



RETRAINEE - JOB CREATION

Training Proposal for:

Temecula Valley Hospital, Inc. dba Temecula Valley Hospital

Agreement Number: ET17-0168

Panel Meeting of: August 26, 2016

ETP Regional Office: San Diego

Analyst: M. Ray

PROJECT PROFILE

| | | | | |
|---|---|---------------------|--|--|
| Contract Attributes: | SET Priority Rate Medical Skills Training Retrainee Job Creation Initiative | Industry Sector(s): | Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | |
| Counties Served: | Riverside | 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: 4,264 | U.S.: 50,527 | Worldwide: 53,223 | |
| <u>Turnover Rate:</u> | 3% | | | |
| <u>Managers/Supervisors:</u> (% of total trainees) | N/A | | | |

FUNDING DETAIL

| | | | | | | |
|---------------|---|----------------------------|---|-------------------------|---|--------------------------|
| Program Costs | - | (Substantial Contribution) | = | (High Earner Reduction) | = | Total ETP Funding |
| \$285,000 | | \$0 | | \$0 | | \$285,000 |

| | | |
|------------------------------|------------------------------------|-----------|
| In-Kind Contribution: | 100% of Total ETP Funding Required | \$601,350 |
|------------------------------|------------------------------------|-----------|

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 | MS - Didactic, MS - Clinical Preceptor, Computer Skills, Continuous Impr | 100 | 8 - 200 | 0 - 16 | \$1,800 | \$33.60 |
| | | | | Weighted Avg: 100 | | | |
| 2 | Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative | MS - Didactic, MS - Clinical Preceptor, Computer Skills, Continuous Impr | 35 | 8 - 260 | 0 - 16 | \$3,000 | \$33.60 |
| | | | | Weighted Avg: 150 | | | |

Minimum Wage by County: Statewide Average Hourly Wage: \$28.37
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
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

| Wage Range by Occupation | | |
|-------------------------------|------------|-------------------------|
| Occupation Titles | Wage Range | Estimated # of Trainees |
| Job Number 1 | | |
| Registered Nurse | | 100 |
| Job Number 2 | | |
| Registered Nurse | | 3 |
| New Graduate Registered Nurse | | 32 |

INTRODUCTION

Founded in 2013, Temecula Valley Hospital, Inc. dba Temecula Valley Hospital (TVH) (www.temeculavalleyhospital.com) is the first hospital built in the city of Temecula. TVH has 140 private licensed beds, 20 extensive care beds, 4 high-tech surgical suites, a cardiovascular surgical suite, and a catheterization laboratory. The Hospital also boasts an advanced electronic clinical information system and digital imaging capabilities. TVH offers a full range of medical services including cardiovascular, stroke care, orthopedics, pulmonary care, as well as general and vascular surgery. TVH is a designated STEMI (ST Elevated Myocardial Infarction and Chest Pain) Receiving Center and a Joint Commission accredited Stroke Center.

TVH is owned by Universal Health Services (UHS), a healthcare management company, which operates behavioral health facilities, acute care hospitals, and ambulatory surgery and radiation centers nationwide. UHS owns five hospitals in Southern California located in the cities of

Corona, Murrieta, Wildomar, Palmdale, and Temecula. All five affiliated hospitals have benefited from ETP funding in the past. Each hospital operates autonomously, including one hospital with an active ETP contract: Universal Health Services of Rancho Springs, Inc. dba Southwest Healthcare System (ET16-0389, term 4/4/16 – 4/3/18), which was funded last Fiscal Year.

This project is targeted for TVH only and is the second ETP project for this hospital in the last five years. The hospital is eligible for ETP funding under Special Employment Training (SET) for frontline workers and qualifies for ETP's priority industry reimbursement as a healthcare employer.

PROJECT DETAILS

In its previous ETP project, completed May 2016, TVH was able to provide computer, continuous improvement, and extensive medical skills training to approximately 180 New Grad and experienced Registered Nurses (RNs). Training allowed the hospital to provide nurses with advanced skills to support patient care services when it first opened its doors in October 2013.

In this proposal, training is driven by the Hospital's continued expansion of new services as identified through its strategic business plan. A new Progressive Care Unit is scheduled to open fall of 2016. Further, TVH will be expanding its facility to add two more cardiac catheterization laboratories and another operating room suite. The Hospital's expansion plan is expected to be completed in 2018 which also includes expanding the imaging area and adding a second CT scanner to fully support the cardiac services program as well as anticipated patient volume increase in the next two years.

