



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Shields Nursing Centers, Inc.

**Agreement Number: ET15-0406**

**Panel Meeting of:** March 27, 2015

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

### PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Contra Costa	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU-United Healthcare Workers-West		
Number of Employees in:	CA: 160	U.S.: 160	Worldwide: 160
<u>Turnover Rate:</u>	16%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$284,616		\$0	\$0		\$284,616

In-Kind Contribution:	100% of Total ETP Funding Required	\$374,784
-----------------------	------------------------------------	-----------

**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 Medical Skills Training Priority Rate SET	MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp.	78	8-200	0	\$1,656	\$20.55
				Weighted Avg: 92			
2	Retrainee Medical Skills Training Priority Rate SET HUA	MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp.	34	8-200	0	\$1,422	\$14.97
				Weighted Avg: 79			
3	Retrainee Job Creation Initiative Medical Skills Training Priority Rate SET	MS-Didactic, MS-Clinical with Preceptor, Computer Skills, Cont. Imp.	35	8-200	0	\$3,060	\$14.97
				Weighted Avg: 153			

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry) - \$20.55 per hour;  
 \*Job Number 2 (SET/HUA) \$16.44 per hour in Contra Costa; \*Job Number 3 (SET/Job Creation) – \$13.70 per hour in Contra Costa

\*These trainees will meet the Collective Bargaining Agreement wage of \$14.97.

**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 \$4.50 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1 (SET/Retrainees)</b>		
Certified Nurse Assistant		22
Licensed Vocational Nurse		6
Registered Nurse		33
Therapist		9
Therapy Assistant		8
<b>Job Number 2 (SET/HUA)</b>		
Certified Nurse Assistant		34
<b>Job Number 3 (SET/Job Creation)</b>		
Certified Nursing Assistant		14
Registered Nurse		19
Respiratory Therapist		2

## **INTRODUCTION**

Founded in 1965, Shields Nursing Centers, Inc. (Shields) operates two nursing centers in Richmond and El Cerrito that specialize in providing long-term care. Both facilities are certified by Medicare and Medi-Cal to provide skilled nursing care and rehabilitation services.

## **PROJECT DETAILS**

Shields provides quality comprehensive healthcare. All services are referrals from acute care hospitals. A rise in patient population is expected to grow due to an aging population, the Affordable Care Act, competitive pricing of services, and patient acuity.

To support patient volume growth and the associated demand for services, Shields must train its staff to provide new and advanced care services; implement system-wide software upgrades including Electronic Medical Records; and develop Quality Assurance and Performance Improvement programs. Training will help to increase patient satisfaction scores; reduce re-admissions; improve staff knowledge of advanced technologies; and increase the compliance and accuracy of all patient care documentation.

### **Retrainee - Job Creation**

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

In September 2015, Shields will open two sub-acute treatment units at its Richmond and El Cerrito facilities. Currently, the two facilities are at 80% capacity. Both facilities plan to hire additional staff to support an increasing patient census and new services.

Shields is committed to hiring 35 frontline staff (CNAs, RNs, Respiratory Therapists) during the term of the Agreement. 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**

**Medical Skills Training (70%)** – Training will be offered to all occupations. Trainees will utilize didactic and/or clinical with preceptor training methodologies as it pertains to their job function.

Training will equip workers with an understanding of advanced clinical processes to ensure competency and maximize patient satisfaction and safety. Trainees will also increase skill sets to competently provide ventilator and tracheotomy care, wound management, cardiac care, atrial fibrillation, prevention of ventilator acquired pneumonia, infection control, pain management, intravenous therapy, diabetes management, dialysis care, medication management and administration, behavior management, psychotropic medication management, and dementia/Alzheimer’s patient care skills.

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model.

**Computer Skills (10%)** – Training will be offered to all occupations in Electronic Medical Records software to accurately enter and retrieve patient information. In addition, Intermediate and Advanced Microsoft Office training will improve the accuracy and reporting of daily activities.

**Continuous Improvement (20%)** – Training will be offered to all occupations to improve team building, culturally appropriate care, documentation, customer service, communication skills, and quality improvement.

### **Commitment to Training**

Shields spends approximately \$50,000 annually for each facility. Training includes new hire orientation, sexual harassment prevention, safety, basic computer skills, and skills update.

