HEALTHCARE – JOB CREATION

Training Proposal for:
Kaiser Foundation Hospitals, Inc.
Southern California Region
Agreement Number: ET12-0519

Panel Meeting of: **May 24, 2012**

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

PROJECT PROFILE

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Retrainees</th>
<th>Healthcare-Job Creation</th>
<th>Medical Skills Training</th>
<th>Priority</th>
<th>HUA</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Industry Sector(s):</th>
<th>Healthcare Services</th>
<th>Non-Profit</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Counties Served:</th>
<th>Statewide</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Repeat Contractor:</th>
<th>☑ Yes</th>
<th>☐ No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Union(s):</th>
<th>☑ Yes</th>
<th>☐ No</th>
</tr>
</thead>
</table>

United Nurses Associations of California (UNAC/UHCP)

<table>
<thead>
<tr>
<th>No. of Employees in CA:</th>
<th>130,000</th>
<th>No. of Employees Worldwide:</th>
<th>167,000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Turnover Rate %</th>
<th>Manager/ Supervisor %</th>
</tr>
</thead>
<tbody>
<tr>
<td>8%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

FUNDING DETAIL

Healthcare-Job Creation is funded under federal WIA; no core program funding is used.

<table>
<thead>
<tr>
<th>Program Costs</th>
<th>Substantial Contribution</th>
<th>Total ETP Funding</th>
<th>In-Kind Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>$73,600</td>
<td>$0</td>
<td>$73,600</td>
<td>$101,640</td>
</tr>
</tbody>
</table>
**TRAINING PLAN TABLE**

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Description</th>
<th>Type of Training</th>
<th>Estimated No. of Trainees</th>
<th>Range of Hours</th>
<th>Average Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Retrainee</td>
<td>MS Didactic; MS Clinical with Preceptor; Continuous Improvement; Computer Skills</td>
<td>40</td>
<td>24-200 0 Weighted Avg: 92</td>
<td>$1,840</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

**Minimum Wage by County:** New Hire Wages: $13.09 per hour for Los Angeles County; $13.07 per hour for Orange County; $12.55 per hour for San Diego County; and $11.78 per hour for San Bernardino & Riverside Counties.

**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.

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>Wage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurse</td>
<td></td>
</tr>
<tr>
<td>New Graduate Registered Nurse</td>
<td></td>
</tr>
</tbody>
</table>

**INTRODUCTION**

In this proposal, Kaiser Foundation Hospitals, Inc. (KFH), a non-profit corporation headquartered in Oakland, seeks $100,000 for Registered Nurse (RN) training at 12 facilities in the Southern California Region. The ETP Agreement will be held by KFH on behalf of these facilities. [Note: This same corporate entity contracted with ETP under the prior WIA-funded Healthcare Initiative in FY 2010/11 for 12 facilities in Southern California (ET10-0506) and 17 facilities in Northern California (ET10-0511).]

Kaiser Foundation Hospitals, Inc. is part of a network of corporate affiliates as outlined below:

**Kaiser Foundation Health Plans:** Nonprofit, public benefit corporations that contract with individuals and groups to arrange comprehensive medical and hospital services. Health Plans contract with Kaiser Foundation Hospitals and medical groups to provide services.

**Kaiser Foundation Hospitals:** A nonprofit, public benefit corporation that owns and operates community hospitals in California, Oregon and Hawaii; owns outpatient facilities in several states; provides or arranges hospital services; and sponsors charitable, educational, and research activities.
Permanente Medical Groups: For-profit partnerships or professional corporations of physicians. The full responsibility for providing and arranging necessary medical care is assumed by the Permanente Medical Groups. The Medical Groups formed The Permanente Federation to provide governance and policy direction on a national level.

Kaiser Permanente was established in Southern California in 1943 to serve the workers of the Kaiser steel mill in Fontana. Today, The Kaiser Permanente Southern California Region currently serves more than 3.3 million members. Care is provided by approximately 3,600 physicians of the Kaiser Foundation Hospitals at 12 hospitals and 130 medical offices. Total employment by Kaiser Permanente in California is 90,000.

In this proposal, training will target newly hired RNs in KFH centers in Harbor City, Downey, Los Angeles, Panorama City, Woodland Hills, Baldwin Park, Fontana, Ontario, Riverside, Anaheim, Irvine and San Diego.

KFH originally requested funding in the amount of $100,000. In consideration of ETP’s limited WIA funds for the 2011/2012 Fiscal Year for Healthcare Job Creation Projects, ETP reduced funding to $73,600.

**PROJECT DETAILS**

KFH continues to expand and add employees in Southern California because of increasing membership and utilization of health care services. KFH is also expanding to prepare for the full implementation of health care reform, which requires a larger role for nurses. These factors drive the need to hire more nurses, along with the shortage of primary care physicians. This proposal is to train newly hired RNs, including new graduates and experienced nurses, to prepare them in KFH's systems and protocols, to demonstrate medical competencies and skills, and to work independently in an acute care hospital.

