



## RETRAINEE - JOB CREATION

**Training Proposal for:**

**Triage Consulting Group**

**Agreement Number: ET16-0139**

**Panel Meeting of:** August 28, 2015

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

**Analyst:** L. Lai

### PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Retrainee	Industry Sector(s):	Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	San Francisco	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 332	U.S.: 466	Worldwide: 466
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	9%		

### FUNDING DETAIL

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Program Costs</td></tr> <tr><td style="text-align: center;">\$473,540</td></tr> </table>	Program Costs	\$473,540	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(Substantial Contribution)</td> <td style="text-align: center;">(High Earner Reduction)</td> </tr> <tr> <td style="text-align: center;">\$0</td> <td style="text-align: center;">\$0</td> </tr> </table>	(Substantial Contribution)	(High Earner Reduction)	\$0	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>Total ETP Funding</b></td></tr> <tr><td style="text-align: center;">\$473,540</td></tr> </table>	<b>Total ETP Funding</b>	\$473,540
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<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$885,550
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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	Business Skills, Computer Skills, Mgmt. Skills	298	8 - 200	0	\$1,410	\$22.00
				Weighted Avg: 94			
2	Retrainee Job Creation Initiative	Business Skills, Computer Skills	23	8 - 200	0	\$2,320	\$22.00
				Weighted Avg: 116			

**Minimum Wage by County:** Job Number 1: \$16.44 per hour for San Francisco County; Job Number 2 (Job Creation): \$13.70 per hour for San Francisco 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

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 #1 (Retrainee)	Job #2 (JC – Retrainee)
Analyst		53	12
Associate		140	11
Sr. Associate		75	0
Manager		30	0

**INTRODUCTION**

Founded in 1994 and headquartered in San Francisco, Triage Consulting Group (Triage Consulting) offers client hospitals a comprehensive payment review service. The Company provides clients a complete payment review based on their contracts with payers (commercial health plans, PPO networks, Tricare, Medicare, Medicaid, and Workers Compensation). Billing review ensures accurate and all-inclusive payments for services provided. Triage Consulting has over 600 clients throughout the U.S.

**PROJECT DETAILS**

With the complexity of healthcare billing and insurance payments, along with ever-changing insurance and healthcare regulations, the Affordable Care Act, and ICD-10 in-patient coding, the possibility of billing errors are extremely high. Much of the Company's staff is made up of recent college graduates for whom this is their first professional job. Approximately 75% of Triage Consulting's workforce has been with the Company for less than four years and the Company estimates that it takes over four years of training and experience to become a skilled worker and meet client needs. To ensure an accurate payment review, staff must be trained to

identify healthcare contract provisions, understand medical vocabulary, and apply business skills, presentation skills, and audit techniques.

### **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.

Triage Consulting has committed to hiring 23 new employees (Job Number 2). The Company 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 contract.

Based on a revenue forecast increase of 6% in the next year, Triage Consulting is expanding existing business capacity by adding newly hired employees to its existing functions. The Company plans to expand its current facility by adding office space to accommodate these employees. Although subject to a lower post-retention wage of \$13.70, Job Creation trainees, will start at \$22.00 per hour.

### **Training Plan**

**Business Skills (65%):** Training will be offered to all occupations. Training topics include healthcare, insurance, audit and documentation, Medicare and Medicaid reimbursement structures, the Affordable Care Act, Hospital Coding, decision making, negotiation skills, problem solving and process improvement. Training will ensure trainees gain understanding of the nuances associated with healthcare billing and reimbursement.

**Computer Skills (30%):** Training will be offered to all occupations. Courses include Intermediate and Advanced Office Suite, Database Management and Trakker. Training will help employees efficiently monitor, record, document and manage caseloads effectively.

**Management Skills (5%):** Training will be offered to Managers in effective coaching, leadership, change management and teambuilding. Training will help support Managers provide leadership in a changing work environment while effectively communicating teamwork.

### **Commitment to Training**

The Company's annual training expenditure for the California facility is approximately \$108,000. Past training includes new-hire orientation, all Federal and State mandated training, on-the-job training, and basic computer skills.

Triage Consulting 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

Two staff members will administer the training program, schedule, collect rosters and attend monitoring visits. An administrative subcontractor (Tax Credits Co.) will assist with administrative processes.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

Tax Credit Co. in Los Angeles assisted with development of this proposal for a flat fee of \$18,941.

**ADMINISTRATIVE SERVICES**

Tax Credit Co. will also perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

**TRAINING VENDORS**

To Be Determined

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

8 – 200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Administrative Requirements (Documentation procedures for Audit Finding)
- Affordable Care Act Updates
- Auditing Techniques
- Best Practices
- Business Report Writing
- Communication Skills
- Conflict Resolution
- Constructive Feedback
- Contract Structure
- Decision Making
- Effective Meetings
- ICD-10 – Hospital Coding
- Identifying Billing Errors
- Ins and Outs of Insurance Policies (Understanding the Components of an Insurance Policy)
- Invoicing Requirements
- Medicaid Rules and Regulation
- Medical Terminology
- Medicare Rules and Regulation
- Negotiation Skills
- Presentation Skills
- Problem Solving
- Process Improvement
- Project Management
- Research Techniques
- Reviewing Medical Records
- Statistical Analysis
- Understanding Health Insurance Portability and Accountability Act

**COMPUTER SKILLS**

- Intermediate & Advanced Office Suite
- Database Management
- Trakker (Internal Software Tool)

**MANAGEMENT SKILLS (Managers Only)**

- Change Management
- Coaching Procedures
- Leadership skills
- Teambuilding

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