



Training Proposal for:
Quantum Health, Inc. dba Promise Hospital of San Diego
Agreement Number: ET12-0293

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

ETP Regional Office: **San Diego**

Analyst: K. Campion

PROJECT PROFILE

Contract Attributes: Medical Skills Training
 Job Creation Initiative
 Priority
 Retrainee
 SET

Industry Sector(s): Healthcare
 Services

Counties Served: San Diego

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. of Employees in CA: 900

No. of Employees Worldwide: 2,000

| Turnover Rate % | Manager/Supervisor % |
|-----------------|----------------------|
| 3% | N/A |

FUNDING DETAIL

| Program Costs | Substantial Contribution | Total ETP Funding |
|---------------|--------------------------|-------------------|
| \$199,400 | \$0 | \$199,400 |

| In-Kind Contribution |
|----------------------|
| \$309,690 |

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 SET | MS Didactic, MS Clinical with Preceptor, Continuous Improvement, Computer Skills | 60 | 24 - 200 | 0 | \$540 | \$26.17 |
| | | | | Weighted Avg: 30 | | | |
| 2 | Retrainee Job Creation Initiative Medical Skills Training SET | MS Didactic, MS Clinical with Preceptor, Continuous Improvement, Computer Skills | 50 | 24 - 300 | 0 | \$3,340 | \$26.17 |
| | | | | Weighted Avg: 167 | | | |

Minimum Wage by County: Statewide Average Hourly Wage: \$26.17

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 | |
| New Graduate Registered Nurse | |
| Licensed Vocational Nurse (LVN) | |

INTRODUCTION

In this proposal, Quantum Health, Inc. dba Promise Hospital of San Diego (Quantum) seeks funding for retraining as outlined below:

Quantum provides management services and is the employer-of-record for Promise Hospital of San Diego. The hospital is affiliated with Promise Healthcare, Inc., one of the largest long-term acute care hospital organizations in the country.

Located in San Diego, Promise Hospital is a long-term care facility that provides specialized acute care for medically complex patients who are critically ill, have multi-system complications or failures and require lengthy hospitalization. The average length of stay is 25 days or more. Services include on-site intensive care, cardiac and hemodynamic monitoring, ventilator weaning, dialysis services, therapy services, wound care, behavioral health services, radiology, and laboratory services.

Licensed for 100 beds, the hospital has 279 full-time employees including 101 full-time RNs. This projects targets class/lab and Medical Skills training for 60 incumbent RNs and LVNs (Job Number 1), and 35 newly-hired RNs and 15 New Graduate RNs (Job Number 2). The funding will elevate standards of care by upgrading full-time nursing staff with advanced nursing skills and technologies to meet growing patient care demands. This is Quantum's second ETP project at Promise Hospital of San Diego.

Quantum 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.

PROJECT DETAILS

Quantum's first ETP project helped provide critical skills training to incumbent nurses and provided in-depth Medical Skills training to 16 New Graduate RNs. As a result of the training, the hospital experienced improvements in patient care and improved job skills of nurses. The hospital faces new challenges in continuing to upgrade the skills of nurses. The demand for long term acute care services is increasing as the US population ages and life expectancies increase. In addition, the growing numbers of patients who qualify for Quantum's services are increasing the need to recruit, hire, and train qualified nurses.

The strategic training plan for Quantum calls for enhancing the quality of patient care, providing training for new nursing and incumbent staff to increase skills and competencies, and increasing the ability of the hospital to meet the healthcare demands of the community.

In 2012, Quantum plans to add a Long-Term Acute Care Unit within its current Behavioral Health Unit. As a result, the hospital must train its Behavioral Health RNs to ensure they have the necessary skills to successfully treat and assess Long-Term Acute Care patients. Additionally, in late 2012 or early 2013, Quantum plans to add a Sub-Acute Unit to manage the patient acuity levels. This requires additional staffing and training for nurses. Other critical training identified by management over the next two years is Telemetry training and Critical Care Nursing Skills for incumbents and new graduate RNs and LVNs.

Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Quantum representatives report that it serves patients that are typically the most critically ill coming out of the short-term acute care system. Patients generally have greater medical complexity with multiple diagnoses requiring advanced levels of care by nursing and ancillary staff. The skill level required by its nurses is in very short supply in California and, therefore, the hospital must hire new graduates or experienced nurses and provide extensive training to acclimate each nurse to a high acuity environment. 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, Quantum has committed to hiring 15 New Graduate RNs and 35 newly-hired RNs and LVNs (Job Number 2) during the term of the Agreement to cover mandated nurse to patient ratios. Training for newly-hired nurses is critical to ensure they have the required skills and competencies for successful transition to a specific hospital unit.

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. The newly-hired Job

Number trainees qualify for the higher New Hire \$20 per hour fixed-fee reimbursement rate for Continuous Improvement and Computer Skills training. Although these nurses also qualify for the lower New-Hire Wage, the Contractor does not need this wage adjustment.

Continuous Improvement and Computer Skills training for Job Numbers 1 trainees will be reimbursed at the priority rate of \$18 per hour.

