



RETRAINEE - JOB CREATION

Training Proposal for:

PRN Ambulance, Inc.

Agreement Number: ET15-0428

Panel Meeting of: April 24, 2015

ETP Regional Office: North Hollywood

Analyst: E. Fuzesi

PROJECT PROFILE

Contract Attributes:	SET Job Creation Initiative HUA Priority Rate Medical Skills Training	Industry Sector(s):	Healthcare Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	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: 254	U.S.: 254	Worldwide: 254
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	=	Total ETP Funding
\$120,160		\$0		\$120,160

In-Kind Contribution:	100% of Total ETP Funding Required	\$274,600
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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	SET Retrainee Job Creation Initiative Priority Rate	Continuous Impr., MST - Didactic, MST - Preceptor	38	8-200	0	\$1,460	\$13.31
				Weighted Avg: 73			
2	SET Retrainee Job Creation Initiative HUA Priority Rate MST	Continuous Impr., MST – Didactic, MST - Preceptor	49	8-200	0	\$1,320	* \$10.00
				Weighted Avg: 66			

* It will be made a condition of the contract that the trainees in Job Number 2 will never be paid less than the statewide minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table.

Minimum Wage by County: Job Number 1 (HUA Job Creation): \$13.31 per hour in Los Angeles County and Job Number 2 (Job Creation HUA Reduced Wage): \$10.00 per 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 \$2.00 per hour may be used to meet the Post-Retention Wage for Job Numbers 1 and 2 trainees.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Emergency Medical Technician		30
Paramedic		25
Registered Nurse		13
Dispatch/Call Takers		10
Billing		5
Support Staff		4

INTRODUCTION

Founded in 2000, PRN Ambulance, Inc. (PRN) (www.prnambulance.com) is a non-emergency inter-facility ambulance provider serving the greater Los Angeles area. PRN operates over 60 emergency response vehicles from its headquarters in North Hills, and two satellite facilities in East Los Angeles and Glendale. This is PRN's second ETP Agreement.

Though classified as a priority industry, PRN does not face out-of-state competition. As such, the project will be funded under Special Employment Training (SET) provisions for frontline workers.

PRN's clients are the patients of major healthcare providers, hospitals, and medical groups including Cedars-Sinai and Kaiser Permanente. The services include:

- Basic Life Support (BLS) transports for patients who do not require extra support or cardiac monitoring
- Advanced Life Support transports for patients who require a higher level of care during transport
- Critical Care transports for patients who may have immediate life-threatening illnesses or injuries associated with single or multiple organ failure
- Neonatal Intensive Care Unit (NICU) transports for high-risk and critically ill newborns.

The Patient Protection and Affordable Care Act of 2010 (Obama Care) significantly impacted PRN by increasing compliance costs, and reducing Medicare/Medi-Cal reimbursement for patient transport. PRN also has had to recognize different emergency care, as the medical community develops new protocols. As such, a wider range of geriatric care has been a growing focus. Also, there is a rising trend in high-acuity younger patients with complex medical conditions (cardiac conditions, diabetes, and stroke). In addition, emergency pediatric care is evolving; children need smaller equipment, and their care is subject to different protocols. These patient profiles require highly skilled employees to ensure safety and quality of care during transportation.

Retrainee - Job Creation

The Panel offers 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.

In this proposal, PRN has committed to hiring 87 new employees as shown in both Job Numbers 1 and 2. PRN represents that the date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. The Company also represents that these trainees will be hired into "net new jobs" as a condition of the contract.

Given the factors discussed above, such as an increasing number of patients with complex medical conditions, the demand for ambulance transport has been rising. PRN expects a continued growth in demand over the next few decades. In 2013, PRN opened a new 27,500 square foot facility in North Hills, and purchased two ambulances. PRN plans to purchase an additional five emergency vehicles in 2015.

PRN is planning to increase its full-time workforce over the next two years. To support this expansion, PRN partnered with another ambulance company for marketing and recruiting. PRN has also been conducting outreach programs with various emergency medical schools to help recruit qualified applicants. PRN streamlined new-employee orientation by creating a regularly-repeating schedule. The Company also designated more Field Training Officers, from experienced staff, to help new employees transition into a fast-paced, patient centered environment.

PROJECT DETAILS

PRN's new employees must be able to provide care during ground transport, and be prepared for a variety of contingencies that may arise. Training will be delivered by in-house subject

matter experts and/or specialized training vendors. The proposed training will commence in May 2015, and will take place at the Company's locations in North Hills and East Los Angeles.

Training Plan

Medical Skills Training

The Panel has established a "blended" reimbursement rate for Medical Skills Training, recognizing the higher cost of delivery for the Clinical Preceptor model. This blended rate, \$22 per hour, will apply to both the Didactic and Preceptor modes of delivery. For this project, 30 new Emergency Medical Technicians (EMT), 25 Paramedics, and 13 new Registered Nurses (RN) will participate in Didactic and Clinical Preceptor training classes. This training will target specific skills by occupation to ensure that trainees are competent in advanced medical transport procedures.

