



## RETRAINEE - JOB CREATION

### Training Proposal for:

## EastWestProto, Inc. dba Lifeline Ambulance

**Agreement Number: ET15-0376**

**Panel Meeting of:** January 22, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** N. Weingart

### PROJECT PROFILE

<b>Contract Attributes:</b>	Retrainee Priority Rate Job Creation Initiative Medical Skills Training SET HUA	<b>Industry Sector(s):</b>	Healthcare Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Counties Served:</b>	Los Angeles	<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: 164	U.S.: 164	Worldwide: 164
<b>Turnover Rate:</b>	18%		
<b>Managers/Supervisors:</b> (% of total trainees)	N/A		

### FUNDING DETAIL

<b>Program Costs</b>	-	(Substantial Contribution)	=	<b>Total ETP Funding</b>
\$314,548		\$0		\$314,548
(High Earner Reduction)		\$0		

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$224,362
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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 SET	Cont. Imp., Computer Skills	11	8-200	0	\$324	\$22.00
				Weighted Avg: 18			
2	Retrainee Priority Rate SET HUA	Cont. Imp., Computer Skills	23	8-200	0	\$432	\$15.97
				Weighted Avg: 24			
3	Retrainee Priority Rate SET HUA	Cont. Imp., Computer Skills	102	8-200	0	\$324	\$11.98
				Weighted Avg: 18			
4	Retrainee Job Creation Initiative Priority Rate Medical Skills Training SET HUA	Cont. Imp., Computer Skills, MS Didactic, MS Preceptor	29	8-200	0	\$2,000	\$13.31
				Weighted Avg: 100			
5	Retrainee Job Creation Initiative Priority Rate Medical Skills Training SET HUA	Continuous Imprv. Computer Skills MS Didactic, MS Preceptor	105	8-200	0	\$2,000	\$10.75
				Weighted Avg: 100			

**Minimum Wage by County:** Job Number 1(SET/Priority Industry): \$20.55/hour; Job Number 2(SET/HUA): \$15.97 for Los Angeles County; Job Number 3(SET/HUA): \$11.98/hour for Los Angeles County; Job Number 4(SET/Job Creation): \$13.31/hour for Los Angeles County; Job Number 5(SET/Job Creation/HUA): \$10.10/hour for Los Angeles County.

**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 \$1.00 per hour may be used to meet the Post-Retention Wage in Job Numbers 2, 3 & 4.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Priority Ind.)</b>		
Fleet Support Services (Mechanic)		3
Marketing Staff		8
<b>Job Number 2 (SET/HUA)</b>		
Dispatcher		11
Biller/Coder		12

<b>Job Number 3 (SET/HUA )</b>		
Emergency Medical Technician		102
<b>Job Number 4 (SET/Job Creation)</b>		
Registered Nurse		14
Respiratory Therapist		12
Dispatcher		3
<b>Job Number 5 (Job Creation/HUA)</b>		
Emergency Medical Technician		105

## **INTRODUCTION**

EastWestProto, Inc. dba Lifeline Ambulance (Lifeline) ([www.lifeline-ems.com](http://www.lifeline-ems.com)) provides customized, inter-facility, non-emergency ambulance transport services. The Company operates 24/7 providing transport for Basic Life Support (BLS); Critical Care (ACLS); Neonatal and Pediatric Intensive Care Unit (NICU/PICU); and Bariatric patients. Lifeline also offers special event stand-by emergency services. Lifeline's vehicles are equipped with state-of-the-art technology including advanced radio communications, and the Company prides itself on rapid response times and prompt service.

Lifeline contracts with large hospital networks, healthcare systems, medical groups, and skilled nursing facilities in Los Angeles, Orange, and San Diego Counties including Tenet Healthcare. Its facilities are located in Montebello (headquarters and largest operation) and Baldwin Park, with satellite stations in Glendale and Santa Ana.

Lifeline's mission is to provide consistent, high-quality "Complete Customer Care" to meet or exceed client and patient expectations. The Company must continually demonstrate superior business practices that meet today's healthcare requirements to get and keep customers. However, Lifeline is currently challenged by the present-day healthcare reform environment which is: (1) increasing the number of patient covered by insurance (increasing call volume); (2) creating a population of higher acuity patients (requiring a more highly-trained workforce); (3) proliferating medical billing codes; (4) generating pay-for-performance business models; and (5) decreasing Medicare/Medi-Cal reimbursement rates.

