



Training Proposal for:
Riverside Healthcare Systems, LP dba Riverside Community Hospital
Agreement Number: ET09-0413

Panel Meeting of: **January 23, 2009**

ETP Regional Office: **San Diego**

Analyst: K. Campion

PROJECT PROFILE

| | |
|--|--|
| <p>Contract Type: Medical Skills Training SET Frontline - Retrainee Priority/Retrainee SET/HUA - Retrainee</p> <p>Counties Served: Riverside</p> <p>Union(s): <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU Nurse Alliance, Local 121RN</p> <p>No. Employees in CA: 7,000</p> | <p>Industry Sector(s): Healthcare Services</p> <p>Repeat Contractor: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>No. Employees Worldwide: 180,000</p> |
|--|--|

| Turnover Rate % | Manager/Supervisor % |
|-----------------|----------------------|
| 19% | 0% |

FUNDING DETAIL

| Program Costs | Substantial Contribution | Total ETP Funding | In-Kind Contribution |
|---------------|--------------------------|-------------------|----------------------|
| \$298,320 | \$0 | \$298,320 | \$450,000 |

TRAINING PLAN TABLE

| Job No. | Job Description (by Contract Type) | Type of Training | Estimated No. of Trainees | Range of Hours | | Estimated Cost per Trainee | Post-Retention Wage |
|---------|------------------------------------|---|---------------------------|-------------------|-----|----------------------------|---------------------|
| | | | | Class / Lab | CBT | | |
| 1 | Medical Skills Training | Didactic Medical Skills, Clinical with Preceptor Skills | 120 | 24 - 200 | 0 | \$2,486 | \$33.36 |
| | | | | Weighted Avg: 113 | | | |

Minimum Wage by County: Statewide SET Frontline Worker Hourly Wage \$23.64.

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

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 | |

INTRODUCTION

In this proposal, Riverside Healthcare Systems, LP dba Riverside Community Hospital (RCH) seeks funding for retraining as outlined below:

RCH is a full-service, acute care hospital in Riverside, with a licensed bed capacity of 373. Founded in 1901, RCH is the major Level Two Trauma Care Center for Riverside County. Its other services include a HeartCare Institute, a cancer center, transplant services, a birthing center, orthopedic services, surgery, intensive care, physical medicine, diabetes education and treatment, radiology and diagnostic imaging, and palliative care.

RCH is owned by Hospital Corporation of America (HCA). Based in Nashville, Tennessee, HCA owns 169 locally managed hospitals and 115 outpatient centers in 20 states and England. In California, in addition to Riverside, HCA owns hospitals in San Jose, Thousand Oaks, and West Hills.

RCH's first ETP Agreement was beneficial by improving the retention of new graduate nurses and allowed the hospital the opportunity to provide RN training that they otherwise would not have been able to provide. RCH representatives report that they are faced with new training challenges for the RN's which necessitate more training.

Special Employment Training

Under Special Employment Training (SET), the employer is not required to demonstrate out-of-state competition and the trainees are not required to meet eligibility standards. This proposal has been identified for SET funds because this industry sector does not face 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 Section 10214.5. Title 22, California Code of Regulations (CCR), Section 4409(a).)

PROJECT DETAILS

In the face of critical nursing shortages and particularly the nursing shortage in the Inland Empire of Southern California, RCH has developed new training initiatives which it hopes will help ease the nursing shortage for the long term.

RCH has become increasingly active in nurse education to expand and support local programs to insure that sufficient nurses are available to staff the hospital. Through a partnership with California State University, San Bernardino, RCH plans to hire and train approximately 80 new graduate nurses over the next two years. RCH will offer the specialized practical training that the nurses need to transition from school to a regular patient load at an acute care hospital. Additionally, RCH projects to train approximately 40 experienced nurses who need specialized training in order to staff a specialized care unit. The proposed training will provide new graduate and experienced nurses with the specific skills they need to succeed at long-term careers at RCH. This training is projected to improve the quality of care, reduce turnover, and reduce the hospital's use of expensive temporary or "traveling" nurses.

To improve and enhance the specialized new graduate training, RCH is implementing the Performance Based Development System (PBDS), which is an on-line competency assessment for nurses. The new system will be used for all new hires, including new graduates and experienced nurses. The system provides a customized, competency assessment that helps the hospital determine if the nurse has the ability to do a particular job and what further training will help the nurse best perform his/her duties. After the assessment is completed, an educator provides feedback to the new nurse and a clinical training action plan is prepared to guide initial training. Using this new system, each nurse will receive a customized training plan for Didactic and Clinical/Preceptor training in specialized medical skills. The PBDS assessments will ensure that the right amount of training is planned and delivered to each nurse.

On average, new graduates will receive 10 weeks or more of training and experienced nurses will receive three to four weeks of training. Depending on their assigned job duties, training will include instruction in the skills of the hospital unit where the nurse will work, including the Medical/Surgical Unit, Telemetry Unit, Emergency Department, Post Anesthesia Care Unit, Intensive Care Unit, Operating Room, Maternal and Child Health Unit, and Cardiovascular Unit. Therefore, RCH requests a second ETP Agreement to train and place approximately 120 RN's in Medical Skills.

Medical Skills Training

Didactic Class/lab Training (classroom) will focus on the clinical environment, patient assessment and management, managing patient workload, health care recordkeeping and reporting, basic and advanced life support, and specific nursing skills for each specialty unit. The proposed training for RN's will address specific skill gaps to ensure that nurses are competent in advanced medical care.

Clinical with Preceptor training will be provided to all nurses and 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 with Preceptor training under an assigned "preceptor".