**MS Clinical Preceptor/Didactic** training will be provided to all trainees. This covers a wide range of technical and advanced nursing specialties involving patient assessment and care. The proposed training will address specific skill gaps to ensure that nurses are competent in advanced medical care. Nurses may be assigned to a specific hospital unit where each nurse will complete Clinical Preceptor training under an assigned “preceptor.”

**Continuous Improvement** training will be provided to some RNs and New Graduate RNs. This will provide skills to increase the quality of patient safety and increase the nurse’s ability in advanced critical thinking skills, teamwork and communication. Some RNs will use this training to facilitate their role as a preceptor or coach (mentoring, goal-setting, providing evaluations).

**Computer Skills** training will be provided to most trainees. This training is necessary to ensure they have advanced knowledge of electronic medical record applications.

New Graduate RNs are projected to receive approximately 320 total training hours of Medical Skills training, of which a maximum of 200 hours will be reimbursed by ETP. The remaining 120 training hours are at the hospital’s expense.

**High Unemployment Area**

Some trainees work in High Unemployment Areas (HUA). These are regions with unemployment exceeding the state average by 15% under the Panel’s standards at Title 22, California Code of Regulations (CCR), Section 4429(b). The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department.
Some trainees will be employed at locations in the following areas that qualify for HUA status: Riverside County (Riverside), Los Angeles County (Baldwin Park and Los Angeles), and San Bernardino County (Fontana and Ontario). For these trainees, the Panel may modify the ETP Minimum Wage by up to 25%. (Title 22, CCR, Section 4429(e).) However, KFH is not asking for a wage modification.

**Commitment to Training**

KFH currently spends in excess of $3 million in the Southern California Region on training for newly hired RNs and will continue to spend the same amount. KFH provides a variety of classroom, preceptor-led, and on-the-job training in internal procedures, computer systems, and clinical skills. KFH represents that ETP funds will not displace the existing financial commitment to training. The corporation anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

KFH 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.

**DEVELOPMENT SERVICES**

KFH retained Steve Duscha in Sacramento to assist with development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

Steve Duscha will also perform administrative services in connection with this proposal at no cost.

**TRAINING VENDORS**

N/A
Exhibit B: Menu Curriculum

Class/Lab Hours
24 – 200

Trainees will 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

- Burn Center Unit Training
  - Emergency Care of the Burn Patient
  - Patient Assessment & Care
  - Care of the Burn Patient

- 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

- 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
• **Neonatal Intensive Care Unit (NICU) Training**
  o Patient Assessment & Care
  o Neonatal Resuscitation Provider (NRP)
  o Neonatal Advanced Life Support
  o Neonatal Intensive Care Unit (NICU) Nursing Skills
  o Neonatal/Infant Pain Scale (NiPS)
  o Palliative Care

• **Obstetrics Unit Training**
  o Patient Assessment & Care
  o Antepartum, Labor, Delivery and Postpartum Skills
  o Neonatal Nursing Skills
  o S.T.A.B.L.E.
  o Advanced & Electronic Fetal Monitoring
  o Neonatal Resuscitation Provider (NRP)
  o Neonatal Intensive Care Unit (NICU) Nursing Skills

• **Operating Room and Post-Anesthesia Care Unit (PACU)**
  o Patient Assessment & Care
  o Trauma Nursing Skills
  o Care of the Burn Patient
  o Peri-Operative Nursing Skills
  o Pre and Post Operative Care

• **Pediatric Services Unit**
  o Care of Pediatric Patients (Acute Care, Intensive Care)
  o Patient Assessment & Care
  o Pre & Post Operative Care

• **Rehabilitation Services Unit Training**
  o Patient Assessment & Care
  o Medical/Surgical Nursing Skills
  o Pre and Post Operative Care
  o Post-Orthopedic Surgery Nursing Skills
  o Post-Trauma Injury Nursing Skills
  o Post-Neurological Injury Nursing Skills

• **Special Care Unit Training**
  o Patient Assessment and Care
  o Critical Care Nursing Skills
  o Ventilator & Tracheotomy Care
  o Hemodynamic Monitoring
  o Total Parenteral Nutrition

• **Surgical Services Unit Training**
  o Patient Assessment & Care
  o Trauma Nursing Skills
  o Surgical Nursing Skills
  o Pre and Post Operative Care
• **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 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-Aortic Balloon Pump Therapy (IABP)
- 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 Medications
• Rapid Response Skills
• Renal Assessment & Management
• Respiratory Assessment & Care
• Restraints
• 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 (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) Tracking
- MediTech Order Entry
- Electronic Medical Records Application

---

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery.
April 11, 2012

Employment Training Panel Members,

The United Nurses Associations of California (UNAC/UHCP) strongly supports the application of Kaiser Permanente to the Employment Training to support training for our members at Kaiser Foundation Hospitals.

Respectfully,

Barbara L. Blake, RN
State Secretary/Treasurer
UNAC/UHCP

BLB/ss
Cc: Zeth Ajemian