



Training Proposal for:
UHS-Corona, Inc. dba Corona Regional Medical Center
Agreement Number: ET12-0291

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

ETP Regional Office: **San Diego**

Analyst: K. Campion

PROJECT PROFILE

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

Industry Sector(s): Healthcare
 Services

Counties Served: Riverside

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. of Employees in CA: 5,500

No. of Employees Worldwide: 65,000

Turnover Rate %	Manager/Supervisor %
11%	NA

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$298,000	\$0	\$298,000

In-Kind Contribution
\$427,928

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 SET	MS Didactic, MS Clinical with Preceptor, Continuous Improvement, Computer Skills	100	24 - 200	0	\$1,080	\$31.60
				Weighted Avg: 60			
2	Retrainee Medical Skills Training Job Creation Initiative SET	Ms Didactic, Ms Clinical with Preceptor, Continuous Improvement, Computer Skills	50	24 - 200	0	\$3,800	\$31.60
				Weighted Avg: 190			

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

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

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

INTRODUCTION

In this proposal, UHS-Corona, Inc. dba Corona Regional Medical Center (UHS-Corona) seeks funding for retraining as outlined below:

Corona Regional Medical Center is owned by Universal Health Services (UHS), but continues to do business under its community hospital name. UHS is a healthcare management company that operates behavioral health facilities, acute care hospitals, and ambulatory surgery and radiation centers nationwide. UHS has five hospitals in Southern California located in the cities of Corona, Murrieta, Wildomar, Lancaster, and Torrance. Each hospital operates autonomously. This proposal is only for Corona Regional Medical Center.

The medical center is a 240-bed community hospital network comprising a 160-bed acute care hospital and an 80-bed rehabilitation campus. It is fully accredited by The Joint Commission, employs more than 1,150 trained healthcare workers including 202 full-time Registered Nurses, and has a medical staff of approximately 300 physicians representing more than 40 specialties.

This project targets class/lab and Medical Skills training for 100 incumbent RNs (Job Number 1), and 50 newly-hired RNs (Job Number 2) including approximately 40 New Graduate RNs. The training will elevate standards of care by upgrading full-time nursing staff with advanced nursing skills and technologies. This is UHS-Corona's second ETP project.

UHS-Corona 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

UHS-Corona reports that the delivery of health care is ever changing such that hospitals must adapt quickly to new methods of patient care, new equipment, safety, and customer service. The hospital requires that all RNs be trained in the use of new monitoring and diagnostic equipment that arrived in 2011. In addition, UHS-Corona is challenged with recruiting experienced nurses, especially those qualified to work in emergency rooms, intensive care, operating rooms, and other specialized positions. Therefore, the hospital must retrain incumbent staff or hire new graduate RNs and train them in advanced medical skills, so that all its nurses are successful in working in specialized units. To that end, UHS-Corona's training goals are to: 1) Enhance RN understanding of new patient technologies and new equipment; 2) Enable the hiring of new graduate RN's; and 3) Provide advanced skills to experienced RNs to enable them to move to advanced units within the hospital.

This training proposal includes the addition of New Graduate nurses who will be provided with "preceptor-led" clinical training. The use of ETP funding will allow the hospital to off-set the high cost of providing this model of training. New nurse graduate training is projected to improve patient care and increase retention of new RNs.

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). UHS-Corona reports that Clinical Preceptor training has demonstrated improved outcomes for patients, through the observation of advanced nursing skills in a practical environment. Some Job Number 1 RNs and all Job Number 2 RNs will receive training delivered via the preceptor training model of one-on-one instruction. Nurses will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned "preceptor".

All nurses will also receive one or more modules of Clinical Didactic training (classroom) in advanced medical care. Hospital representatives report that the Didactic Medical Skills training is essential for RNs to understand the clinical processes, assessment techniques, and anatomical or physiologic impacts to the patients who receive that care. These skills are essential to delivery of safe care to patients in a hospital setting.

New Graduate RNs are projected to receive approximately 350 total training hours of Medical Skills training, of which a maximum of 200 hours will be reimbursed by ETP. The remaining 150 training hours are at the hospital's expense.

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, UHS-Corona has committed to hiring 40 New Graduate RNs and 10 newly-hired RNs (Job Number 2) during the term of the Agreement. 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 trainees qualify for New Hire \$20 per hour fixed-fee reimbursement rate for Continuous Improvement and Computer Skills training. Although these nurses also qualify for the ETP New-Hire Minimum Wage, the Contractor does not need to use the new hire wages for the trainees in the Training Plan. Continuous Improvement and Computer Skills training for Job Number 1 trainees will be reimbursed at the priority rate of \$18 per hour.

Continuous Improvement

UHS-Corona reports that the continuous focus on patient safety and quality requires advanced critical thinking skills, teamwork and communication to provide the highest levels of standards in patient care. Some RNs will receive Continuous Improvement training that is designed to enhance the use of specific skills such as Lean Six Sigma training and Preceptor Skills to those individuals who lead change within the organization. Training will include skills needed to work as a team, critical thinking and planning skills, documentation skills and how to work more effectively. This training is necessary to maintain current and keep up with the healthcare environment.

Computer Skills

HUS-Corona reports that its new, fully integrated electronic health record database is in the process of installation at an estimated cost of \$4.7 million. All RNs will be provided with classroom training and hands on use in Electronic Medical Records Application Skills. Some RNs may also receive class/lab training in Microsoft Office, Patient Billing and Accounts Receivable tracking skills and Order Entry skills.

