



## RETRAINEE - JOB CREATION

### Training Proposal for:

## Vitas Healthcare Corporation of California

**Agreement Number: ET16-0176**

**Panel Meeting of:** September 25, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** J. Romero

### PROJECT PROFILE

<b>Contract Attributes:</b>	SET Medical Skills Training Priority Rate Job Creation Initiative	<b>Industry Sector(s):</b>	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Counties Served:</b>	Los Angeles, Orange, San Diego, Sacramento, Alameda, San Francisco	<b>Repeat Contractor:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Union(s):</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
<b>Number of Employees in:</b>	CA: 1,877	U.S.:8,376	Worldwide: 8,376
<b>Turnover Rate:</b>	6%		
<b>Managers/Supervisors:</b> (% of total trainees)	N/A		

### 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;">\$748,952</td></tr> </table>	Program Costs	\$748,952	-	<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;"><b>Total ETP Funding</b></td></tr> <tr><td style="text-align: center;">\$748,952</td></tr> </table>	<b>Total ETP Funding</b>	\$748,952
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In-Kind Contribution:	100% of Total ETP Funding Required	\$1,335,096
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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 Priority Rate Medical Skills Training	MS Didactic; MS Clinical with Preceptor; Continuous Impr	881	8 - 200	0	\$673	\$20.55
				Weighted Avg: 44			
2	Retrainee Priority Rate Job Creation Initiative Medical Skills Training	MS Didactic; MS Clinical with Preceptor; Continuous Impr	20	8 - 200	0	\$2,560	\$13.31
				Weighted Avg: 128			

**Minimum Wage by County:** Job Number 1: \$20.55 per hour Statewide Average Hourly Wage  
 Job Number 2 (Job Creation): \$13.31 per hour for Los Angeles County; \$13.70 per hour for San Francisco and Alameda Counties; \$13.13 per hour for Sacramento County; \$13.28 per hour for San Diego County and \$13.36 per hour for Orange 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 \$2.85 per hour for Job Number 1 and up to \$1.31 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Number 1:</b>		
Registered Nurse		352
Licensed Vocational Nurse (LVN)		309
Social Worker		62
Chaplain		62
<b>Job Number 2:</b>		
Registered Nurse (RN)		10
Licensed Vocational Nurse (LVN)		4
Social Worker		4
Chaplain		2

## **INTRODUCTION**

Founded in 1978 and located in Encino, Vitas Healthcare Corporation of California (Vitas) ([www.vitas.com](http://www.vitas.com)), is a provider of hospice services to both adult and pediatric patients. Typically, these are patients with a wide range of life-limiting illnesses that includes: cancer, stroke, heart, lung, liver and kidney diseases, Multiple Sclerosis, Amyotrophic Lateral Sclerosis, Alzheimer's and Acquired Immune Deficiency Syndrome. Vitas works closely with patients, families, and attending physicians and partners with hospitals, nursing homes and community-based organizations.

The Company, a wholly owned subsidiary of Chemed, strives to provide quality human services, products, and case management. Training will take place at seven locations: Covina, Irvine, Encino, San Diego, San Francisco, Sacramento, and Oakland.

Vitas cares for the terminally-ill on two levels of service: hospice care and palliative care. Hospice Care is a collaborative approach in providing comfort to patients and their families as well as preserving dignity while offering options and choices that go far beyond accepted medical standards. Palliative Care is a complement to the patient's medical treatment, by way of managing pain and alleviating symptoms to improve quality of life and providing emotional and spiritual support in dealing with difficult medical issues.

## **PROJECT DETAILS**

Vitas recently went through a massive overhaul of their proprietary bedside documentation system, Care Plan It (CPI). Due to the changes and advancing technological developments in Medicare Hospice Benefit (MHB), Vitas decided to discontinue usage of the CPI system for a paper system while developing a new bedside Electronic Medical Record that will gradually replace the paper system based on regulatory changes in the MHB. This change requires the Company to re-educate its patient care staff on manual documentation and new bedside EMR.

Additionally, hospice regulations require unique documentation. This requires initial and ongoing education in treating each patient and family individually, while taking into account standards of care for individual symptoms. Vitas needs to continue to educate its team in their response to individual patients' physical, psychosocial, spiritual, environmental and medical issues in order to develop a plan-of-care implemented by the hospice team, patient and caregivers.