As TVH continues to experience immense growth in its programs and services, the hospital has also seen an influx of patients. TVH's business growth and increase in patient population necessitates they continuously recruit and train RNs to maintain quality patient care. However, due to the lack of sufficient experienced nurses in the labor market TVH must retrain incumbent staff and/or hire New Graduate nurses and provide them with advanced medical skills training to successfully perform duties for areas of specialty such as the Emergency, Intensive Care, Perioperative Services, and Cardiovascular Services.

TVH has recruited a new executive level administrative and support staff to ensure successful implementation of the Hospital's training program initiatives. As the Hospital continues to grow, the new administrative team will focus on training throughout the organization with a primary emphasis on nursing education to improve clinical outcomes, increase patient satisfaction, and support increased patient demands.

Training Plan

In this proposal, some training curriculum will be repeated; however, TVH ensures the curriculum will not be delivered to the same incumbent workers. In addition, the proposed project will include a large percentage (35%) of net, new hire Job Creation trainees (Job Number 2) who have not received ETP training in the past. The proposed training will expand on training delivered in the previous project focusing on patient and family centered care, service excellence, equipment, technology, and policies and procedures improvement.

Training will be delivered mostly by in-house trainers; however, TVH may acquire outside training vendors to deliver training during the contract term.

Medical Skills Training (85%)

In this proposal, all nurses will receive Medical Skills training. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function or specialty. Further, New Graduate RNs, newly-hired experienced nurses, and some incumbent nurses are projected to participate in Medical Skills (MS) Clinical with Preceptor training. Nurses will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned “preceptor”. This training is critical to ensure nurses have critical hands-on skills prior to being assigned their own patients. New Graduate RNs will receive MS Clinical Preceptor training applicable to their assigned departments. Upon successful completion of new graduate nurse training, nurses will be qualified to take on the responsibilities of a staff RN.

All nurses will also receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. MS Didactic training is essential for RNs to understand the clinical processes, and prepare the nurses for work in specialty areas of the hospital. The MS training program is designed to provide comprehensive training to include all aspects of skills and knowledge required for staff to be competent in their job functions.

The MS training curriculum is designed by the nationally-recognized organizations for the particular area of specialty: Emergency Nurse training utilizes the Emergency Nurses’ Association (ENA) Core Curriculum; Critical Care training utilizes American Association of Critical Care Nursing (AACN) Program; and Perioperative training utilizes the Association of Perioperative Registered Nurses (AORN) Standards and Guidelines. Additional education and training will be provided by subject matter experts within the hospital.

The Panel has established a “blended” reimbursement rate for nurse upgrade 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. The standard class/lab rate for priority industries (\$18 per hour) will apply to Computer Skills and Continuous Improvement training. (See Curriculum)

Computer-Based Training (CBT) – Commercial Skills

Training will be delivered as Computer-Based Training (CBT) as a supplement to the Medical Skills training either as a prerequisite or as a follow-up to ensure trainee’s competency in the subject matter. CBT will allow trainees to train at their own pace and will be provided prior to or subsequent to a Classroom/Instructor-Led training to ensure learning/skills transfer has occurred. All trainees may receive up to 16 hours of CBT training. CBT is reimbursed at \$8 per hour, per trainee. CBT will not exceed 50% of total training hours, per trainee.

Computer Skills (5%)

Training will be provided to all nurses. Training will be in advanced or intermediate Microsoft Office/Excel, SharePoint, and the Hospital’s Electronic Medical Records (EMR) Application Skills. The focus of this training is connecting with patients through technology (patient satisfaction); including patients and family in the plan of care; learning financial impacts of electronic ordering and documenting; and ensuring accuracy for chart review and chart checks.

Continuous Improvement (10%)

Training will be provided to all trainees. Course topic such as Lean Six Sigma will help workers reduce waste, streamline processes and improve patient care and patient outcomes. Training

topics include Preceptor Skills, Team Building, CORE Measures, Critical Thinking, and Customer Service Skills. Trainees will learn appropriate tools to improve and standardize processes.

Retrainee - Job Creation

In support of 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.

