



**Retrainee – Job Creation
Training Proposal for:
Professional Medical Staff Memorial Hospital of Gardena
Agreement Number: ET15-0313**

Panel Meeting of: November 14, 2014

ETP Regional Office: North Hollywood

Analyst: E. Fuzesi

PROJECT PROFILE

Contract Attributes:	Retrainee SET Priority Rate Medical Skills Training Job Creation	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: 1,400	U.S.: 1,400	Worldwide: 1,400
Turnover Rate:	15%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$274,972		\$22,512 30% (Job 1)	\$0		\$252,460

In-Kind Contribution:	100% of Total ETP Funding Required	\$130,000
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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 Priority Rate Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS - Preceptor, MS - Didactic	134	8-200	0	*\$390	\$20.32
				Weighted Avg: 31			
2	Retrainee-Job Creation SET Priority Rate Medical Skills Training	Business Skills, Computer Skills, Cont. Impr., MS – Preceptor, MS - Didactic	130	8-200	0	\$1,540	\$13.37
				Weighted Avg: 77			

* Reflects Substantial Contribution

Minimum Wage by County: Job Number 1 (Retrainee): \$20.32 per hour statewide for priority industries and Job Number 2 (Job Creation): \$13.37 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 \$3.00 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
Job Number 1: Retrainee		
Analyst		5
Accountant		3
Case Manager		6
Coder		4
Certified Laboratory Scientist		8
Engineering Staff		2
Licensed Vocational Nurse		10
Occupational Therapist		1
Physical Therapist		4
Registered Nurse		50
Respiratory Therapist		30
Radiology Technician		6
Speech Therapist		1
Social Worker		2
Ultrasound Technician		2
Job Number 2: Job Creation		

Lab Assistant/Technician		8
Registered Nurse		40
New Graduate Nurse		20
Case Manager		4
Respiratory Therapist		20
Secretary		6
Radiology Technician		14
Certified Laboratory Scientist		8
Speech Therapist		2
Cook		4
OR Technician		2
PC Support		2

INTRODUCTION

This will be the fourth Agreement between the Employment Training Panel and Professional Medical Staff Memorial Hospital of Gardena (MHG), a subsidiary of Avanti Health System, LLC. However, because the Application for funding was completed at the time the Panel established a preference for first-time single employers, this proposal was allowed to move forward.

MHG is a for-profit general, community hospital established in 1952, serving the immediate community of Gardena. MHG provides basic medical/surgical, perinatal, intensive care, telemetry, surgical, sub-acute, out-patient, and Level II Emergency (ER) services to its immediate residence and boarding communities thus serving a population of approximately 70,000. The 172-bed hospital is designated as a Disproportionate Share Hospital (DSH) which are hospitals that provide care for a large, uninsured, low-income population.

With the passing implementation of the Affordable Care Act (ACA) in 2010, hospitals are currently challenged to provide high quality, affordable patient care services. As a result, hospitals must focus on providing care to predetermined and nationwide standards, reducing readmissions, and tightening operations. These changes represent major challenges for the hospital industry, as reimbursement funds from insurances and the federal government move from a quantity reimbursement framework to a quality based framework. DSHs are currently faced with a major reduction of federal funds, in large, due to reallocation of federal DSH funds to the ACA federal money basket. These requirements are particularly challenging smaller, community hospitals such as MHG that are often designated as DSH.

MHG is committed to quality patient care for the community, while ensuring their employees gain and maintain the knowledge, skills, and abilities needed to care for its underserved population. With the help of past ETP funding, MHG has provided education to ensure ACA understanding and devise strategies aimed at meeting ACA policy requirements. MHG continues to respond to changes by educating staff in measuring new ACA quality indicators, ensuring tight staffing in nursing and support services, implementing and improving the electronic medical record system that assists with data tracking, effecting close examination of patient readmissions and improving care coordination. Current training efforts expand on addressing communication between care providers, leadership education on ACA impact, customer service, and challenge management to develop new and cost effective ways of operations.

The fall enactment of the ACA has been a series of deadline dates spread over several years. As such, MHG will be delivering continuous training. Overall, this training focuses on case management and care coordination, refining and updating electronic medical records, and increasing patient satisfaction. Different levels of training will be offered to newly graduated nurses and incumbent workers in nursing and allied health.

Retrainee - Job Creation

To improve care for the surrounding community, MHG anticipates providing two new services in the upcoming years. These services are stroke center designation and increased focus on sepsis care to include hypothermia treatment. Stroke and sepsis are major causes of mortality in the United States. Initiation of these new programs will require both equipment acquisition (e.g. a 64-slice CT unit), and hiring of new employees knowledgeable in stroke and sepsis care. This training will require class/lab and preceptor delivery methods.

