



RETRAINEE - JOB CREATION

Training Proposal for:

Universal Health Services of Rancho Springs, Inc. dba Southwest Healthcare System

Agreement Number: ET16-0389

Panel Meeting of: March 25, 2016

ETP Regional Office: San Diego

Analyst: M. Ray

PROJECT PROFILE

Contract Attributes:	SET Job Creation Initiative Medical Skills Training Priority Rate Retrainee	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>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

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;">\$426,000</td></tr> </table>	Program Costs	\$426,000	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">(Substantial Contribution)</td></tr> <tr><td style="text-align: center;">\$0</td></tr> </table>	(Substantial Contribution)	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">(High Earner Reduction)</td></tr> <tr><td style="text-align: center;">\$0</td></tr> </table>	(High Earner Reduction)	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Total ETP Funding</td></tr> <tr><td style="text-align: center;">\$426,000</td></tr> </table>	Total ETP Funding	\$426,000
Program Costs														
\$426,000														
(Substantial Contribution)														
\$0														
(High Earner Reduction)														
\$0														
Total ETP Funding														
\$426,000														

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,084,800
------------------------------	------------------------------------	-------------

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 - Preceptor, Computer Skills, Cont. Imp.	200	8 - 200	0	\$1,170	\$38.00
				Weighted Avg: 65			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS - Didactic, MS - Preceptor, Computer Skills, Cont. Imp.	80	8 - 200	0	\$2,400	\$38.00
				Weighted Avg: 120			

Minimum Wage by County: Statewide Average Hourly Wage (SET): \$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 Numbers 1 and 2:		
Registered Nurse		200
New Graduate Registered Nurse		80

INTRODUCTION

Universal Health Services of Rancho Springs, Inc. dba Southwest Healthcare System (Southwest Healthcare) (www.swhealthcaresystem.com) is owned by Universal Health Services, Inc. (UHS). UHS owns and operates five Southern California hospitals. Two of the five hospitals are subject to this proposal:

- Riverside County, Rancho Springs Medical Center (RSMC)
- Inland Valley Medical Center (IVMC), are the subject of this proposal:

RSMC is located in Murrieta with 120 licensed beds, employing 281 full-time Registered Nurses (RNs). IVMC is located in Wildomar with 122 licensed beds, employing 267 full-time RNs. Both Hospitals have dedicated service lines that include a Level II Trauma designation, Bariatric Center of Excellence, Joint Center, Women's Center, and Pediatric Emergency Care, including population migration from San Diego and Riverside Counties.

This will be Southwest Healthcare's fifth ETP Agreement, and the third in the last five years. All five affiliated hospitals have benefited from ETP funding in the past. Temecula Valley Hospital

(ET14-0323, ending May 2016) and Palmdale Regional Center (ET14-0343, ending May 2016) have current ETP Agreements. Both funded in the previous Fiscal Year. Corona Regional Medical Center (ET12-0291) closed in 2014. This proposal is for 280 incumbent and newly-hired RNs, including 80 New Graduate RNs, at RSMC and IVMC only.

Southwest Healthcare is eligible for ETP funding under Special Employment Training provisions for frontline workers. Southwest Healthcare qualifies for ETP's priority industry reimbursement as a healthcare employer.

PROJECT DETAILS

In its previous Agreements, Southwest Healthcare focused on new critical training for its RNs to meet overall operational needs and staffing ratio. Training provided the specialized clinical skills necessary to successfully support new programs, services, and specialty units, as well as support a new UHS hospital located in Temecula.

Southwest Healthcare continues to experience increased general population growth in its surrounding communities as well as a growing geriatric patient population. With increased availability of treatment through the Affordable Care Act, Southwest Healthcare expects 9% overall growth; and a 20% increase of patients age 65+, in the course of the next two years.

In order to support increased patient volume, Southwest Healthcare has developed a strategic plan to improve quality processes, outcomes, and measures. The following business is designed to meet these challenges:

- Hire and Train Nurses - Cumulatively, both hospitals plan to hire and train approximately 127 RNs throughout the term of the proposed Agreement. Per the Healthcare Atlas of the Office of Statewide Health Planning and Development (OSHPD), Riverside is listed as a Registered Nurse Shortage Area (RNSA) with patient census over capacity.
- Expand Specialized Units – In order to maintain the Hospital's status and the only dedicated Trauma Center within a 35-mile radius, Southwest Healthcare plans to upgrade or adopt specialized service lines in wound care, stroke, bariatric, orthopedic, vascular, and spinal injury care.

Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, 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 and upgrades discussed above, Southwest Healthcare has committed to hiring 127 RNs. However, in this proposal, the Hospitals are only requesting ETP funding for approximately 80 newly-hired RNs (Job Number 2). The date-of-hire for all trainees under Job Number 2 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 Plan

Some nurse training in this proposal will be repeated; however, it will not be delivered to the same workers. The 80 newly-hired RNs under Job Number 2 have not received any ETP training in the past.

Medical Skills (MS) Training (85%)

Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function. New Graduate RNs, newly-hired experienced nurses, and some incumbent nurses are projected to participate in Medical Skills 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 Program 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 such as the ER, ICU, and PACU.

The Panel has established a reimbursement rate (\$22 per hour) for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, \$22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate for priority industries (\$18 per hour) will apply to Computer Skills and Continuous Improvement training.

Computer Skills (10%)

Training in the Hospitals' Electronic Medical Records (EMR) will be provided to all incumbent and newly-hired nurses to effectively connect with patients through technology, learn the financial impacts of electronic ordering and documenting, and ensure accuracy for chart review and chart checks. EMR training will provide nurses with skills necessary to improve clinical outcomes, allow for easier sharing of health information, improve workflow, reduce human errors, and improve patient care. Training topics also include intermediate and advanced Microsoft Office Skills and SharePoint Application Skills.

Continuous Improvement (5%)

Training will be provided to incumbent and newly-hired nurses. Course topics such as Customer Service, Critical Thinking, Crisis Prevention Intervention, and CORE Measures will focus on high-level performance and quality of care. Some RNs will receive Preceptor Skills (train-the-trainer) to learn how to become a Clinical Preceptor.

Commitment to 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.

In the past, the Hospitals' mandatory training included new employee orientation, CERNER application skills, in-service assessment, various facility mandate approval processes, and other basic job-related skills training. The Hospital will continue to provide this training during the term of the proposed Agreement at their own expense.

➤ Training Infrastructure

Overall administration of the ETP program includes the collaborative efforts of Southwest Healthcare's Assistant Chief Nursing Officer and the Education Department which consists of six Educators and two Administrative Assistants who will share responsibilities of implementing, documenting, and managing ETP training.

Impact/Outcome

Selected RNs from Job Numbers 1 & 2 will acquire in-depth knowledge and technical skills. The specialty training programs will help meet the need of trained staff and increase the ability to recruit staff. Specialty trained RNs are limited in numbers; therefore, can be difficult to recruit. In order to meet the demand for filling new RN positions and specialty RNs, the Hospital needs to provide specialty training to increase the ability to recruit, support retention, and make way for career advancement within the Hospitals.

Special Employment Training

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period.

Substantial Contribution

A substantial contribution does not apply to this proposal because Southwest Healthcare has not earned \$250,000 or more within five years in prior agreements at the same facility.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS FOR PROPOSED AFFILIATES

The following table summarizes performance by Southwest Healthcare under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0271	Murrieta & Wildomar	1/28/13 – 1/27/15	\$390,296	\$303,950 (78%)*
ET11-0345	Murrieta & Wildomar	6/29/11 – 6/28/13	\$170,550	\$170,550 (100%)

*ET13-0271: No single facility earned over \$250K for incumbent workers trained.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200

Trainees may receive any of the following:

MEDICAL SKILLS - DIDACTIC

- Acid/Base Imbalances
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Blood Transfusion Management
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cancer Patient
- Care of the Cardiac 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 Patients
- Care of Pediatric Patients (emergent and pre/post-operative care)
- Care of the Surgical Patient
- Care of the Stroke Patient
- Care of the Trauma
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Core Measures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Disaster Planning
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (basic, Intermediate and Advanced)
- 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
- Fluid & Electrolyte Imbalances
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Immobility Concepts
- Infection Control
- Infusion Therapy
- Intra-Aortic Balloon Pump Therapy (IABP)

- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery, Nursery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training **(for New Grads only)**
- Nursing Diagnosis Skills
- Nursing Process Skills
- Nutrition Concepts
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (acute & chronic)
- Patient Assessment & Care
- Patient Education Concept
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Post Mortem Care
- Pre and Post-Operative Care
- Rapid Response and Code Blue Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling
- Scope of Practice
- Shock
- Suicide Prevention
- Surgical Nursing Skills
- Systems Review
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Pressure Ulcer Prevention & Management
- Wound and Ostomy Care
- Wound & Skin Care
- EKG interpretation
- Eliminating Patient Suffering
- Fetal Monitoring Case Scenarios

