



**Training Proposal for:  
Shasta Regional Medical Center, LLC  
Agreement Number: ET12-0298**

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

ETP Regional Office: **Sacramento**

Analyst: K. Muraki

**PROJECT PROFILE**

Contract Attributes: Priority  
Retrainee  
Job Creation Initiative  
HUA

Industry Sector(s): Healthcare

Counties Served: Shasta

Repeat Contractor:  Yes  No

Union(s):  Yes  No

Priority Industry:  Yes  No

No. of Employees in CA: 9,000

No. of Employees Worldwide: 9,000

Turnover Rate %	Manager/ Supervisor %
10%	N/A

**FUNDING DETAIL**

Program Costs	Substantial Contribution	Total ETP Funding
\$248,800	\$0	\$248,800

In-Kind Contribution
\$267,912

**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	SET Retrainee Medical Skills Training Priority HUA Job Creation Initiative	Computer Skills, Continuous Improvement, MS Clinical with Preceptor, MS Didactic	40	24-300	0	\$5,500	\$26.87
				Weighted Avg: 275			
2	SET Retrainee Priority HUA Medical Skills Training	Computer Skills, Continuous Improvement, MS Clinical with Preceptor, MS Didactic	40	24-200	0	\$720	\$14.39
				Weighted Avg: 40			

**ETP Minimum Wage by County:** ETP SET Statewide: \$26.17; SET/HUA: \$14.39 in Shasta 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

Employer paid health, dental and/or vision benefits up to \$4.57 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
New Graduate Nurse	
Registered Nurse	
Nurse Assistant	

**INTRODUCTION**

In this proposal, Shasta Regional Medical Center LLC (SRMC) seeks funding for retraining as outlined below:

Founded in 1945 and located in Redding SRMC is an affiliate of Prime Healthcare Services headquartered in Ontario. SRMC serves a largely rural area comprised of surrounding community areas in Shasta, Tehama and Trinity County. Portions of Shasta and Tehama County and all of Trinity County are federally designated Medically Underserved Areas. The population is primarily elderly, Medicare insured and economically disadvantaged. Patients come to SRMC to receive short-term treatment for severe injuries, episodes of illness, urgent medical conditions, and surgery and recovery.

SRMC's primary function is to offer a full range inpatient and outpatient services, which includes

but is not limited to, comprehensive cardiovascular services and a nationally recognized diabetes program. In addition, SRMC is the only certified stroke center and chest pain accredited hospital in Northern California. SRMC does not have a pediatric center; therefore services are geared towards adult medicine.

### **Special Employment Training**

Under Special Employment Training (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. (Unemployment Insurance Code 10214.5. Title 22, California Code of Regulations (CCR), Section 4409(a).)

The Nurse Assistant trainees in Job Number 2 work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state by 15% under the Panel's standard at Title 22, CCR. Section 4429(b). These trainees qualify for the ETP Minimum Wage for Shasta County rather than the statewide average hourly wage. (Title 22, CCR, Sections 4409 (a)(7).)

### **PROJECT DETAILS**

SRMC will deliver customized training to broaden medical skills for 40 New Graduate RNs, 20 incumbent nurses, and 20 nurse assistants. New Graduate RNs will receive clinical preceptor and medical skills training applicable to their areas of practice. Incumbent nurses and nurse assistants will focus on department specific training to update their clinical skills and to address specific skill gaps. Continuous Improvement training will include CORE Measures, comprehensive customer service skills training, and case management skills.

Nursing Assistants are part of the hospital's direct patient care team and are an aide to registered nurses. They work collaboratively with the nursing staff, and need training to increase the probability of a successful long-term patient outcome. Nursing Assistants have varied health care work experience, and some do not have experience in an acute care facility. SRMC seeks training to address the Nursing Assistants skill gaps to competently and correctly perform required duties in order to provide excellent patient care. Trainees will earn the medical terminology necessary to function in the health care setting as well as communication skills and performance improvement skills.

All occupations will receive Computer Skills training in the hospital-wide electronic medical records documentation systems.

### **Commitment to Training**

SRMC currently has a budget of \$743,688 for staff training and provides mandatory staff training such as nurse orientation, initial electronic medical records training, safety, legal documentation, initial nurse assistant nurse skill development.

SRMC represents that ETP funds will not displace the existing financial commitment to training. The center anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

SRMC represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **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.

Training is exclusively for newly-hired employees. Trainees must be hired within 3 months before the date of the project approval, or within the term of contract as long as training and retention can be completed within the term of the Agreement.

In this proposal, SRMC has committed to hiring 40 new employees as shown in Job Number 1. According to hospital representatives, SRMC has hired 5 New Graduate nurses since October 27, 2011 and plans to hire at least an additional 35 within the contract term. SRMC business plan includes hiring at least one New Graduate nurse per month.

