RETRAINEE - JOB CREATION

Training Proposal for:

Providence West Valley Healthcare Center, LLC dba Providence West Valley

Agreement Number: ET17-0394

Panel Meeting of: February 23, 2017

ETP Regional Office: North Hollywood
Analyst: M. Paccerelli

PROJECT PROFILE

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Retrainees</th>
<th>Priority Rate</th>
<th>SET</th>
<th>Medical Skills Training</th>
<th>HUA</th>
<th>Industry Sector(s):</th>
<th>Healthcare Services</th>
<th>Priority Industry:</th>
<th>Yes ☒ No ☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counties Served:</td>
<td>Los Angeles, Riverside, Tulare, San Bernardino, Ventura</td>
<td>Repeat Contractor:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Union(s):</td>
<td>Yes ☐ No ☒</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Number of Employees in:</td>
<td>CA: 2,479</td>
<td>U.S.: 3,373</td>
<td>Worldwide: 3,373</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Turnover Rate:</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers/Supervisors: (% of total trainees)</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FUNDING DETAIL

\[
\begin{array}{ccc}
\text{Program Costs} & \text{(Substantial Contribution)} & \text{(High Earner Reduction)} \\
\$618,458 & \$0 & \$0 \\
\hline
\text{Total ETP Funding} & \$618,458 \\
\hline
\end{array}
\]

In-Kind Contribution: 100% of Total ETP Funding Required $715,000
## TRAINING PLAN TABLE

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Description</th>
<th>Type of Training</th>
<th>Estimated No. of Trainees</th>
<th>Range of Hours</th>
<th>Average Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Medical Skills Training Priority Rate SET</td>
<td>MST Didactic &amp; Clinical Preceptor, Computer Skills, Cont. Imp.</td>
<td>481</td>
<td>8-200 0</td>
<td>738</td>
<td>$22.04</td>
</tr>
<tr>
<td>2</td>
<td>Medical Skills Training Priority Rate SET HUA</td>
<td>MST Didactic &amp; Clinical Preceptor, Computer Skills, Cont. Imp.</td>
<td>392</td>
<td>8-200 0</td>
<td>540</td>
<td>*$12.12</td>
</tr>
<tr>
<td>3</td>
<td>Job Creation Initiative Medical Skills Training Priority Rate SET HUA</td>
<td>MST Didactic &amp; Clinical Preceptor, Computer Skills, Cont. Imp.</td>
<td>37</td>
<td>8-200 0</td>
<td>1,400</td>
<td>*$10.68</td>
</tr>
</tbody>
</table>

*It will be made a condition of contract that trainees will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

### Minimum Wage by County:
- Job Number 1: $22.04 per hour for SET Priority Frontline Workers statewide;
- Job Number 2 (SET/HUA): $12.12 per hour in Ventura, San Bernardino, Riverside, and Tulare Counties;
- Job Number 3 (SET/HUA/Job Creation): $10.50 per hour in Ventura 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 $1.23 per hour for Job Number 1 and up to $1.44 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

## Wage Range by Occupation

<table>
<thead>
<tr>
<th>Occupation Titles</th>
<th>Wage Range</th>
<th>Estimated # of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Number 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurse</td>
<td></td>
<td>66</td>
</tr>
<tr>
<td>Licensed Vocational Nurse</td>
<td></td>
<td>274</td>
</tr>
<tr>
<td>Therapy Assistant</td>
<td></td>
<td>22</td>
</tr>
<tr>
<td>Therapist</td>
<td></td>
<td>119</td>
</tr>
<tr>
<td><strong>Job Number 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certified Nurse Assistant</td>
<td></td>
<td>392</td>
</tr>
<tr>
<td><strong>Job Number 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurse</td>
<td></td>
<td>66</td>
</tr>
<tr>
<td>Licensed Vocational Nurse</td>
<td></td>
<td>274</td>
</tr>
<tr>
<td>Therapist</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Certified Nurse Assistant</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

**ETP 130 - Single (10/02/14)** 2 of 6
INTRODUCTION

Founded in 2012, Providence West Valley Healthcare Center, LLC dba Providence West Valley (PWV) (www.westvalleyhc.com) is a skilled nursing facility owned and managed by Providence Healthcare Center, LLC (Providence) based in Utah. PWV’s services include skilled nursing, clinical care, post-surgical care, intravenous therapy, tracheotomy care, pain management, parenteral TPN/PPN therapy, wound care, custodial care, hospice care, respite care, memory care, activity programs, social services, dietary services, occupational therapy, speech therapy, physical therapy and rehabilitation for various disorders including fractures, wounds, joint replacements, amputees, stroke, dysphagia, COPD, decubitis ulcers, general weakness and debilitation, chronic pain, arthritis, Parkinson’s disease, and forms of dementia.

There will be 10 Providence-owned facilities in California participating in this proposal with PWV as the contract holder. The nine other facilities participating in this proposal are as follows:

- Providence Healthcare of Del Rosa Villa, LLC dba Providence Del Rosa Villa in San Bernardino
- Providence Healthcare of Waterman, LLC dba Providence Waterman in San Bernardino
- Providence Healthcare of Mt. Rubidoux, LLC dba Providence Mt. Rubidoux in Jurupa Valley
- Providence Healthcare of Orange Tree, LLC dba Providence Orange Tree in Riverside
- Providence Group, Inc. of Sun Villa, LLC dba Providence Sun Villa of Porterville
- Providence Group, Inc. of Valley Care Center, LLC dba Providence Valley Care Center of Porterville
- Providence Group, Inc. of Lindsay Gardens, LLC dba Providence Lindsay Gardens in Lindsay
- Providence Ojai Gardens Nursing Facility, LLC dba Providence Ojai in Ojai
- Providence Healthcare of Ontario, LLC dba Providence Ontario in Ontario

All these facilities are eligible for priority-industry funding as a Healthcare facility under Special Employment Training (SET) for frontline workers.