Otherwise, training is based on a needs assessment performed at each location, and with the concept of interdisciplinary assessments and the individualized plans of care.

### **Training Plan**

This proposed training plan targets Medical Skills (Didactic and Clinical Preceptor), and Continuous Improvement training. The Company has in-house trainers ready to provide training in their areas of expertise.

Vitas has completed two previous ETP Agreements. Following the conclusion of the last ETP Agreement, Vitas instituted initiatives in response to the trends and changes which require supplemental training. These initiatives include Creating Efficiencies, Patient Best Practices, 24-Hour Continued Care (Telecare), and Mentoring and Accountability. These initiatives include training to prepare staff for the voluntary Hospice Certification. Some of the curriculum in this proposal may be similar to previous ETP Agreement. However, the material or content is ever changing due to changes in regulations, new interpretation of regulations, process changes, and system changes. Trainees will not receive duplicate training.

**Continuous Improvement (20%):** This training will be offered to all trainees. This training will allow employees to expand their knowledge in different areas of expertise; develop better skills in dealing with and understanding patient needs; work effectively in teams; and communicate well with patients and their families to be successful in the hospice industry.

### **Medical Skills Training**

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 362 Registered Nurses and 313 Licensed Vocational Nurses will participate in clinical skills training classes. Recognizing a higher cost of delivery for clinical skills training, the \$22 per hour rate will apply to both Didactic and Preceptor modes of delivery.

**Medical Skills Training – Clinical Preceptor (40%):** This training will be offered to Registered Nurses and Licensed Vocational Nurses. Trainees will observe hands-on skills under a formalized mentoring program, Illuminating VITAS, that pairs an experienced team member with other nurses. This training covers Competency Training, Medication Delivery, Plan of Care Development, Plan of Care Implementation and Clinical Assessment. The training will also prepare the staff for Hospice Certification.

**Medical Skills Training – Didactic (40%):** This training will be offered to Registered Nurses and Licensed Vocational Nurses. The training will primarily focus on preparing higher level staff for hospice certification, which will be a major initiative for VITAS over the next two years. It will prepare nurse staff for the CHPN exam, which requires the ability to assess, plan, intervene and evaluate situations that arise during the patient care process while maintaining optimal functioning and improving quality of life for patients.

### **Retrainee - Job Creation**

In support of job creation, the Panel is offering 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.

Vitas has committed to hiring 20 new employees (Job Number 2). Vitas 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. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

Vitas plans to expand business capacity, hiring 20 new employees to prepare for an anticipated 10%-15% patient increase over the next few years. Vitas is constantly looking for expansion opportunities across the State based on county demographics, underserved population reports, and the needs of its partners.

### **Special Employment Training/Wage Modification**

Under SET, the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees in non-priority industries must be earning at least the statewide average hourly wage of \$27.40. Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage to \$20.55 per hour.

## **Substantial Contribution**

Vitas is a repeat contractor with payment earned in excess of \$250,000 for all California facilities within the past five years. However, no single facility has earnings in excess of \$250,000; therefore, the substantial contribution requirement does not apply.

## **Commitment to Training**

Vitas represents that ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

### ➤ Training Infrastructure

Vitas has qualified trainers to provide training and a training plan in place. Since this is Vitas third agreement, the Company has developed internal administrative procedures to capture training using rosters completed according to ETP guidelines which helps maximize earnings and performance.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0335	Encino	04/02/2012- 04/01/2014	\$418,824	\$418,824 (100%)
ET10-0136	Encino	10/05/2009– 10/04/2011	\$249,696	\$226,353 (91%)

## **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 – CLINICAL PRECEPTOR**

- (Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Med/Surg Nursing Skills
  - Pre and Post Operative Care
  - Orthopedic Nursing Skills
  - Oncology Nursing Skills
  - Hospice Nursing Skills

**MEDICAL SKILLS TRAINING – DIDACTIC**

- Behavioral Health Nursing Skills
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Stroke Patient
- Care Planning and Documentation
- Central Lines Management
- Chest Tube Care & Management
- Diabetes Care & Management
- Educating the Patient & Family
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Infection Control
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Psychiatric Nursing Skills
- Psychotropic Medications
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

**CONTINUOUS IMPROVEMENT**

- Care Planning and Documentation
- 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
- Patient and Family Centered Care Skills
- Performance and Quality Improvement and Procedures 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.