Medical Skills – Didactic (30%) – Training will be offered to EMTs, Paramedics, and RNs in order to learn the latest techniques and methodologies, and to incorporate best practices into their daily routines. Classes will cover general medical knowledge such as airborne and blood-borne pathogens, standards of care, controlled substance accountability/security, and provide expertise in specialty patient care situations.

Medical Skills – Clinical Preceptor (20%) – Training will be offered to EMTs, Paramedics, and RNs 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 3-5 days to practice what they learned in class. Clinical Preceptor hours will provide practical instruction, and allow trainers to document trainee skills to assure they meet established patient care requirements. Once trainees have met PRN standards, they are put into the field with a partner.

Continuous Improvement (50%) – Training will be provided to all occupations to foster improvement in skills such as ambulance and medical equipment operation; transport logistics and standardized protocols. Training will cover communication technology; transport physiology; customer service; standard operating procedures; leadership; and HIPPA. Documentation and Communication Skills will cover the use of Electronic Medical Records system to accurately enter and retrieve patient information, and report daily activities.

Impact/Outcome

The proposed ETP-funded training will help PRN subsidize the high cost of training of new and generally inexperienced staff, and provide good jobs despite facing a host of challenging regulations. As a result of the training, trainees will be able to provide competent and safe patient care with the quality outcomes demanded by the Affordable Care Act. This, in turn, will increase the commitment and retention of PRN employees, reduce turnover, and sustain growth.

Commitment to Training

PRN represents that ETP funds will not displace the Company's 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.

PRN's training budget is \$75,000 per facility. This includes training in PRN Ambulance policies and procedures, restraint use, gurney operations/functions, customer service, professionalism, situational awareness, proper lifting technique, sexual harassment prevention training, ambulance equipment and supplies, and Emergency Vehicle Operations Course.

High Unemployment Area

All trainees in this proposal work in a High Unemployment Area (HUA), a region with unemployment exceeding the state average by 25%. The Company's locations in Los Angeles County qualify for HUA status under these standards. The Panel may modify the ETP Minimum Wage for these Job Creation trainees by up to 25%. PRN requests this modification, to \$10.00 an hour, for the 49 trainees in Job Number 2.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by PRN under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0186	Los Angeles	10/22/2012- 10/21/2014	\$249,240	\$120,145 (48%)

PRN provided 5,758 reimbursable training hours to 79 Job Creation trainees. This low performance was due to the following reasons:

- Inaccurate documentation of attendance on training rosters. As a result, a large number of part-time trainees, ineligible for ETP reimbursement were inadvertently enrolled. This error provided misleading information on PRN's performance during the Contract term. When the error was discovered, the retention period had started and the training hours could not be made up. Performance dropped from an anticipated 80-85% to 48% due to this error.
- The move of PRN's headquarters from East Los Angeles to North Hills was disruptive for the training and took longer than anticipated.

To avoid enrolling ineligible employees in the proposed contract, rosters will be carefully reviewed by an in-house administrator (Quality Assurance Coordinator). Accuracy of attendance rosters will also be checked in-house by staff in Human Resources. PRN and the Administrative Subcontractor will work together in inspecting and correcting the employee classifications when necessary.

DEVELOPMENT SERVICES

PRN retained National Training Systems, Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$9,600.

ADMINISTRATIVE SERVICES

NTS will also perform administrative services in connection with this proposal for a fee 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:

CONTINUOUS IMPROVEMENT

- Ambulance Operation Skills
- Call Center & Dispatch Protocols
- Communication Skills
- Conflict Resolution
- Crisis Prevention & Intervention (CPI)
- Critical Thinking
- Customer Service
- Documentation Skills
- EMS Communication & Protocols
- Leadership Skills
- Performance & Quality Improvement
- Preceptor Skills (Train-the-Trainer)
- Standard Operating Procedures

MEDICAL SKILLS TRAINING-DIDACTIC

- Airborne Pathogens
- Bariatric Patient Care
- Basic Life Support (BLS)
- Blood-borne Pathogens
- Body Mechanics
- Cardiac Assessment
- Cardiac Patient Care
- Care and Treatment of Shock Patients
- Chronic Obstructive Pulmonary Disease (COPD)
- Code Blue Response and Procedures
- Critical Care Skills
- Decontamination Procedures
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitors
- Emergency Medical Technician (EMT) Skills/EMT-1
- Equipment Operation
- Geriatric Patient Care
- Hazardous Materials/Protection
- HIPPA
- Medical Transport of High-Risk Patients
- Medication Administration & Reconciliation
- Neonatal Intensive Care Unit (NICU) Transport
- Neurological Assessment & Pre-Hospital Care
- Orthopedic Assessment & Pre-Hospital Care
- Orthopedic Stabilization & Traction
- Oxygen Administration

- Pain Management
- Patient Assessment & Pre-Hospital Care (this is the topic the state will fund for annual skills updates)
- Pediatric Patient Care
- Pharmacology & Pharmacokinetics
- Pre-Hospital Trauma Life Support
- Psychiatric Patient Care
- Renal Patient Care
- Respiratory Arrest
- Respiratory Assessment & Pre-Hospital Care
- Restraints
- Standards of Care
- Stroke Patient Care
- Ventilator Operation

MEDICAL SKILLS TRAINING-CLINICAL W/PRECEPTOR

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

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