- Fetal Oxygenation and Acid Base Balance
- Infection Prevention
- Patient Centered Care
- Postpartum Hemorrhage
- Preeclampsia
- Safe Patient Handling
- Shoulder Dystocia
- Weight Bias and Bariatric Sensitivity

MEDICAL SKILLS - CLINICAL PRECEPTOR

- **Emergency Department Training**
 - Emergency Department Nursing Skills
 - OB Trauma
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric Patients
 - Sepsis Protocol
 - Management of Stroke
 - Medication Safety
 - National Certification Exam Prep
 - Mock Codes
 - Ventriculostomy
 - Ventilator Management
- **Intensive Care Unit/Critical Care Unit Training**
 - Cardiac Diseases
 - Care of Respiratory Failure Patient
 - Care of Trauma Patient
 - Continuous Renal Replacement Therapy (CRRT)
 - Critical Care Nursing Skills
 - ECG Interpretation
 - Hemodynamic Monitoring
 - Immediate postoperative Care
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Management of Stroke
 - Medication Calculation and Titration of Vasoactive substances
 - Medication Safety
 - Patient Assessment & Care
 - Pre and Post-Operative Care
 - Rapid Response Team
 - Sepsis Protocol
 - Surgical Care in ICU
 - Trauma in the ICU
 - Venous Thrombotic Embolus (VTE) Prophylaxis
 - Ventilator & Tracheotomy Care
 - Mock Codes
- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Geriatric Nursing Skills

- Medical/Surgical Nursing Skills
- Medication Safety
- Pre and Post-Operative Care
- Orthopedic Nursing Skills
- Oncology Nursing Skills
- Palliative Care
- Mock Codes

- **Women's Services (Obstetrics) Unit Training**
 - Pre-Conceptual Health
 - Perinatal Safety and Risk Management
 - Physiologic & Psychosocial
 - Adaptations to Pregnancy
 - The Process of Labor & Birth
 - Theories of Labor Onset
 - The Five P's Affecting Labor
 - Maternal - Fetal Assessment Leopold's
 - The Process of Labor & Birth
 - Labor Support/Pain control
 - Pharmacologic/Second Stage
 - Induction/Augmentation
 - Complications of Pregnancy
 - Infections
 - Bleeding Disorders in Pregnancy
 - Pre-Term Labor
 - Multiple Gestations
 - Hypertensive Disorders
 - Cardiac Disease/Hematologic
 - Respiratory Disorders
 - Obesity/Diabetes
 - GI Disorders
 - Postpartum Assessment, Care & Complications
 - Discharge Process
 - Newborn Assessment & Care
 - Neonatal transition/Risks in Transition
 - Physical Assessment
 - Substance Exposed Neonate
 - Perinatal Loss
 - SGA/LGA neonates
 - Respiratory/NB Sepsis
 - Newborn Assessment & Care
 - NB Care/Breast Feeding
 - Hyperbilirubinemia
 - Inborn Errors of Metabolism
 - Circulating in Obstetrical Cases
 - Recovery in Obstetrical Cases
 - Breastfeeding
 - Perinatal Core Measures

- **Perioperative Services and Post-Anesthesia Care Unit (PACU)**
 - Patient Assessment & Care
 - Trauma Nursing Skills

- Peri-Operative Nursing Skills
- Pre and Post-Operative Care
- Robotics
- Cardiovascular Surgery
- Medication Safety
- National Certification Exam Prep
- Mock Codes

- **Pediatric Services Unit in the ED Training**
 - Care of Pediatric Patients (Emergency Dept)
 - Patient Assessment & Care
 - Medication Safety
 - Pediatric Emergencies
 - Pre & Post-Operative Care
 - Emergency Nursing Pediatric Course

- **Progressive Care Unit Training**
 - Patient Assessment and Care
 - Critical Care Nursing Skills
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Medication Safety
 - Total Parenteral Nutrition
 - Mock Codes

- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG (Electrocardiogram) & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre and Post-Operative Care
 - Care of the Neurosurgical Patient
 - Intravenous (IV) Therapy
 - Medication Safety
 - Oncology Nursing Skills
 - Mock Codes

COMPUTER SKILLS

- Cerner Electronic Medical Record Documentation
- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Sharepoint
- Electronic Medical Records (EMR) Application Skills

CONTINUOUS IMPROVEMENT

- 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
- Organization and Time Management Skills
- Perinatal Core Measures
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Safe patient handling skills
- Team Building Skills
- Utilization Review

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