High Unemployment Area

All 150 trainees in the training plan work in a High Unemployment Area (HUA). This is a region with unemployment exceeding the state average by 15% (Title 22, CCR, Section 4429(b).) These trainees work in the City of Corona in Riverside County, which qualifies as a HUA, based on unemployment data from the Labor Market Information Division of the Employment Development Department. However, UHS-Corona is not asking for an HUA wage modification.

Full-Time Employment Modification

Title 22, CCR, section 4400(h) states in part that full-time employment means employment of at least 35 hours a week. Upon finding of good cause, the Panel may allow less than 35 hours per week as full-time employment. UHS-Corona requests a modification for full-time employment at 24 or more hours a week, given the scheduling fluctuations for nurses as explained below.

UHS-Corona reports that Riverside County has a high level of unemployment that results in census fluctuations within the medical center as a whole and within the specific medical units. This fluctuation is common within the hospital industry; census can easily fluctuate within a 24 hour period by 30 patients or more. Therefore, a nurse may be hired as a full-time RN but moved to less than 35 hours a week if the patient census drops. However, UHS-Corona reports that nurses designated as full-time continue to receive full-time benefits if moved to less than 35 hours due to census fluctuations. Therefore, the hospital requests that the Panel consider a modified work week of 24 or more hours per week as full-time employment. The Panel has approved this variation to full-time employment for other nurse training projects in the past.

Prior Performance

UHS-Corona's first ETP-funded project successfully trained 78 RNs who received an average of 115 training hours each. The company reports that the Medical Skills training upgraded the skills and competencies of RNs which resulted in improved patient care. Additionally, they found that the Clinical/Preceptor training was very beneficial in improving the skills of New Graduate nurses and nurses who moved from one unit to another (e.g. Med/Surg to ICU). (See prior projects table below.)

Commitment to Training

UHS-Corona reports that the use of ETP funding will not displace the medical center's resources for training. Rather the funding serves to enhance the training and allows the company to leverage the funding for additional new and current employees. The funding will help UHS-Corona complete needed training more quickly; expand it to a wider core group of staff and broaden the training beyond the minimum.

UHS-Corona reports that it does not have a formal training budget and training in the past consisted of new employee orientation; basic nurse orientation, hospital procedures and computer systems; safety training; basic job functions training; and informal on-the-job training or coaching. The company represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal, including the modified full-time employment of 24 hours or more.

ACTIVE PROJECTS

The following table summarizes performance by UHS under an active ETP Agreement.

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET11-0345	\$170,550	06/29/11 – 06/28/13	50	3	0

This active UHS project is targeted for the UHS Southwest Healthcare hospitals located in Murrieta and Wildomar. No Corona Regional Medical Center employees are participating in this Agreement.

PRIOR PROJECTS

The following table summarizes performance by UHS under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET09-0143	Corona	7/07/08 – 7/06/10	\$264,600	\$223,517 (84%)
*ET06-0125	Southern CA	10/03/05 – 10/02/07	\$499,902	\$131,807 (26%)

**ET06-0125 - This project was initially targeted for five Southern California hospitals under the UHS corporate umbrella, however, Corona Regional Medical Center did not participate under this Agreement due to its own budgeting issues.*

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

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

- **Behavioral Health/Psychiatric Acute Care Services Unit(PHP or Willows)**
 - Patient Assessment & Care
 - Acute Psychiatric Care
 - Behavioral Health Nursing Skills
 - Electroconvulsive Therapy (ECT) Skills
- **Emergency Department (ED)**
 - 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 (ICU)**
 - Bariatric
 - 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
 - Neurosurgical Patient Care
 - Management of the Renal Transplant Surgical Patient
 - Ventilator & Tracheotomy Care
- **Long Term Care Unit (Sub-Acute)**
(Sub Acute, 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 (Med/Surg)**
 - 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

- **Maternal Child Health (MCH)**
 - Patient Assessment & Care
 - Antepartum, Labor, Delivery and Postpartum Skills
 - Neonatal Nursing Skills
 - S.T.A.B.L.E.
 - Advanced & Electronic Fetal Monitoring
 - Neonatal Resuscitation provider (NRP)
 - Newborn Nursing Skills
 - Lactation Skills

- **Operating Room (OR) and Post-Anesthesia Care Unit (PACU)**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Care of the Neurosurgical patient
 - Peri-Operative Nursing Skills
 - Pre and Post Operative Care

- **Pediatric Services (Peds)**
 - Care of Pediatric Patients (Acute Care)
 - Patient Assessment & Care
 - Pre & 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

- **Special Care Unit (ICU/PCU)**
 - Patient Assessment and Care
 - Critical Care Nursing Skills
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Total Parenteral Nutrition
 - Dysrhythmia Interpretation

- **Surgical Services Unit (Med/Surg)**
 - Patient Assessment & Care
 - Bariatric Nursing Skills
 - Surgical Nursing Skills
 - Pre and Post Operative Care
 - Bloodless Medicine Skills
- **Telemetry (PCU)/ Stepdown 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
 - Bariatric Skills
 - 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 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
- Electronic Fetal Monitoring (Beginning & Advanced)
- 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-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous(IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- 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 medication
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Safe Patient Handling (Lifting, use of devices)
- Surgical/Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- 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 Six Sigma
- 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)
- Patient Billing and Accounts Receivable (PBAR) Tracking Skills
- OPUS or Fusion Order Entry Skills
- Electronic Medical Records Application Skills (Opus/Fusion)

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