RETRAINEE - JOB CREATION
Training Proposal for:
AHMC Anaheim Regional Medical Center, LP
Agreement Number: ET17-0307

Panel Meeting of: December 16, 2016
ETP Regional Office: San Diego  Analyst: M. Ray

PROJECT PROFILE

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Industry Sector(s):</th>
</tr>
</thead>
<tbody>
<tr>
<td>SET Priority Rate Retraining Job Creation Initiative Medical Skills Training</td>
<td>Healthcare</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Priority Industry:</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Counties Served:</th>
<th>Repeat Contractor:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange</td>
<td>☒ Yes  ☐ No</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Number of Employees in:</th>
<th>CA: 5,000</th>
<th>U.S.: 5,000</th>
<th>Worldwide: 5,000</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Turnover Rate:</th>
<th>13%</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Managers/Supervisors: (% of total trainees)</th>
<th>N/A</th>
</tr>
</thead>
</table>

FUNDING DETAIL

<table>
<thead>
<tr>
<th>Program Costs</th>
<th>(Substantial Contribution)</th>
<th>(High Earner Reduction)</th>
<th>= Total ETP Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$435,600</td>
<td>$121,520 30%</td>
<td>$0</td>
<td>$314,080</td>
</tr>
</tbody>
</table>

In-Kind Contribution: 100% of Total ETP Funding Required $864,258
### 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>Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Retrainees SET</td>
<td>MS - Didactic,</td>
<td>560</td>
<td>8 - 200</td>
<td>$503</td>
<td>$22.00</td>
</tr>
<tr>
<td></td>
<td>Priority Rate</td>
<td>MS - Clinical</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medical Skills</td>
<td>Preceptor,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>Computer Skills,</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cont. Imp.</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Retrainees SET</td>
<td>MS - Didactic,</td>
<td>12</td>
<td>8 – 200</td>
<td>$2,700</td>
<td>$22.00</td>
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<tr>
<td></td>
<td>Priority Rate</td>
<td>MS - Clinical</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Medical Skills</td>
<td>Preceptor,</td>
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<tr>
<td></td>
<td>Training</td>
<td>Computer Skills,</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Cont. Imp.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Job Number 1 reflects 30% Substantial Contribution.

**Minimum Wage by County:** Statewide Average Hourly Wage: $28.37

**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

<table>
<thead>
<tr>
<th>Occupation Titles</th>
<th>Wage Range</th>
<th>Estimated # of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Number 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>364</td>
<td></td>
</tr>
<tr>
<td>New Graduate Registered Nurse</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Licensed Vocational Nurse</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Technician/Technologist</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Respiratory Care Practitioner/Therapist</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>Pharmacy Staff</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Administrative Support</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td><strong>Job Number 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>New Graduate Registered Nurse</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Licensed Vocational Nurse</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCTION

AHMC Anaheim Regional Medical Center LP (Anaheim Regional) was acquired by AHMC Healthcare, Inc. in 2004 along with six hospitals to form the current AHMC Corporation. AHMC Healthcare has six hospitals in Southern California (cities of Anaheim, Whittier, San Gabriel Valley, Garfield, Monterey and El Monte). Each hospital operates autonomously. This proposal is only for Anaheim Regional (www.anaheimregionalmc.com). This is the fourth ETP Agreement between AHMC and ETP, the fourth in the last five years.

As an acute, 233 bed care facility, Anaheim Regional provides various services including obstetrics, general surgery, diagnostic imaging, gastroenterology, critical care, orthopedics and spine institute, geriatric, sexual assault response team, cardiology and vascular, emergency, rehabilitation, medical/surgical, neonatal intensive care, oncology, stroke programs, and rehabilitation programs. Anaheim Regional serves North Anaheim, South Fullerton, La Habra, and the La Mirada populations. Although the Hospital is not a trauma center, it continues to be the second highest volume of cardiac surgeries and the fifth busiest emergency department in Orange County.

Anaheim Regional is eligible for ETP funding under Special Employment Training (SET) provisions for frontline workers. The hospital qualifies for ETP’s Priority Industry reimbursement as a healthcare employer.

PROJECT DETAILS

This is Anaheim Regional’s fourth ETP Agreement. In its previous projects, Anaheim Regional was able to improve the skills of its Registered Nurses (RNs), including New Graduate RNs, as well as other allied healthcare professionals. Past training focused on an improved administration model to meet quality goals and training for patient care. The second Agreement focused on skills training to implement a strategic realignment to support new staffing demands brought by expansion of cardiac unit, addition of telemetry unit to another floor of the hospital, $6.5M investment in new medical equipment, and budget constraints due to the implementation of the healthcare reform.