SRMC needs to develop New Graduate knowledge, clinical skills and critical thinking skills in accordance with the medical center's service delivery specification.

### **Medical Skills Training**

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for Medical Skills Clinical Preceptor and Didactic training models.

SRMC will train 40 New Graduate nurses and 20 incumbent registered nurses in Medical Skills Training coursework.

### **Training Hours Limitation**

Retraining hours are capped at 200 per-trainee, except for New Graduate nurses where the range of hours is capped at 300 per-trainee. (See Exhibit B: Menu Curriculum)

### **RECOMMENDATION**

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

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET08-0337	Redding	12/26/07 – 12/25/09	\$494,262	\$202,148 (41%)

During the contract term, SRMC was in the process of major organizational changes. The hospital, then owned by Hospital Partners of America, filed bankruptcy half way through the ETP contract in September of 2008. The hospital was then purchased by Prime Healthcare Services. During the change of ownership layoffs occurred as well as changes in the organization's structure. SRMC's new owner, Prime Healthcare Services, has provided a stable organizational structure that offers a new education department and personnel dedicated to the completion of this project.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To be Determined

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

24 - 300 (New Graduate Nurse)

24 – 200 (Incumbent Nurse, Nurse Assistant)

Trainees may receive any of the following:

#### **MEDICAL SKILLS TRAINING – DIDACTIC**

- 12 & 15 Lead EKG Interpretation
- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Aggressive Patient Management (AB-508)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Blood Transfusion Process
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care and Management
- Code Blue Response and Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care and Management
- Dysrhythmia Recognition and Interpretation
- Educating the Patient and Family
- EKG and Cardiac Monitoring
- Emergency Care of the Burn Patient
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, fluid infusers & warmers, cardiac telemetry, vital signs, pulse-oximetry, ventilators, specialty beds and mattresses, etc.)
- Evidence-Based Practices
- Gastrointestinal Assessment and Management
- Hazmat and Emergency Preparedness
- Helipad Safety
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring and Ventriculostomy
- Intravenous (IV) Insertion and Therapy
- Invasive Line Management
- Laboratory Blood Specimen Collection

- Malignant Hyperthermia
- Medical/Surgical Nursing Skills
- Medical Terminology - Introduction
- Medication Administration and Management
- Moderate Sedation
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Process Skills
- Nutritional Screening
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy and Continence Care
- Pain Management (Acute and Chronic)
- Patient Assessment and Care
- Patient Fall Prevention
- Peri-Operative Nursing Skills
- Point-of-Care Device Operation
- Pre and Post Operative Care
- Rapid Response Skills
- Renal Assessment and Management
- Respiratory Assessment and Care
- Restraints
- Sepsis Identification and Management
- Standardized Procedure Training
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound and Skin Care

### **MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR**

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - Emergency Care of the Cardiac Patient
  - Emergency Care of the Stroke Patient
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Standardized Procedures for Nurses
  - EKG and Cardiac Monitoring
  - Dysrhythmia Interpretation

- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment and Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring and Ventriculostomy
  - Hemodynamic Monitoring
  - Pre and Post Operative Care
  - Care of Trauma Patient
  - Management of the Renal/CVVH Patient
  - Ventilator and Tracheotomy Care
- **Medical/Surgical Unit Training**
  - Patient Assessment and Care
  - Medical/Surgical Nursing Skills
  - Pre and Post Operative Care
  - Management of the Renal Failure Patient
  - Management of the CHF Patient
  - Oncology Nursing Skills
- **Orthopedic/Neurological Unit Training**
  - Orthopedic Nursing Skills
  - Neurological Nursing Skills
  - Care of the Stroke Patient
  - Care of the Neurological Patient
  - Care of the Neurosurgical Patient
  - Pre and Post Operative Care of the Orthopedic Patient
- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG and Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post Operative Care
  - Intravenous (IV) Therapy
  - Oncology Nursing Skills
  - Management of the Renal Failure Patient
  - Management of the CHF Patient
- **Surgical Services, Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment and Care
  - Peri-Operative Nursing Skills
  - Pre and Post Operative Care

#### **CONTINUOUS IMPROVEMENT**

- Customer Service (AIDET) Skills
- CORE Measures
- Defensive Documentation
- Infection Control Process
- Patient Safety Culture
- Patient Satisfaction
- Patient Transfer Process
- Preceptor (train-the-trainer) Skills

**COMPUTER SKILLS**

- Meditech Nursing Documentation and Order Entry Skills
- HealthStream

Note: Reimbursement for New Grad Nurse retraining is capped at 300 total training hours per trainee, regardless of the method of delivery. Reimbursement for all other retraining is capped at 200 total training hours per trainee.