Medical Skills Training

The Panel has established a higher \$22 per hour “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model (Job Numbers 1 and 2). Quantum reports that Clinical with Preceptor training is the safest and best method for trainees to achieve competencies. All New Graduate RNs, some incumbent RNs and some LVNs will be provided with **Clinical/Preceptor** training which will be delivered via the preceptor training model of one-on-one training; nurses will be assigned to a specific hospital unit where each nurse will complete Clinical Preceptor Skills training under an assigned “preceptor”.

All Nurses will receive one or more modules of **Didactic** training in advanced medical care, such as Critical Care Nursing Skills, Telemetry Nursing Skills, Acute Psychiatric Care, Behavioral Health Nursing Skills, Central Lines Management, Ventilator and Tracheotomy Care, Rapid Response Skills, Diabetes Care, Infection Control, Renal Assessment, Respiratory Care, Cardiac Care and Code Blue Response & Procedures.

Continuous Improvement

Hospital representatives report that the continuous focus on patient safety and quality requires advanced critical thinking skills, teamwork and communication. Some RNs are projected to receive one or more modules of Continuous Improvement training for this purpose. Some nurses will receive Preceptor Skills training in how to be a “Preceptor”. Preceptor skills training will educate those staff members identified as Preceptor candidates in how to properly provide training to the New Graduate Nurse and novice skilled nurses with the hospital.

Computer Skills

All nurses are projected to receive Computer Skills training in electronic medical record applications. Additionally, some nurses may be provided with training in Microsoft Office Applications.

Training Hours Limitation

Retraining hours are capped at 200 hours per trainee. Quantum requests a modification of the cap up to a maximum of 300 training hours for New Graduate RNs only. Hospital representatives report that the proposed 15 New Graduate RNs will receive an average of 16 weeks of training or 492 hours of MS Didactic and Clinical with Preceptor training. Therefore, Quantum requests that ETP fund up to 300 hours of training per New Graduate Nurse and the remaining 192 training hours will be at the hospital’s expense. All incumbent RNs and LVNs are limited to the 200 hour training cap.

According to quantum, the hospital’s financial outlook suffered along with the economy during the prior two years (the hospital is now in the black). This hindered Quantum’s ability to fund desired nurse upgrade training or to recruit/train new grads and novice nurses to fill available slots. Hospital representatives state that ETP funding is critical for Quantum to overcome some

of the financial pressures that have been caused by the recession and allow the hospital to deliver important training to its nursing staff.

Prior Performance

Quantum experienced personnel changes in the Director of Education position during the term of the previous ETP Agreement. As a result, training was delayed during 2010 and some nurses did not complete the minimum training hours (24) to qualify for reimbursement. However, of those trainees who did complete training for earning reimbursement, the weighted average training hours completed was 154 class/lab hours per person. For this second Agreement, the Director of Education has training outlined and ready to be delivered immediately upon approval of ETP. The first new-graduate training class is ready to commence 2/06/12.

Commitment to Training

Quantum represents that ETP funds will not displace current resources which are very limited due to recessionary effects on the operations of the hospital. Hospital representatives report that the majority of the proposed training would not take place absent ETP funding. The hospital has been unable to set aside large amounts of internal funding for the purpose of upgrading skills of the nursing staff, due to prior year negative operating results. Outside of the proposed training, each employee is projected to receive four hours annually of competency training, along with mandatory training such as safety training and sexual harassment prevention.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal, including the modification of training for New Graduate RNs.

PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned |
|---------------|-----------------|------------------------|-----------------|---------------------|
| ET10-0260 | San Diego | 11/02/09 – 11/01/11 | \$148,896 | *\$101,163 (68%) |

**The last day of ETP training was 6/24/11. The contract closeout invoice has been submitted to ETP and the Contractor has projected earnings of \$101,163 for 30 trainees.*

DEVELOPMENT SERVICES

Quantum retained National Training Systems, Inc. (NTS) in Laguna Niguel to assist with development of this proposal for a flat fee of \$17,939.

ADMINISTRATIVE SERVICES

NTS will also perform administrative services in connection with this proposal for a fee not to exceed 10% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

24 – 200 (Incumbent RNs)

24 – 300 (New Graduate RNs)

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Behavioral Health/Psychiatric Acute Care Services Unit**
 - Patient Assessment & Care
 - Acute Psychiatric Care
 - Behavioral Health Nursing Skills
 - Electroconvulsive Therapy (ECT) Skills
 - Care of Pediatric/Adolescent Psychiatry Patient
- **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
- **Long Term Care Unit** (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/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
- **Telemetry Unit Training**
 - Care of the Cardiac Patient
 - EKG & Cardiac Monitoring
 - Dysrhythmia Interpretation
 - Telemetry Nursing Skills
 - Pre and Post Operative Care
 - Care if the Neurosurgical Patient
 - Intravenous (IV) Therapy

- Oncology Nursing Skills

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Psychiatric Care
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- 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
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Geriatric Patient Care
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- 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
- Pediatric Advanced Life Support (PALS)

- Peri-Operative Nursing Skills
- PICC Line Insertion
- Pre and Post Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Ventilator and Tracheotomy Care
- Wound & Skin Care

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
- Lean Healthcare
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Team Building Skills
- Utilization Review

COMPUTER SKILLS

- 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 and 300 total training hours per New Graduate RN trainee.