



**Training Proposal for:
CPH Hospital Management, LLC dba Coast Plaza Hospital
Agreement Number: ET12-0285**

Panel Meeting of: **January 27, 2012**

ETP Regional Office: **North Hollywood** Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes: SET Frontline - Retrainee
Medical Skills Training
Retrainee - Job Creation

Industry Sector(s): Healthcare

Counties Served: Los Angeles

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. of Employees in CA: 1,600

No. of Employees Worldwide: 1,600

Turnover Rate %	Manager/Supervisor %
5%	N/A

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$300,090	\$0	\$300,090

In-Kind Contribution
\$419,850

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SET Retrainee	Computer Skills, Continuous Improvement, MS Clinical with Preceptor, MS Didactic	201	24 - 200	0	\$630	\$19.63
				Weighted Avg: 35			
2	Job Creation Retrainee	Computer Skills, Continuous Improvement, MS Clinical with Preceptor, MS Didactic	59	24 - 200	0	\$2,940	\$13.09
				Weighted Avg: 147			

Minimum Wage by County: Job Number 1: \$19.63 per hour for SET (Priority Industry) Statewide average hour wage. Job Number 2: \$13.09 per hour for newly hired Job Creation-Retrainees in 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

\$4.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Registered Nurse	
Licensed Vocational Nurse	
Surgical Technician	
Physical Therapist	
Occupational Therapist	
Medical Technician	
Respiratory Therapist	
Radiology Technician	
Laboratory Technician	
Pharmacist	
Pharmacy Technician	
Case Manager	

INTRODUCTION

In this proposal, CPH Hospital Management, LLC dba Coast Plaza Hospital (CPH) seeks funding for retraining as outlined below:

CPH is an accredited general acute care medical and surgical hospital with 117 licensed beds. It has provided a wide range of healthcare-related services to the city of Norwalk and surrounding areas of Southeast Los Angeles County. CPH is eligible for ETP funding under Special Employment Training (SET) for frontline workers (Title 22, California Code of Regulations (CCR), Section 4409). The hospital qualifies for ETP's priority industry reimbursement as a healthcare employer.

CPH is well-equipped with state-of-the-art radiological diagnostic machinery (CT Scan, Ultrasound services, and an Open MRI), laboratory services, and a hospital-wide patient monitoring telemetry system. In addition to a 24-hour emergency department, the hospital also offers an Alzheimer's program, cardiac care, cosmetic surgery, critical care, diabetes care, hyperbaric oxygen, pain management, pharmacy, respiratory care, weight-loss, and wound care.

PROJECT DETAILS

Until recently, this was one of the last remaining hospitals in the area that did not benefit from affiliation with a larger organization. As a result, CPH posted several years of operating losses due to financial inequities and softening patient volumes. In May 2011, CPH was acquired by Avanti Health Systems, LLC. CPH is beginning to demonstrate the impact of new ownership through early signs of a financial turnaround, introduction of new services, implementation of electronic health records, and the shifting of its nursing staff away from the heavy dependence on contract/registry nurses.

CPH is seeking ETP funding to help the hospital carry out its strategic objectives to implement new services and quality standards; continue converting its nursing staff to full-time employee nurses; and provide substantial skills upgrade training to new and incumbent nurses and allied healthcare staff.

As CPH continues to add new clinical programs to better serve the needs of the community, it must equip its nursing staff with the knowledge and skills to deliver safe, high quality care to patients. To accomplish this goal, CPH estimates that incumbent nursing will receive up to 60 hours of training from the proposed curriculum. Critical Care nursing skills is a comprehensive introduction to critical care nursing and provides the theoretical foundation necessary to treat critically ill patients. Charge nurses will receive leadership training to enhance their communication and staff mentoring abilities. CPH also plans to develop a team of skilled preceptors in the clinical setting to assist new employees in the transition to providing patient care.

CPH will be rolling out extensive training to all employees on the hospital's Electronic Medical Records (EMR) system. This training will allow staff to view lab work, x-rays, and other clinical aspects of a patient's chart from any location in the hospital. Some trainees will receive intermediate level computer skills training to facilitate proper navigation of the EMR system.