MHG continues to hire newly graduated nurses to ensure an adequate nurse-to-patient ratio, and offset experienced nurse retirement or attrition. Integration of new nurses into the healthcare field, post-graduation is critical. Experienced preceptors and mentors are needed to assist new nurses with skills development and transition. In the last three years, MHG has provided 43 newly graduated nurses with extensive training which has led to an improved retention rate.

In this proposal, MHG has committed to hiring 130 new employees, including newly graduated nurses, experienced nurses and various occupations in the allied healthcare field (Job Number 2). To be eligible for reimbursement, trainees must be hired during the three-month period prior to Panel approval, or during the contract term. In addition, MHG must represent that they are being hired into "net new jobs" as a condition of contract. In support of job creation, newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

PROJECT DETAILS

Training Plan

All occupations will receive a mix of Medical, Business, Computer, and Continuous Improvement skills over the next two years.

Business Skills (1%) – Training will be offered to all occupations as process improvement, project management, communication, and customer service skills are the cornerstone of quality patient initiatives. Training is expected to increase patient safety and satisfaction, improve employee engagement, and consequently, federal reimbursements that will ensure organizational viability.

Computer Skills (1%) – Training will be offered to all occupations because the EMR system is the major mode of patient communication. Updates and refinements to the current EMR system are ongoing and implementing the current EMR system requires improved computer skills for MHG patient care employees. Training is expected to increase clear patient communication among all healthcare providers, improve data inputs and outputs, improve required reporting, and streamline workflows.

Continuous Improvement (8%) – Training will be offered to all occupations to increase patient care and satisfaction and promote continual employee growth. Training will ensure improved customer service, proper knowledge for new initiatives, and help employee professional development thus staff retention.

Medical Skills Training (MST) (90%) -- Didactic and clinical preceptor training will be offered to all newly graduated nurses as well as other new clinical occupations (respiratory, radiology, laboratory). These newly-hired workers are required to complete a period of clinical preceptorship training based upon their patient care responsibilities to ensure adequate and safe application of didactically attained knowledge. In addition, for incumbent trainees, increasing professional knowledge inclusive of anticipated new patient populations (stroke and sepsis) and inception of nurse cross-training will ensure proper equipment use and patient treatment.

Commitment to Training

MHG's training budget is approximately \$90,000 to 100,000 per year, and includes training in continuous improvement, customer service, on-boarding orientation, new graduate nurse training, infection prevention, wound care and prevention, defensible documentation, point of care, various "on-the-unit" in-service, leadership, and basic computer skills for all employees, and ACA staff implementation training. In addition, MHG provides training for various certifications and mandatory courses (e.g. yearly medical/surgical skills validation; bi-monthly specialty skill validation). Most past training was job specific, although customer service and EMR training was company-wide.

With support of ETP funding, MHG has updated and expanded its new graduate nurse program. In addition, ETP funds will help support the additional cross-training required for existing nurses to learn new skills pertinent to different areas of the hospital, and to develop mentor programs across all occupations so new employees may benefit from such programs.

MHG represents that 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

Since training is ongoing at MHG, the hospital is ready to begin training upon panel approval. Two employees are dedicated to ETP administration. One full time educator oversees the ETP processes such as scheduling training and enrolling, and a part-time employee is dedicated to tracking and entering information into the ETP electronic system. This person is also charged with communicating with ETP, providing progress reports to administration, working with the educator throughout the Contract term, and managing all invoicing.

Impact/Outcome

MHG's overall training goals are the following:

- Increase quality, accessible healthcare to the community of Gardena and surrounding communities by providing quality patient care, demonstrating communication improvement and awareness and increasing patient satisfaction and outcome;
- Increase employee engagement and participation within the organization.

MHG expects the following training outcomes:

- Active participation in committees and educational offerings;
- Demonstrating caring communication as evidenced by an increase in interdisciplinary teamwork and patient satisfaction
- Identifying, conducting and managing unit specific quality improvements.

As a result of training MHG anticipates to increase its Hospital Consumer Assessment of Healthcare Providers and Systems scores, a publicly reported, 27-question, patient perspective survey of hospital care; linked to quality and hospital federal reimbursement; increase Employee Satisfaction Scores; and the number of employee quality improvement initiatives.

Medical Skills Training

The Panel has established a “blended” reimbursement rate of \$22 per hour for nurse and allied healthcare upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. This rate will apply to the Medical Skills training only. MHG will provide Medical Skills training to trainees in both job numbers.

SET Wage Modification

MHG, does not face out-of-state competition, but is eligible for funding under the Special Employment Training (SET) program. Under SET, trainees must earn at least the statewide average hourly wage although the Panel may modify this wage by 25% (from \$27.09 per hour to \$20.32 per hour) for priority industries such as healthcare. MHG is requesting this modification. In this instance, the lower wage requirement will allow the hospital to include LVNs, Lab Techs, Pharmacy Techs, Medical Techs, Surgical Techs, and CNAs.

