



## RETRAINEE - JOB CREATION

**Training Proposal for:**

### **Vista Cove Care Center at San Gabriel, Inc. dba Vista Cove Care Center at San Gabriel**

**Agreement Number: ET16-0417**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** L. Vuong

### **PROJECT PROFILE**

<b>Contract Attributes:</b>	HUA Job Creation Initiative Medical Skills Training Priority Rate Retrainee SET	<b>Industry Sector(s):</b>	Healthcare Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Counties Served:</b>	Los Angeles, Riverside, Ventura	<b>Repeat Contractor:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Union(s):</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Number of Employees in:</b>	CA: 700	U.S.: 700	Worldwide: 700
<b>Turnover Rate:</b>	9%		
<b>Managers/Supervisors:</b> (% of total trainees)	N/A		

### **FUNDING DETAIL**

<b>Program Costs</b>	-	(Substantial Contribution)	=	<b>Total ETP Funding</b>
\$420,544		\$0		\$420,544
(High Earner Reduction)		\$0		

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$520,690
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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 Medical Skills Training Priority Rate SET	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	220	8-200	0	\$1,152	\$21.28
				Weighted Avg: 64			
2	Retrainee Medical Skills Training Priority Rate SET HUA	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	72	8-200	0	\$882	*\$11.70
				Weighted Avg: 49			
3	Job Creation Initiative Retrainee Medical Skills Training Priority Rate SET	Computer Skills, Cont. Imp., MS-Clinical w/Precetpor, MS-Didactic	37	8-200	0	\$2,800	*\$13.73
				Weighted Avg: 140			

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

**Minimum Wage by County:** Job Number 1 (SET/Priority Industry) Statewide: \$21.28 per hour;  
 Job Number 2 (SET/HUA): \$11.70 per hour for Santa Paula, Ventura County;  
 Job Number 3 (SET/Job Creation) \$13.73 per hour for Long Beach, Los Angeles 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 \$2.16 per hour may be used to meet the Post-Retention Wage for Job Numbers 1-3.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1</b>		
Registered Nurse		66
Licensed Vocational Nurse		141
Minimum Data Set Associates (MDS) (Medical Record Assistant and Coordinator)		13
<b>Job Number 2</b>		
Certified Nurse Assistant		67
Wait Staff, Housekeeper Staff, Cook Staff, Dining Service Aide, Laundry/Maintenance Assistant		5

<b>Job Number 3</b>		
Certified Nurse Assistant		6
Licensed Vocational Nurse		18
Registered Nurse		7
Respiratory Therapist		6

## **INTRODUCTION**

Vista Cove Care Center at San Gabriel, Inc. dba Vista Cove Care Center at San Gabriel (Vista Cove or Center) ([www.vistacove.net](http://www.vistacove.net)), requests funding for its employees and those of its close affiliates, located in Southern California. This will be Vista Cove's first ETP Agreement. The proposal is for a total of 329 workers at Vista Cove facilities in San Gabriel, and three other co-owned facilities. All facilities are owned by the same parent, Vista Cove Senior Living, LLC, headquartered in Newport Beach. The facilities where training will take place are as follows: San Gabriel, Corona, Long Beach and Santa Paula.

Vista Cove provides assisted living services for the elderly and persons with disabilities primarily in Los Angeles, Riverside and Ventura Counties. Vista Cove provides care to individuals who no longer require acute hospitalization, but have ongoing medical needs at the hospital-based skilled nursing level. Vista Cove's spectrum of services include skilled nursing, clinical care, post-surgical care, intravenous therapy, pain management, wound care, custodial care, hospice, memory care, activity programs, dietary services, speech/physical therapy and rehabilitation.

The Center treats various disorders including wounds, joint replacements, amputations, stroke, chronic pain, arthritis, Alzheimer's and other forms of dementia.

Vista Cove is experiencing a rapidly changing business environment as a result of the Affordable Care Act (ACA), which includes reduced reimbursement and new quality standards. In addition, the industry is seeing an increasingly aging and sicker patient population, which continues to transform the Center's core business. Providers are being asked to improve service quality, while being paid less. New payment models have been proposed which force providers to share a single, bundled payment for an episode of care. These changes have an increased financial impact on the business.

Vista Cove is seeking ETP funding for training to help in the following areas:

- Manage increasing of aging population;
- Respond to the ACA payment system;
- Control costs and offer competitive pricing;
- Increase patient acuity and care for more timely discharge (5 days vs. 17 day);
- Prevent hospital readmissions; and
- Implement new sub-acute services at the Long Beach facility.

## **PROJECT DETAILS**

Vista Cove's strategic plan for 2016-2017 includes hiring new employees, upgrading incumbent workers skills, and standardizing processes and procedures across all facilities. The Center plans to invest approximately \$450,000 in new and improved equipment such as generators, HVAC systems, and emergency notification systems.