In addition, Lifeline must manage growth and expansion, which is expected to continue, since an aging population creates a rising demand for ambulance transport. And, while the Company grows, it must contend with decreasing government revenue, the rising cost of professional liability insurance, and the rising cost of doing business with highly specialized vehicles, equipment, and government-required add-ons. The cost of an unequipped ambulance is \$150,000 (with up to \$100,000 more to fully outfit), and must be replaced every 5-7 years. Lifeline recently spent in excess of \$1 million for 15 new ambulances, several Styker Gurneys; Zoll Electronic Patient Care Software; a Data Base Server; Tablets; and Zipit Pagers.

### **Retrainee - Job Creation**

Lifeline has doubled in size in the past two years through the expansion of existing contracts, new business and new equipment and is poised for continued growth in Los Angeles County. In addition to this growth, Lifeline is currently bidding on six additional contracts; if successful, the hiring demands will far exceed the new hire needs expressed in this proposal. The current

workforce of approximately 164 is estimated to grow to 275 by mid-2015, and to 325 by early 2016.

Accordingly, Lifeline has committed to hiring 134 new employees (Job Numbers 4 and 5). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. The Company also represents that these trainees will be hired into “net new jobs” as a condition of contract. Trainees will be reimbursed at a higher rate for standard curriculum courses, and will be subject to a lower post-retention wage.

## **PROJECT DETAILS**

### **Training Plan**

Personnel must be able to provide care during ground transport, and be prepared for a variety of contingencies that may arise. Each population segment (geriatric, pediatric, autistic, neurological) need different emergency care and equipment. The safety and quality of care during transport is directly related to the skills and capabilities of Lifeline’s employees. The Company is dedicated to extensive employee quality improvement and continuing education.

**Continuous Improvement (40%)** - Training will be offered to all occupations to foster improvement in multiple skills such as ambulance and medical equipment operation and usage; transport logistics and standardized protocols for various populations segments; communication technology; transport physiology; documentation; customer service, standard operating procedures; customer service, communication skills, leadership; hazmat and HIPAA.

**Computer Skills (10%)** - Training will be offered to all occupations in the use of Electronic Medical Records software to accurately enter and retrieve information, and in Microsoft software to help improve the accuracy and consistency of daily reporting activities.

**Medical Skills Didactic (30%)** - Training will be offered to Registered Nurses (RNs), Therapists, and Emergency Medical Technicians (EMTs) to learn the latest techniques and methodologies associated with each of the curriculum topics, and to incorporate best practices into their daily routine. Classes will cover general medical knowledge (e.g. airborne and bloodborne pathogens; equipment usage; documentation; standard operating procedures and standards of care; and controlled substance accountability/security), as well as provide expertise in specialty patient care situations.

**MST Preceptor Clinical with Preceptor (20%)** - Post-classroom training will also be offered to RNs, Therapists, and EMTs to reinforce proper ambulatory patient care in transit. Training will cover transport techniques, equipment operation, patient care and life support. Trainees will be placed with a Preceptor for three to five days to practice what they learned in class. Clinical Preceptor hours will provide practical instruction and allow trainers to document trainee skills to assure that they meet or exceed established patient care requirements. Once trainees have met Lifeline’s standards, they are put into the field with a partner.

### **Medical Skills Training**

The Panel has established a “blended” reimbursement rate of \$22/hour for nurse and allied healthcare worker upgrade training, recognizing the higher cost of delivery for the clinical preceptor model.

## Impact/Outcome

Trainees will become top-notch Emergency Medical Service professionals that meet or exceed customer expectations and industry requirements by providing the highest level of patient care using state-of-the-art technology. Well-trained staff will also guarantee that Lifeline meets all current government healthcare requirements. The Company will continue to provide a supportive environment with experienced EMS professionals available for consultation, collaboration, and assistance.

## Commitment to Training

Lifeline spends approximately \$100,000 annually for training at all four sites. Courses include policies and procedures, documentation, vehicle and equipment operation, safety, customer service, professionalism, situational awareness, and sexual harassment prevention. The majority of training is delivered to EMTs. All training is mandatory, and provided via classroom lecture and lab practice. However, training budgets are limited as the Company invests working capital into growth while reimbursement for services typically lags behind.

ETP funding will assist Lifeline provide enhanced training for incumbent workers, enabling employees to transition from entry-level skills to fully competent, healthcare professionals with leadership abilities. Funding will facilitate hiring new employees, increase the new hire classroom training program from 3 to 5 days, and incorporate new curriculum. The Company has increased sales by winning competitive bids that call for rapid deployment of staff (within 30 days of contract award) and high levels of service. ETP funding will help defray the training costs associated with these stringent client requirements.