With the expansion of specialty units and to meet the increasing patient demands, TVH will hire 35 RNs (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

Training Hours Limitation

Retraining hours are capped at 200 per trainee. However, with the shortage of experienced nurses, TVH must hire inexperienced graduate nurses who are typically not prepared to assume sole responsibility for patient care. Often times, a New Grad RN trainee will receive up to 400 hours of training to complete the New Graduate Program. The successful completion of this program will qualify New Grad RNs to take on the responsibilities of a staff RN in a specific specialty unit.

The hospital is requesting a modification to allow 260 hours for approximately 32 New Graduate RNs who may require more extensive theory training and practical, clinical knowledge. The increase in the maximum training hours will also allow for a higher weighted average hours (150) for all trainees in Job Number 2. This modification to training hours was requested and granted in the prior ETP Agreement.

Commitment to Training

The hospital's current annual company-wide training budget is approximately \$950,000 which covers training for all job categories on an ongoing basis. TVH supports a patient and family centered care approach, and staff receives training specific to the hospital culture, mission, vision, and values.

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

TVH designated its new Director of Clinical Programs to administer, implement, and manage the ETP program. The hospital has also designated an administrative assistant to fully support the scheduling, enrolling, and tracking of training hours.

Impact/Outcome

Based on the growth in medical care services and patient volume, there is an ongoing need to ensure that there are trained and competent staff to provide quality patient care. Specialty trained nurses are limited in numbers and difficult to recruit. Providing training programs increases the ability to recruit staff and support retention of trained new nurses as a means of

career advancement. Without training, the hospital will need to utilize temporary contract staff, which can impact patient safety and quality of care. ETP-funded training will be utilized to provide additional and ongoing training to incumbent staff to enhance knowledge and skills which also enhances retention of experienced staff.

Substantial Contribution

Substantial contribution is not applicable to this proposal because TVH has not earned \$250,000 or more in incumbent trainee training within the last five years, in prior agreements, at the same facility.

High Earner Reduction

The Panel enacted a High Earner Reduction (HER) of new projects for any parent company, including its subsidiaries, divisions, and branches regardless of facility that has earned more than \$2 million in ETP funding over the last five years. The combined earnings in proposals of UHS entities within the last five years do not meet the \$2 million threshold; therefore, no HER was applied.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned \$ % |
|---------------|-----------------|-----------------|-----------------|--|
| ET14-0323 | Temecula | 5/5/14 – 5/4/16 | \$395,200 | \$74,797 incumbent \$218,968 Job Creation (74%)* |

*TVH documented in the ETP Tracking System 13,564 eligible training hours to equal \$293,765 (74%) in potential earnings for 137 trainees. Per the Contract Status Report in the ETP Tracking System, the Hospital expects to earn \$293,765 which is 74% of the Agreement amount. The Final Invoice Closeout has been submitted and is in process.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

Job Number 1: 8 – 200

Job Number 2: 8 – 200

Job Number 2: 8 – 260 (New Graduate RN only)

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acid/Base Imbalances
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Blood Transfusion Management
- Body Mechanics
- Care of the Bariatric Patient
- Care of the Cardiac Patient
- Care of the Cancer Patient
- Care of the Diabetic Patient
- Care of the Geriatric Patient
- Care of the Gynecological Patient
- Care of the Neurosurgical Patient
- Care of the Orthopedic Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Psychiatric Patient
- Care of the Surgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Emergency Room Nursing Skills
- End of Life Care
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Fall Prevention
- Fluid and Electrolyte Imbalances
- Gastrointestinal Assessment and Management

- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training **(for New Grads only)**
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Patient and Imminent Delivery
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Pressure Injury Prevention
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Emergency Department Training**
 - Emergency Room Nursing Skills
 - Care of Imminent Delivery and Neonate
 - Care of the Cardiac Patient
 - Care of the Hypothermia Status Post Cardiac Arrest Patient
 - Care of the Neonate and Pediatric patient
 - Care of the Sepsis Patient
 - Care of the Stroke Patient
 - Crisis Prevention Intervention
 - Procedural Sedation

