and Human Services responsible for administration of several key health care programs. These changes will require Generations to serve a greater population of patients with chronic conditions. More patients will be receiving treatment covered through Medical coverage once the ACA is fully enacted.

These changes brought about by CMS and ACA will result in a significant increase in patient census. As such, Generations must develop a strategic plan to promote new standards to improve quality processes, outcomes, and measures. The Company has determined that it must commit to following technological advances and overall workforce transformation by:

1. Quality Initiative – The Company plans to implement the American Healthcare Association Quality Initiative to meet specific, measurable targets in four distinct areas: hospital readmissions, staff stability, customer satisfaction, and the off-label use of antipsychotic medications. The Quality Initiative is an effort that builds upon the existing work of the long-term and post-acute care field by setting specific, measurable targets to further improve quality of care in the skilled nursing centers and assisted living communities.
2. Electronic Medical Records (EMR) Software and International Classification of Diseases (ICD-10) Coding – The Company is investing in its new EMR system scheduled to be deployed in November 2014 (Phase I). Generations is also upgrading its coding system from ICD-9 to ICD-10 scheduled to be deployed in October 2014;
3. Evidence-Based Practice – The Company is implementing new quality reporting standards necessary to improve clinical outcomes centered on evidenced-based practices. Generations is working closely with local acute care hospital providers in all markets to reduce avoidable acute care hospital readmissions; and
4. High-Skilled Workers – The Company is addressing the changing patient acuity profiles and the increasing aging population caused by the changes in the healthcare system. To do this, Generations must identify existing skills gaps and aim at providing advanced training to efficiently care for these patients. As a result, Generations assessed training needs at each of its facilities and developed a comprehensive plan for increased training in wound care, cardiac conditions, diabetes care, and pulmonary issues. Extensive training will also provide workers the skills necessary to accommodate higher acuity patients with coronary heart disease, atrial fibrillation, and dialysis.

Overall, the following proposed training will assist Generations into a new way of healthcare delivery: meeting expectations for enhanced clinical quality; implementing new metric of quality measurement; and reducing costs of healthcare and optimizing reimbursement to successfully fulfill its mission to improve clinical outcomes and provide exceptional patient care.

## 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.

With its most recent acquisition completed in June 2014, Generations is poised to expand its workforce as it continues to plan for future acquisitions, renovations of its existing facilities, and addition of beds to support increased patient volume and demand for services in certain markets. The Company is committed to hiring at least 249 additional frontline staff throughout the 18 facilities (average of 14 per facility) during the term of the Agreement (Job Numbers 2 and 4). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

## Training Plan

**Medical Skills Training (70%)** - Medical Skills (MS) training is crucial in supporting Generations' new healthcare delivery procedures and meeting new regulations and standards concerning quality, safety, and transparency. For this project, approximately 1,159 trainees including Registered Nurse (RN), Licensed Vocational Nurse (LVN), Certified Nursing Assistant (CNA), Therapist, Physical Therapist Assistant (PTA), and Certified Occupational Therapist Assistant (COTA) 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.

CNAs are the foundation and the major action unit of the nursing team as they work closely alongside patients. Training will enable CNAs to improve skills necessary to identify patients' conditions and be responsible for their care, recovery, and rehabilitation in order to assist RNs and LVNs to determine the best course of action in the patient's overall care. CNAs will receive several critical MS course topics of the Menu Curriculum to gain confidence and experience in role performance in a supportive environment with experienced healthcare professional available for consultation, collaboration, and assistance.

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 occupations in the use of various medical software solutions. Training will encompass new ICD 10 coding and health records. In addition, Intermediate and Advanced Microsoft Office training will be delivered to select trainees.

**Continuous Improvement (15%)** - Training will be offered to all occupations and 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

Generations spends up to \$100,000 annually on training per facility. Employee training includes basic new hire orientation, sexual harassment prevention, safety training, computer skills, skill updates, and in-service training.

ETP funds will allow Generations to strengthen current curricula, rollout system-wide initiatives and technologies, and train staff to update and increase skills necessary to effectively care for specific

patient population, reduce hospital readmissions, and meet new quality standards. Funding will also allow the Company to retain highly skilled workers and train novice healthcare staff.

➤ Training Infrastructure

Generations plans to contract with an administrative subcontractor to assist with ETP project administration. In addition, the Company will provide each facility with a designated staff member to oversee the training, collect, and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

### **Special Employment Training**

Under Special Employment Training (SET), an 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.