CPH plans to expand its Pain Management services and offer Orthopedic/Spine Surgery programs. Pain management training will teach nurses how to coordinate a patient's care plan with physicians and other healthcare team members. Orthopedic/Spine surgery-related training will equip nurses with the skills to provide elevated standards of care for cervical, thoracic and lumbar disk herniations, as well as spine instability, trauma, and tumors.

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 132 Registered Nurses and 10 Licensed Vocational Nurses will participate in clinical skills training classes. CPH indicates that trainees in allied healthcare occupations (technicians and therapists) will participate in select clinical didactic/preceptor training classes, based on their patient care responsibilities. The proposed curriculum has been outlined accordingly.

This blended rate, \$22 per hour, recognizes the higher cost of delivery for clinical training. It 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 in Job Number 1. (See Curriculum.) The standard class/lab rate will be \$20 per hour for newly hired Job Creation trainees in Job Number 2. Computer-Based Training is not being funded under this program.

Computer Skills training will be provided to all trainees in the use of various medical software solutions. Training will focus on electronic medical records technology. Intermediate and advance Microsoft Office training will be delivered to trainees commonly tasked with writing correspondence, creating spreadsheets, and generating reports.

Continuous Improvement training will be provided to all trainees. These courses will focus on performance and quality improvements. Training will include case management and documentation, frontline leadership, communication skills, critical thinking, customer service, and team building skills.

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 in Fiscal Year 2011/12, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

In this proposal, CPH has committed to hiring 59 new employees as shown in Job Number 2. To be eligible for reimbursement under this Job Number, the trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

CPH plans to recruit, hire, and train up to 23 full-time nurses and 36 allied health employees to allow for growth and to fill available positions. Due to the ongoing shortage of skilled healthcare workers in California, particularly the densely urban area in which CPH operates, the hospital will likely have to hire and train relatively inexperienced staff, including new graduate nurses, to meet legislated nurse/patient ratios. Of the Job-Creation trainees, CPH estimates that new graduate nurses will likely receive the maximum training hours, while newly-hired RNs and LVNs are expected to receive up to 168 hours, and allied healthcare staff will receive up to 80 hours of training from the proposed curriculum.

Wage Modification/Special Employment Training

To qualify under SET, trainees in non-priority industries must be earning at least the statewide average hourly wage of \$26.17. Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage (Title 22, CCR, Section 4409 (a)(6).) Here, the wage modification of \$19.63 is requested for trainees in Job Number 1 in order to capture workers in non-nursing occupations (e.g., Medical Technician, Laboratory Technician, and Pharmacy Technician).

Under the Retrainee-Job Creation program in Fiscal Year 2011/12, the newly-hired trainees in Job Number 2 qualify for the New Hire minimum wage of \$13.09 per hour.

Commitment to Training

CPH represents that ETP funds will not displace the existing financial commitment to training. Indeed, CPH anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. CPH represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

CPH's annual training budget is approximately \$100,000, which has proven insufficient to provide the necessary skills upgrade training to staff. Recent training efforts at CPH have been limited to new employee orientation, patient safety requirements, CPR, fire safety, in-service equipment skills, and regulatory compliance training.

ETP funding will help CPH carry out its plans to expand and train its full-time employee population, implement a conversion to electronic medical records technology, and substantially upgrade the skills of its incumbent nursing and allied healthcare staff.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

DEVELOPMENT SERVICES

CPH retained National Training Systems, Inc. (NTS) in Ladera Ranch to assist with development of this proposal for a flat fee of \$14,989.

ADMINISTRATIVE SERVICES

NTS will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

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

24 – 200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR (Nursing)