- Trauma
- Triage Nursing Skills
- Care of the Psychiatric Patient
- Safe Patient Handling Skills
- National Certification Exam Preparation
- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Arterial Blood Gas Analysis and Interpretation
 - Care of the Cardiac Patient
 - Care of the Patient having Electro-Physiology Studies
 - Care of the Hypothermia Status Post Cardiac Arrest Patient
 - Care of the Neuro Patient
 - Care of the Patient having Cardiothoracic Surgery
 - Care of the Patient in Acute Respiratory Distress
 - Care of the Patient Requiring Continuous Renal Replacement Therapy
 - Care of the Post-Operative Cardiac Catheterization Patient
 - Care of the Sepsis Patient
 - Care of the Stroke Patient
 - End of Life Care
 - Hemodynamic Monitoring
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Management of Cardiac Output
 - Palliative Care
 - Patient Assessment & Care
 - Pre and Post-Operative Care
 - Pressure Injury Prevention
 - Safe Patient Handling Skills
 - Ventilator & Tracheotomy Care
 - Wound and Ostomy Care
 - National Certification Exam Preparation
- **Medical/Surgical/Telemetry Unit Training**
 - Medical/Surgical/Telemetry Nursing Skills
 - Cardiac Monitoring
 - Care of the Cardiac Patient
 - Care of the Neuro Patient
 - Care of the Post-Operative Catheterization Patient
 - Care of the Stroke Patient
 - Crisis Prevention Intervention
 - Dysrhythmia Interpretation
 - End of Life Care
 - Geriatric Nursing Skills
 - Intravenous Therapy
 - Medical/Surgical Nursing Skills
 - Medication Safety
 - Oncology Nursing Skills
 - Orthopedic Nursing Skills

- Palliative Care
- Patient Assessment & Care
- Pre and Post-Operative Care
- Pressure Injury Prevention
- Safe Patient Handling Skills
- Wound and Ostomy Care
- National Certification Exam Preparation

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
 - Surgical Nursing Skills
 - Cardiothoracic Surgery Skills
 - Care of the Post Cardiac Cath Patient
 - Patient Assessment & Care
 - Post Anesthesia Care Skills
 - Pre and Post-Operative Care
 - Safe Patient Handling Skills
 - National Certification Exam Preparation

- **Cardiac Catheterization Services**
 - Cardiac Catheterization Nursing Skills
 - Cardiac Device Management
 - Care of the Cardiac Catheterization Patient
 - Care of the Patient having Electro-Physiology
 - Care of the STEMI Patient
 - Patient Assessment & Care
 - Pre & Post-Operative Care
 - Safe Patient Handling Skills
 - National Certification Exam Preparation

COMPUTER SKILLS

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

CONTINUOUS IMPROVEMENT

- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Quality Improvement and Procedures Skills
- Team Building Skills
- Service Excellence
- Utilization Review
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)

- Critical Thinking Skills
- Culturally-Appropriate Care
- Customer Service Skills
- Documentation Skills

CBT Hours

0 – 16

COMMERCIAL SKILLS

- Use of Restraint and Seclusion (1.0)
- Radiation and MRI Procedures(1.75)
- Influenza (0.5)
- Recognizing Impaired Licensed Practitioners (0.5)
- Fluids and Electrolytes (1.0)
- Blood Transfusion (1.0)
- End of Life Care (2.0)
- Moderate Sedation (1.0)
- Recognizing and Responding to a Change in Patient Condition (1.0)
- Reducing Falls (2.0)
- National Patient Safety Goals(1.0)
- Preventing Healthcare Associated Infections (0.5)
- Preventing Central Line Associated Bloodstream Infection (0.5)
- Preventing Surgical Site Infection (2.0)
- Nursing Workflow (0.75)
- Orders Management (0.75)
- Early Heart Attack Care (0.5)
- Assessing Pain (1.0)
- Medication Safety(1.0)
- Universal Protocol (0.75)
- Teach-back Method for Patient Education (1.0)
- NIH Stroke Scale Training (3.0)
- Malignant Hyperthermia (0.75)
- Dysrhythmia Interpretation (2.0)
- Dysrhythmia Interventions (2.0)

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

Note: Training hours are capped at 200 total hours per trainee, regardless of the method of delivery. **Exception: For New Grad Registered Nurse (Job Number 2), training hours are capped at 260 total hours per trainee, regardless of the method of delivery.**

CBT is capped at 50% of total training hours, per trainee not to exceed 16 hours max