At its own expense, Lifeline plans to train 80 additional new hires and incumbent staff (including Managers and Supervisors) for its satellite locations in Santa Ana and Glendale that are not eligible for funding. Lifeline represents that ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Training will begin upon Panel approval at Baldwin Park and Montebello locations. The education staff will deliver and document training hours. The Human Resources department will provide enrollment and retention information. Company management staff will oversee the entire program and coordinate with a third party administrator (see Administrative Services below).

## Special Employment Training/High Unemployment Area Wage Modification

Trainees under Special Employment Training in a priority industry qualify for a modified wage of \$20.55/hour (Job Number 1). However, trainees in High Unemployment Areas (HUA) qualify for the ETP Minimum Wage (\$15.97/hour for Los Angeles County) rather than the Statewide Average Hourly Wage (Job Number 2). Furthermore, the Panel may modify the ETP Minimum Wage by up to 25% (\$11.98/hour for LA County) if post-retention wages exceed the start-of-training wages (Job Number 3).

The Company's locations in Los Angeles County qualify for HUA status. Lifeline is only requesting the HUA wage modification for Job Numbers 2 and 3.

In Job Number 4, Job Creation trainees qualify for the ETP New Hire Wage (\$13.31/hour in Los Angeles County). For Job Number 5, the Panel may also modify this wage up to 25% (to

\$10.10/hour), but with no post-retention wage increase. Lifeline is requesting HUA wage waivers for Job Number 5.

Lifeline uses sites such as Glass Door for market data reports. The Company meets the industry average EMT salary of \$10.75 and/or /\$22,000 per year. In 2015, management intends to apply for 911 status, which may lead to an increase in reimbursement levels and allow for higher pay rates. Lifeline staff reviews market data each year to ensure that it remains competitive. Each employee receives a yearly performance evaluation and a merit increase based on performance. As EMTs gain work experience and practical knowledge that may later qualify them to apply for positions in local and county fire departments that offer a higher level of wages and benefits.

### **RECOMMENDATION**

Staff recommends approval of this proposal and HUA wage modifications.

### **DEVELOPMENT SERVICES**

National Training Systems, Inc. in Ladera Ranch assisted with development for a flat fee of \$23,000.

### **ADMINISTRATIVE SERVICES**

National Training Systems, Inc. will also perform administrative services for a fee 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:

#### **CONTINUOUS IMPROVEMENT**

- Ambulance Operation
- Billing and ICD-10 Coding
- Call Center & Dispatch Protocols
- Communication Skills
- Conflict Resolution
- Crisis Prevention & Intervention
- Critical Thinking
- Customer Service
- Documentation
- EMS Communication & Protocols
- HazMat for Patient Care Providers
- HIPPA/Patient Privacy
- Leadership Skills
- Performance & Quality Improvement
- Preceptor Skills (Train-the-Trainer)
- Standard Operating Procedures

#### **COMPUTER SKILLS TRAINING**

- Microsoft Office/Excel (Intermediate and Advanced)
- Electronic Medical Records Application

#### **MEDICAL SKILLS TRAINING – DIDACTIC**

- Basic Life Support
- Airborne Pathogens
- Bloodborne Pathogens
- Body Mechanics
- Cardiac Assessment
- Care of Cardiac Patients
- Care of the Bariatric Patient
- Care of Geriatric Patients
- Care of the Renal Patient
- Care of and Treatment of Shock Patients
- Care of the Stroke Patient
- Chronic Obstructive Pulmonary Disease
- Code Blue Response and Procedures
- Critical Care
- Decontamination Procedures
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitors
- Emergency Medical Technician Training (including EMT-1)
- Equipment Operation
- Hazardous Materials/Protection

- Medical Transport of High-Risk Patients
- Medication Administration & Reconciliation
- Neonatal Intensive Care Unit Transport
- Neurological Assessment & Pre-Hospital Care
- Orthopedic Assessment & Pre-Hospital Care
- Orthopedic Stabilization & Traction
- Oxygen Administration
- Pain Management
- Patient Assessment & Pre-Hospital Care
- Pediatric Patient Care
- Pharmacology & Pharmacokinetics
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Respiratory Arrest
- Respiratory Assessment & Pre-Hospital Care
- Restraints
- Standards of Care
- Ventilator Operation

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

- Ambulatory Patient Care:
  - Advanced Cardiac Life Support
  - Code Blue Response and Procedures
  - Cardiac Patient Care
  - Equipment Operation
  - Trauma Patient Care
  - Geriatric Patient Care
  - Pediatric Patient Care
  - Pre-Hospital Trauma Life Support
  - Respiratory Arrest
  - Patient Assessment & Pre-Hospital Care
  - Patient Transport Techniques

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