- **Emergency Department Training**
 - Emergency Room Nursing Skills
 - Emergency Care of the Burn Patient
 - OB Trauma
 - Trauma Nursing Skills
 - Triage Nursing Skills
 - Care of Pediatric patients
- **Intensive Care Unit/Critical Care Unit Training**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Intra-Aortic Balloon Pump (IABP) Therapy
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Hemodynamic Monitoring
 - Pre and Post Operative Care
 - Care of Trauma Patient
 - Management of the Renal Transplant Surgical Patient
 - Ventilator & Tracheotomy Care
- **Medical/Surgical Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post Operative Care
 - Orthopedic Nursing Skills
 - Management of the Renal Transplant Surgical Patient
 - Oncology Nursing Skills
- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Care of the Burn Patient
 - Peri-Operative Nursing Skills
 - Pre and Post Operative Care
- **Rehabilitation Services Unit Training**
 - Patient Assessment & Care
 - Medical/Surgical Nursing Skills
 - Pre and Post Operative Care
 - Post-Orthopedic Surgery Nursing Skills
 - Post-Trauma Injury Nursing Skills
 - Post-Neurological Injury Nursing Skills
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre and Post Operative Care

- Care of the Neurosurgical Patient
- Intravenous (IV) Therapy
- Oncology Nursing Skills

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR (Allied Health Occupations)

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training** (Surgical Technician)
 - Peri-Operative Skills
 - Pre and Post Operative Care
 - Surgical Assisting
 - Surgical Instrument & Patient Sterilization Techniques
 - Infection Control
- **Therapy Services** (Physical Therapist, Occupational Therapist)
 - Physical Therapy Skills
 - Occupational Therapy Skills
 - Orthopedic Patient Care
 - Stroke Patient Care
 - Infection Control
- **Emergency Department Training** (Medical Technician)
 - Emergency Room Patient Care Skills
 - Emergency Care of the Burn Patient
 - Care of Pediatric patients
 - Infection Control
 - Wound & Skin Care
- **Intensive Care Unit/Critical Care Unit Training** (Medical Technician)
 - Hemodynamic Monitoring
 - ICU Patient Care Skills
 - Pre and Post Operative Care
 - EKG & Cardiac Monitoring
 - Ventilator & Tracheotomy Care
 - Infection Control
 - Wound & Skin Care
- **Medical/Surgical Unit Training** (Medical Technician)
 - Medical/Surgical Patient Care Skills
 - Pre and Post Operative Care
 - Infection Control
 - Wound & Skin Care
- **Telemetry Unit Training** (Medical Technician)
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Pre and Post Operative Care
 - Infection Control
 - Wound & Skin Care

- **Radiology Unit Training** (Radiology Technician)
 - X-Ray Skills
 - CT Skills
 - Ultrasound Skills
 - MRI Skills
 - Patient Imaging Techniques
 - Infection Control
- **Respiratory Therapy Services** (Respiratory Therapist)
 - Advanced Cardiac Life Support
 - Dysrhythmia Recognition & Interpretation
 - EKG & Cardiac Monitoring
 - Care of Pediatric Patients
 - Chest Tube Care & Management
 - Care of the Cardiac Patient
 - Equipment Skills
 - Infection Control
 - Rapid Response Skills
 - Respiratory Assessment & Care
- **Laboratory Training** (Laboratory Technician)
 - Specimen Collection Techniques
 - Equipment Skills
 - Laboratory Testing Procedures
 - Infection Control
- **Pharmacy Training** (Pharmacist, Pharmacy Technician)
 - Pharmacokinetics
 - Drug Interactions
 - Equipment Skills
 - Infection Control

MEDICAL SKILLS TRAINING – DIDACTIC (Nursing)

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- 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 Care of the Burn Patient

- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Laboratory Skills
- 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
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Physical Therapy Skills
- Pediatric Advanced Life Support (PALS)
- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post Operative Care
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Surgical Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

MEDICAL SKILLS TRAINING – DIDACTIC (Allied Health Occupations)

- Advanced Cardiac Life Support (ACLS)
- Basic Life Support (BLS)
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitoring
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Infection Control
- Laboratory Skills
- Occupational Therapy Skills
- Patient Fall Prevention
- Physical Therapy Skills
- Pediatric Advanced Life Support (PALS)
- Radiology Skills
- Rapid Response Skills
- Respiratory Assessment & Care
- Restraints
- Transfer Techniques
- Ventilator and Tracheotomy Care
- Wound & Skin Care

CONTINUOUS IMPROVEMENT (all occupations)

- 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
- Lean Six Sigma for Healthcare
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement
- Team Building Skills
- Utilization Review

COMPUTER SKILLS (all occupations)

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

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