PROJECT DETAILS

The proposed training plan will address multiple changes impacting Providence’s business, from the Affordable Care Act to regulatory changes that will be enacted through 2018. These changes have resulted in new quality standards, decreasing reimbursement for services, targeted reduction in hospital readmissions, increased patient population due to more insured patients, and early release of patients.

Additionally, in 2016, the Centers for Medicare and Medicaid Services unveiled major changes to the Nursing Home Compare’s (NHC) five-star rating system (a system that allows consumers to compare information about nursing homes) with new quality measures that must be integrated under the new system. The NHC contains quality of care and staffing information for all Medicare- and Medicaid-participating nursing homes.

Providence has established a system-wide, strategic training plan for all of its facilities with the goal of improved clinical outcomes, advanced skill levels to provide superior care to higher acuity patients, and the training required for the implementation of new technology as follows:

- **“No Falls” Initiative**: Training will greatly reduce the occurrence of patient falls per facility. A fall can significantly limit an older adult's ability to remain self-sufficient. Over one-third of people aged 65 and older fall each year. A major training initiative for Providence facilities
in the coming year will be an increased emphasis on the prevention of falls among the patient population.

- **Quality Improvement Training:** Training will upgrade clinical outcomes and patient satisfaction through knowledge of ventilator and tracheotomy care, team skills, quality improvement, interdisciplinary team skills, documentation, therapy skills, electronic medical records, wound care, patient fall prevention, cardiac care, atrial fibrillation, preceptor skills, prevention of ventilator acquired pneumonia, congestive heart failure, infection control, pain management, intravenous therapy, diabetes management, dialysis care, medication management and administration, behavior management, psychotropic medication management, mental health program, and dementia/Alzheimer’s patient care skills.

- **Implementation of New EMR System** - Providence is implementing a new Electronic Medical Records (EMR) System utilizing the *Point Click Care* software to provide an integrated clinical and financial electronic medical record across the Post-Acute Care continuum. The new EMR system is a substantial investment for the Providence facilities and the ETP-funded training will insure that there is a significant return on investment through extensive training of the staff. The cost of the *Point Click Care* system is approximately $50,000 per facility and training is not included in the purchase price.

**Retraineet - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Newly hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

Providence is investing $400,000 in a new sub-acute wing at its Ojai facility which will require hiring and training of new employees. Sub-acute care merges the sophisticated technology of a hospital with the efficient operation of a skilled nursing facility. To staff the new sub-acute wing, the Company has committed to hiring 37 employees (Job Number 3) during the term of the proposal.

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 contract.

**Training Plan**

Training will be delivered by in-house subject-matter experts and vendors.

**Computer Skills** (5%) – Training will be offered to all occupations in the use of the new EMR system to accurately enter and retrieve patient information. Staff will also receive training in the new data set requirements for the new CMS Five Star Rating system.

**Continuous Improvement** (15%) – Training will be offered to all occupations to foster improvement in multiple skills such as team building, culturally appropriate care, medical records, documentation, customer service, standard operating procedures, communication skills, interdisciplinary team skills, and quality improvement.

**Medical Skills** (80%) – Training will be offered to all occupations in order to better understand advanced clinical process, ensure competency, and maximize patient satisfaction and safety.
For Medical Skills training, the Panel has established a higher reimbursement rate of $22 per hour for nurse training, recognizing the higher cost of delivery for the Clinical Preceptor model. The standard class/lab rate, $18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training.

**Special Employment Training**

Under Special Employment Training (SET), employers are not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period.

- Wage Modification

  Trainees in Job Number 1 are employed in a Priority Industry and qualify for a wage modification up to 25% below the Statewide Average Hourly Wage. The wage modification, from $29.38 per hour to $22.04 per hour, is requested for trainees in Job Number 1.

**High Unemployment Area**

All trainees in Job Number 2 and 3 work in San Bernardino (San Bernardino County), Jurupa Valley (Riverside County), Porterville and/or Lindsay (Tulare County), and Ojai (Ventura County), regions with unemployment exceeding the state average by at least 25%. Trainees qualify for the Standard Wage rather than the SET Statewide Average Hourly Wage. Additionally, the Standard Wage may be modified by up to 25% if the post-retention wage reflects an increase from wages earned at the start-of-training.

For Job Number 2, PWV is asking for a 25% wage modification from the ETP Standard Minimum Wage to the HUA Minimum Wage (from $16.16 per hour to $12.12 per hour) for San Bernardino, Riverside, Tulare, and Ventura Counties. For Job Number 3, the Company is also requesting a 19% wage modification from the ETP Standard New Hire Wage to the HUA New Hire Minimum Wage (from $13.22 per hour to $10.68 per hour) for Ventura County.

**Commitment to Training**

The Company’s current training budget is approximately $35,000 per facility. Training programs include new hire orientation, sexual harassment prevention, safety training, annual computer skills training, skills updates and in-service training.

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

  PWV’s staff will coordinate training centrally with the help of a subcontractor, National Training System Inc. Directors of Staff Development at each facility will oversee the internal project administration and training at their corresponding facility.

  The Company has a training plan in place. Employees will need extensive training: patient care providers require significant training to delivery high quality care and Job Creation trainees will need considerable training on processes and systems. The Company is ready to start training when approved.
RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

PWV retained National Training System Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of $27,939.

ADMINISTRATIVE SERVICES

PWV also retained NTS to 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:

**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 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
- 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

Safety Training cannot exceed 10% of total training hours per-trainee

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