Shields 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

An administrative subcontractor will assist the Company with ETP project administration. In addition, the Director of Staff Development at each facility will oversee the training program and a designated staff will coordinate training-related resources, collect and submit training rosters to the administrative subcontractor for data entry into the ETP systems.

### **Special Employment Training/High Unemployment Area**

#### ➤ Wage Modifications

Under SET, an employer is not required to demonstrate out-of-state competition. Trainees must earn at least the Statewide Average Hourly Wage at the end of the retention period. However, for trainees employed in a priority industry, the Panel may modify the SET wage up to 25% below the statewide average hourly wage to \$20.55. Shields requests this wage modification for trainees in Job Number 1 to train entry-level healthcare workers in lower-wage occupations.

The Company's Richmond facility is in a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. For this reason, trainees qualify for the ETP Minimum Wage rather than the Statewide Average Hourly Wage. Shields is requesting a wage modification for the 34 trainees in Job Number 2 who work at the Richmond facility. This modification is 25% below the standard ETP Minimum Wage of \$16.44 down to a modified wage of \$14.97. This is a collective bargaining minimum wage; therefore, post-retention wage does not need to be different from the start-of-training wage.

### **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 \$14,939.

### **ADMINISTRATIVE SERVICES**

NTS will also perform administrative services for an amount 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:

#### MEDICAL SKILLS TRAINING - DIDACTIC

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

#### MEDICAL SKILLS TRAINING – CLINICAL WITH PRECEPTOR

- **Inpatient & Outpatient Care Unit:**
  - Activities of Daily Living
  - Assessing of Tube-Fed Individuals with Diabetes Mellitus

- Assisting and Performing Self-Care Skills with Patients;  
Facilitating Functional Gains of Each Patient
- Assistive Devices
- Bowel and Bladder Training of Patients
- Breathing Patterns and Respiratory Function
- Cardiac Conditions
- Charting
- Clinical Skills Review
- Colostomy Care
- Conduct Range of Motion Exercises with Patient
- Dementia Care
- Dementia/Alzheimer's
- Enteral Management (Bolus, Intermittent, and Continuous)
- Equipment/Modalities
- Feeding Tube (insertion, Intermittent, and Continuous)
- Functional Mobility and Ambulation
- Gastrointestinal Conditions
- Hazardous Waste Handling
- Identification of Patient Change in Condition
- Identification of Skin Impairments and Prevention
- Incontinence Management (colostomy care)
- Infection Control
- Intravenous Therapy
- Isolation Techniques
- Managing Patients with Neurovascular Conditions
- Medication Management
- Monitor Blood Pressure of Patients
- Monitoring of Cardiovascular Changes such as Vital Signs,  
Endurance, Level of Consciousness
- Operate Safety Devices with Patient
- Pain Management
- Patient Assessment and Care
- Patient Care of Foot and Hand
- Patient Safety
- Positioning of Patients for Correct Body Alignment
- Preventing and Identifying Complications Related to Tube  
Feedings
- Procedures for Temperature Check for Hydrocollator/Paraffin
- Proper Use of Exercise Equipment
- Rehabilitation Services (Physical, Occupational, and Speech  
Therapy)
- Residents with Special Needs
- Respiratory Care
- Safe Linen Handling
- Safe Patient Handling
- Skeletal/Orthopedic Conditions
- Therapeutic Activities
- Therapeutic Exercises
- Therapeutic Safety
- Use of the Call Light System
- Wound Management

**COMPUTER SKILLS**

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

**CONTINUOUS IMPROVEMENT**

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

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



UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

Dave Regan - President  
Stan Lyles - Vice President

560 Thomas L. Berkley Way  
Oakland, CA 94612  
510-251-1250  
FAX 510-763-2680

5480 Ferguson Drive  
Los Angeles, CA 90022  
323-734-8399  
FAX 323-721-3538

February 25, 2015

Employment Training Panel  
1100 J Street, 4<sup>th</sup> Floor  
Sacramento, CA 95814

To Whom It May Concern:

This letter is to confirm the support of SEIU United Healthcare Workers-West for Shields Nursing Center Inc training proposal as submitted to the Employment Training Panel.

For the Union,

Norma Gutierrez  
Nursing Home Director  
SEIU United Healthcare Workers-West  
560 Thomas L. Berkley Way  
Oakland, CA 94608  
Cell: 510-517-5948  
Fax: 510-763-2680  
E-Mail: [ngutierrez@seiu-uhw.org](mailto:ngutierrez@seiu-uhw.org)

CC: Files