➤ HUA Wage Modification

Trainees in Job Numbers 1 and 2 (National City, Modesto, and Lompoc locations) work in High Unemployment Areas (HUA), with unemployment exceeding the state average by at least 25%. These trainees are eligible for a wage modification to 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. Generations is requesting a wage modification to \$11.17 for Job Number 1 (CNA trainees) and \$10.00 for Job Creation Job Number 2 (CNA trainees) in order to serve workers in lower-wage occupations.

➤ Priority Industry Wage Modification

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. This wage modification is intended to train entry-level healthcare workers in lower wage occupations (Job Number 3 trainees) to provide opportunities for promotion, wage increases, and long-term job security.

### **Impact/Outcome**

Funding will substantially contribute to Generations' ability to provide enhanced quality of patient care, assume responsibility for patients, and implement useful advanced technologies needed to remain competitive. In addition, funding will be a primary financial catalyst for the Company to implement extensive didactic and clinical training for newly-hired and incumbent trainees to gain a new focus on the challenges of the healthcare reform.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

National Training Systems, Inc. (NTS) in Ladera Ranch assisted with development for a flat fee of \$29,939.

**ADMINISTRATIVE SERVICES**

NTS will also perform administrative services for an amount not to exceed 10% 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**

- Restorative Nursing Program
- Annual Skills Update
- Infection Control
- Basic Life Support
- Body Mechanics
- Patient Transfer Techniques
- Equipment Skills (including, but not limited to pumps, vital monitoring devices, support systems, therapeutic modalities)
- Advanced Cardiac Life Support
- Change of Condition Management
- Interdisciplinary Team Process
- Pain Management (Acute and Chronic)
- Intravenous Therapy
- Enteral Feeding Tube Management
- Respiratory Care
- Wound Management
- Diabetic Management
- Urinary Management (foley catheter, input/output)
- Resident and Family Education
- Medication Administration Management
- Restraint and Restraint Reduction
- Behavior Management
- Psychotropic Medication Management
- Patient Assessment & Care
- Physical, Occupational, Speech Therapy
- End of Life Care
- Patient Fall Prevention
- Dementia/Alzheimer's
- Neurovascular System
- Residents with Special Needs
- Gastrointestinal System
- Laboratory
  - Electrolyte Imbalance
  - Arterial Blood Gas Interpretation
- Cardiac Conditions
- Neurological Conditions
- Resident Emergency Response
- Skeletal/Orthopedic Conditions
- Incontinence Management (colostomy care, urinary catheter care)

- Pro Act Training - Professional Assault Crisis Training and Certification (Pro Act)

### **MEDICAL SKILLS – CLINICAL WITH PRECEPTOR**

- **Inpatient & Outpatient Care Unit**
  - Medication Management
  - Infection Control
  - Patient Safety
  - Clinical Skills Review
  - Patient Assessment and Care
  - Intravenous Therapy
  - Enteral Management
    - Bolus
    - Intermittent
    - Continuous
  - Feeding Tube
    - Insertion
    - Site Care
    - Removal
  - Dementia Care
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus
  - Preventing and Identifying Complications Related to Tube Feedings
  - Respiratory Care
  - Wound Management
  - Dementia/Alzheimer's
  - Managing Patients with Neurovascular Conditions
  - Rehabilitation Services
    - Physical Therapy
    - Occupational Therapy
    - Speech Therapy
  - Residents with Special Needs
  - Gastrointestinal Conditions
  - Cardiac Conditions
  - Skeletal/Orthopedic Conditions
  - Incontinence Management (colostomy care)
  - Assisting and Performing Self-Care Skills with Patients; Facilitating Functional Gains of Each Patient
  - Functional Mobility and Ambulation
  - Bowel and Bladder Training of Patients
  - Identification of Skin Impairments and Prevention
  - Identification of Patient Change in Condition
  - Monitoring of Cardiovascular Changes such as Vital Signs, Endurance, Level of Consciousness
  - Breathing Patterns and Respiratory Function
  - Pain Management
  - Positioning of Patients for Correct Body Alignment
  - Monitor Blood Pressure of Patients
  - Operate Safety Devices with Patient
  - Activities of Daily Living

- Conduct Range of Motion Exercises with Patient
- Patient Care of Foot and Hand
- Infection Control
- Charting
- Colostomy Care
- Hazardous Waste Handling
- Isolation Techniques
- Safe Patient Handling
- Use of the Call Light System
- Safe Linen Handling
- Equipment/Modalities
- Therapeutic Safety
- Proper Use of Exercise Equipment
- Therapeutic Activities
- Therapeutic Exercises
- Assistive Devices
- Procedures for Temperature check for Hydrocollator/Paraffin

### **COMPUTER SKILLS**

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

### **CONTINUOUS IMPROVEMENT**

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

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