The blended rate of \$22 per hour for didactic training delivery and clinical with preceptor Medical Skills Training will be provided to all RN's in the courses identified in the Menu Curriculum (Exhibit B).

Commitment to Training

RCH represents that ETP funds will not displace the existing financial commitment to training. The hospital anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area and represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. RCH representatives report that its current training budget of approximately \$600,000 - \$800,000 per year for its California workforce is generally focused on nurse orientation and orientation of new employees, CPR, Fire Safety, Supervisory Skills, Management Skills, Regulatory Compliance Training, and Mandatory Sexual Harassment Prevention.

The proposed training will ease the California nursing shortage by helping nurses through the difficult transition from school to work, improve patient care, and prevent dropouts from the profession. Additionally, the training for incumbent nurses will provide advanced nursing skills for those nurses who possess skills gaps that must be bridged for them to advance to a specialty nursing position.

High Unemployment Area

All 120 trainees work in Riverside, which is in a High Unemployment Area. This is a region with unemployment exceeding the state average by at least 25%, using the unemployment rate set by the Labor Market Information Division of the Employment Development Department. (Title 22, CCR, Section 4429(b).) However, RCH is not asking for a wage modification.

RECOMMENDATION

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

PRIOR PROJECTS

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

| Agreement No. | Location (City) | Term | Approved Amount | Payment Earned |
|---------------|-----------------|------------------------|-----------------|----------------|
| ET07-0229 | Riverside | 12/29/06 – 12/28/08 | \$799,200 | *\$22,314 |

*All training ended on September 29, 2008 and company representatives report that RCH projects to earn approximately \$215,000 (27% of the Agreement amount) when the final invoice is submitted to ETP in January 2009.

Company representatives report that they were challenged with correctly capturing and documenting Clinical/Preceptor training, coupled with personnel changes in the staff to administer the ETP Agreement. Additionally, RCH was challenged with balancing training needs and staffing schedules and had to cancel several classes which prevented many nurses from reaching the 24 training hour minimum required to qualify for reimbursement. Further, during the term of the Agreement, RCH made an unexpected

decision to stop taking new graduates into Critical Care, which accounted for a large proportion of the originally planned didactic training.

For this second project, the Agreement amount is significantly reduced and RCH has hired experienced administrative staff who have instituted new company-wide procedures for documenting and capturing all ETP training. Additionally, hospital representatives report that they plan to schedule more training than what is proposed in this Agreement to give them a cushion to meet all performance criteria in the proposed Agreement.

DEVELOPMENT SERVICES

The company retained Strategic Partnership, L.L.C. in Sacramento to assist with development of this proposal at no charge.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

24 – 200

Trainees will receive any of the following:

MST DIDACTIC TRAINING

- ✚ Introduction to the clinical environment
- ✚ Documentation and controls using electronic systems and records
- ✚ Patient assessment and management
- ✚ Prioritizing medical needs and procedures
- ✚ Health care record keeping and reporting
- ✚ Basic and advanced life support
- ✚ Med/Surg nursing
- ✚ Telemetry nursing
- ✚ Emergency department nursing
- ✚ Post Anesthesia Care Unit (PACU or Recovery Room) nursing
- ✚ Intensive care nursing
- ✚ Operating room nursing
- ✚ Maternal and child health nursing
- ✚ Cardiovascular nursing
- ✚ Transplant nursing

MST CLINICAL WITH PRECEPTOR TRAINING

Training will be directed toward skills required to work in one of the following units:

✚ **Med/Surg unit**

- Nursing process
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

✚ **Telemetry unit**

- Technical procedures
- Patient monitoring
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Emergency department, emergency department holding area**

- Advanced trauma life support
- Advanced cardiac life support
- Organizational and clinical aspects of emergency department nursing
- Emergency department diagnosis and patient management
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Post Anesthesia Care Unit (PACU or Recovery Room)**

- Patient monitoring and assessment
- Critical care
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Intensive care unit**

- Critical care nursing
- Assessing medical need of the critical care patient
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Operating room**

- Perioperative care
- Intraoperative management
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Maternal and child health unit**

- Fetal monitoring
- Labor and delivery
- Neonatal care
- Assessing medical need
- Setting priorities for patient care

- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care

 **Cardiovascular unit**

- Cardiac emergency care nursing
- Congestive heart failure
- Patient monitoring
- Assessing medical need
- Setting priorities for patient care
- Establishing and revising priorities for job/patient care activities
- Initiating or maintaining interventions
- Developing, revising, and implementing a plan of care



The Employment Training Panel
1100 J Street
Fourth Floor
Sacramento, CA 95814

GAYLE BATISTE, RN
President

JEANNIE KING, RN
Vice-President

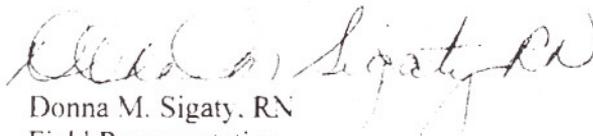
REBECCA LONG, RN
Secretary-Treasurer

SUSAN B. WEINSTEIN, RN
Executive Director

To Whom it may Concern:

I am writing this letter on behalf of SEIU Local United Healthcare Workers-West. We have reviewed the training proposed by Riverside Community Hospital to be submitted to the Employment Training Panel and we support it, as it applies to our members.

Cordially,


Donna M. Sigaty, RN
Field Representative
SEIU Local 121RN

4146 Lankershim Blvd.
Suite 404
N. Hollywood, CA 91602
Phone: (818) 284-4555
Fax: (818) 760-8039

FIGHT FOR SAFE STAFFING AND QUALITY PATIENT CARE