Substantial Contribution

MHG is a repeat contractor with payment to be earned in excess of \$250,000 at the Gardena facility within the past five years. (See Active and Prior Project Table.) Accordingly, reimbursement for trainees at the Gardena facility in Job Number 1 will be reduced by 30% to reflect the company’s \$22,512 Substantial Contribution to the cost of training. This is the highest level of Substantial Contribution applicable in this case.

RECOMMENDATION

Staff recommends approval of this proposal with modifications to wages and full-time employment.

ACTIVE PROJECTS

The following table summarizes performance by MHG under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training, in Retention	No. Retained
ET13-0203	\$99,750	12/1/12-11/30/14	105	15	34

MHG’s projected performance on the above project is 100% as the hospital provided 4,733 reimbursable training hours amounting to the full amount of encumbered funding. All eligible hours have been entered into ETP’s online system. MHG will submit their final invoice in December 2014.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET11-0500	Gardena	12/9/10- 9/30/12	\$168,912	\$168,912 (100%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

Christen Grelling of Chino has been retained to provide training \$2,500/month in Didactic Medical Skills. Other trainers will be identified for ETP record-keeping purposes, as they are retained by MHG.

Exhibit B: Menu Curriculum**Class/Lab Hours**

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Project management
- Communication
- Customer Service

COMPUTER SKILLS

- Accounting & Payroll Software Applications
- Electronic Medical Record
- Microsoft Office/Excel Skills (Intermediate & Advanced)

CONTINUOUS IMPROVEMENT

- Assaultive Behavior Training
- Case Management/Discharge Planning
- Charge Nurse Training
- Communication Skills
- Conflict Resolution
- CORE Measure
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service
- Decision Making
- Documentation Skills
- Frontline Leadership
- Just-in-Time Processes
- Medical Records Coding
- Organizational/Time Management Skills
- Preceptor Skills
 - Teaching
 - Adult Learning
 - Mentoring
 - Evaluation Skills
- Problem Solving
- Production Operations/Workflow
- Project Management
- Quality Improvement Concepts
- Quality Methods for Monitoring Products during Production
- Scheduling
- Teambuilding

MEDICAL SKILLS DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics

- Breast Feeding & Lactation
- Care of Pediatric Patients (Acute/Intensive Care)
- Care of the Cardiac Patient
- Care of the Ill Infant (S.T.A.B.L.E.)
- Care of the Stroke Patient
- Case Management
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Conscious Sedation
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Environmental Safety
- Equipment Skills (IV Pumps, Cardiac Telemetry, Vital Signs, Pulse-Oximeter, Ventilators, Specialty Beds)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Skills
- Medical Record Coding
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Neuro Nursing Skills
- New Graduate Nursing Skills
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Patient Satisfaction
- Pediatric Advanced Life Support (PALS)
- Perioperative Nursing Skills
- Physical Therapy Skills

- PICC Line Insertion
- Pre and Post-Operative Care
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Sepsis
- Speech Therapy Skills
- Stroke
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

MS-CLINICAL PRECEPTOR

- Ancillary Services Training
- Clerical Skills
- Environmental Safety Skills
- Infection Prevention Skills
- Medical Records Skills
- Nutritional Services Skills
- Social Worker Skills

Case Management Department

- Assessment Skills
- Care Plan Development
- Case Management Skills
- Communication Skills
- Crisis Intervention
- Equipment Skills
- Follow-Up Skills
- Referral Skills
- Sepsis & Stroke

Emergency Department Training

- Care of Pediatric Patients
- Conscious Sedation
- Emergency Room Nursing Skills
- Equipment Training
- Infection Control
- OB Trauma
- Pain Management
- Sepsis & Stroke
- Stroke Training
- Triage Nursing Skills
- Vaso-Active Drip Management

Intensive Care Unit/Critical Care Unit Training

- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Equipment Training
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump (IABP) Therapy
- Pain Management
- Patient Assessment & Care
- Pre and Post-Operative Care
- Stroke & Sepsis Training
- Vaso-Active Drip Management
- Ventilator & Tracheotomy Care

Laboratory Services Unit

- Blood Borne Pathogens
- Equipment Training
- Infection Control
- Laboratory Skills
- Laboratory Testing Procedures
- Venipuncture

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

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

Medical/Surgical Unit

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

Operating Room & Post-Anesthesia Care Unit (PACU)

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

Pediatric Services Unit

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

Obstetrics Unit Training

- Electronic Fetal Monitoring
- Equipment Training
- 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 .
- Sepsis & Stroke

Radiology Services Unit

- CT Skills
- Equipment Skills
- Infection Control
- MRI Skills
- Patient Assessment & Care
- Patient Fall Prevention
- Radiology Skills
- Stroke
- 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
- Sepsis & Stroke
- 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
- Sepsis & Stroke
- 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
- Sepsis & Stroke
- Stroke Training
- Telemetry Nursing Skills

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