Vista Cove's goal is to upgrade and improve clinical outcomes, develop skill levels to provide superior care and reduce costs, stay competitive and increase services to meet demand. Workers will gain experience, increased proficiency, the ability to manage complex systems, and become better equipped with the education and skills to remain current with industry standards and requirements and ultimately exceed patients' expectations.

## **Training Plan**

ETP funding will help transition Vista Cove's facilities into a new way of healthcare delivery. Training is needed to enhance clinical care, learn new metrics of quality measurement and optimize reimbursement for services.

Training is scheduled to begin upon Panel approval and will be delivered on-site by in-house subject matter experts. Outside training vendors will be identified during the term of the proposed Agreement, if needed. Training will be delivered as Class/Lab, Video Conference and Medical Skills (Clinical and Didactic).

**Computer Skills (5%):** This training will be offered to all occupations in the use of Electronic Medical Records software to accurately enter and retrieve patient information, and in Microsoft software to help improve accuracy and reporting of daily activities.

**Continuous Improvement (15%):** This training will be offered to all occupations in order 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 Training (80%):** This training will be delivered to all nursing and clinician staff. Trainees will participate in Clinical Preceptor and Didactic training, based on the complexity of their patient care responsibilities. Trainees will gain a better understanding of advanced clinical process including patient assessment, and knowledge of specialized care and treatment.

The Panel has established a "blended" reimbursement rate for this type of nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. The blended rate of \$22 per hour will apply to both the Didactic and Clinical Preceptor modes of delivery. The standard class/lab rate, \$18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training. There will be 232 nurses participating in this proposal.

## **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.

Vista Cove has committed to hiring 37 new employees in new jobs (Job Number 3) at its Long Beach facility. These new jobs are expected to be added in the next few months as well as throughout the term of this Agreement. Vista Cove will train these employees to learn to use equipment properly and enhance medical services to improve the quality of patient of care, utilize internal computer systems and to have a better understanding of Vista Cove's business operations.

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. These trainees will be hired into "net new jobs" as a condition of contract.

## **Special Employment Training**

Under Special Employment Training (SET), employers are 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.

### ➤ Wage Modification

Trainees in Job Number 1 are employed in a Priority Industry and qualify for a SET wage modification up to 25% below the statewide average hourly wage. The wage modification of \$21.28 is requested for trainees in Job Number 1.

## **High Unemployment Area**

All trainees in Job Number 2 work in a High Unemployment Area (HUA), with unemployment exceeding the state average by 15%. The Company's location in Santa Paula, Ventura County qualifies for HUA status under these standards. Vista Cove is asking for a wage modification to the HUA Minimum Wage of \$11.70 for these trainees. Job Number 2 post-retention wages must be higher than the start-of-training wages.

Note: All trainees in Job Number 3 qualify for the ETP Job Creation wage of \$13.73 per hour for Los Angeles County. There is no request for a wage modification.

## **Individuals with Disabilities**

The Individuals with Disabilities (IWD) program, recently adopted by the Panel, is designed to encourage California employers in their effort to "recruit, hire, train and retrain" workers with disabilities. ETP funding will be available to train these workers, along with other staff who support or have job responsibilities for these trainees. Vista Cove has an existing program for outreach and training workers with disabilities. The Center has begun numerous outreach programs to hire disabled workers in the following jobs: Wait Staff, Housekeeper Staff, Cook Staff, Dining Service Aides, Laundry/Maintenance Assistants. The Center also utilizes an American Disability Act preferred job application for employment that accommodates disabled applicants. It is anticipated that these newly-hired workers will be in Job Number 2.

## **Commitment to Training**

Vista Cove provides basic new-hire orientation, sexual harassment prevention, safety training, computer skills, skill updates training and in-service training. Most training is delivered via class/lab with clinical on-the-job training. Vista Cove has a current annual training budget of \$35,000 for each facility.

ETP funding will help Vista Cove to strengthen its training program, to continue to rollout initiatives as technology advances, upgrade job skills of its workforce to meet new quality standards and retain them long-term.

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

Vista Cove's Director of Staff Development at each facility will oversee ETP training including all administrative responsibilities (enrollment, collect training data and monitor activities) to

ensure compliance with all ETP requirements. Vista Cove will also utilize a third party administrator for enrollment, data tracking and invoicing (see Administration Services below).

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

Vista Cove retained National Training System Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$24,610.

### **ADMINISTRATIVE SERVICES**

NTS 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:

**COMPUTER SKILLS**

- Electronic Medical Records Application Skills
- Office/Excel/Word/PowerPoint (Intermediate and Advanced)
- 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

**Individuals with Disabilities**

- Wait Staff Skills
- Housekeeping
- Cooking/Kitchen Skills
- Dining Service Aide Skills
- Laundry Skills and Procedures
- Maintenance Skills

**MEDICAL SKILLS TRAINING - 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

**MEDICAL SKILLS TRAINING - 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)

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.
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