Anaheim Regional completed its most recent project early (end term November 2016). In that Agreement, the Hospital was able to provide extensive training to support hospital-wide and system-wide process improvements to promote advanced job skills, improve the patient care experience, and maintain a high performing workplace. During the contract term, the Hospital was able to open a “Fast Track” unit in its Emergency Department, market its new certified stroke center program, and expand its surgical services to its patients.

In this proposal, Anaheim Regional has identified the following changes in programs and services that drive the need for training:

- As a designated Primary Stroke Center, the Hospital is committed to providing in-house Interventional Radiology (IR) for stroke care rather than transferring patients to other hospitals. Increased education and skills training must be provided to caregivers and to maintain the Hospital’s designation;
- The Hospital purchased $70,000 of new patient care equipment for peritoneal dialysis and renal replacement therapy to provide in-house services to critically ill patients rather than use a contracted vendor. Anaheim Regional also transitioned its Traction services in-house for faster service to patients. Training will focus on new equipment and new department processes to successfully provide quality care for patients; and
Anaheim Regional is continually expanding its Emergency Department (ED). The Hospital will open a new 18-bed “Observation Unit” to provide an alternative to discharge or hospital inpatient admission of the ED patient. Training will be required for staff on new protocols, policies, and documentation required to care for this set of patients.

Retrainee - Job Creation

In support of job creation, the Panel offers incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

With the expansion of its existing facility and initiatives discussed above, the Hospital has committed to hiring 12 RNs, New Graduate RNs, and Licensed Vocational Nurses (LVNs) (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into “net new jobs” as a condition of contract.

Training Plan

Training will allow the Hospital to support the initiatives mentioned above and train in areas of electronic medical record utilization, frontline leadership skills, and various software systems including the new nurse call system. Several curriculum topics are repeated from prior agreements; however, the subject matter has been updated. There will be no duplication of training in those courses.

Training will take place at the Hospital's Anaheim facility and possibly at off-site vendor locations. Training will be delivered by in-house educators and various subject-matter experts and training vendors to be identified during the contract term.

Medical Skills (MS) Training (85%)

Medical Skills (MS) training is crucial in supporting new and upgraded healthcare programs and services mentioned above. Approximately 433 RNs (including 66 New Graduate RNs), 69 Technicians, 6 LVNs, 43 Therapists, and 13 Pharmacy Staff will participate in Clinical Preceptor and Didactic training classes. MS training will provide trainees with skills to be successful in their job functions in areas such as chemotherapy, protocols, medication management and compounding, emergency care, nuclear medicine, ultrasound, mammography, and CT and standard x-rays. Trainees will be assigned to a specific hospital unit where they will complete Clinical Preceptor Skills training under an assigned “preceptor.”

The Panel has established a reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical with Preceptor model. This blended rate, $22 per hour, will apply to both the Didactic and Clinical with Preceptor modes of delivery. The standard class/lab rate of $18 per hour for priority industries will apply to Computer Skills and Continuous Improvement training.

Computer Skills (5%)

Training will be offered to all incumbent and newly-hired trainees. Training topics include Database for Physician call panels, Intermediate and Advanced Microsoft Office, and Online Resources and Applications Skills. Training in Electronic Medical Records Application Skills is planned to include daily progress notes with a goal to have the entire patient record in the system, reduction the majority of paper chart. Overall, training will help trainees become more proficient at processing information, reviewing patient results, accessing reports, and tracking medical data.
Continuous Improvement (10%)  

Training will be offered to all occupations. Course topics in Customer Service, Communication Skills, and Conflict Resolution training will focus on providing excellent customer service. Preceptor Skills training will provide frontline leaders with skills necessary to be an effective Clinical Preceptor. Frontline Leadership Skills will ensure trainees effectively assume responsibilities as leads in their departments.

Commitment to Training  

Anaheim Regionals current annual training budget is approximately $2M for all training including nurse service orientation; preceptor program; annual skills day; annual re-orientation update; initial and ongoing EMR training; PALS, BLS, ACLS, and NRP Certification and Recertification; as well as mandatory frontline supervisory training. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure  

Two Education Department staff members will be dedicated to scheduling, enrolling trainees, uploading training hours, and meeting with ETP staff. Each department participating in training will be responsible for completing attendance rosters and submitting them to the Education Department.

Impact/Outcome  

Funding will enable Anaheim Regional to provide enhanced quality patient care, implement advanced technologies, and effectively utilize lifesaving equipment needed to remain competitive. Training will help improve organizational efficiency and patient safety.

Special Employment Training  

Under 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.

Priority Industry Wage Modification  

For trainees employed in a priority industry, the Panel may modify the SET Wage up to 25% below the statewide average hourly wage. Anaheim Regional requests the wage modification from $28.37 to $21.28 for trainees in Job Number 1.

Substantial Contribution  

Anaheim Regional is a repeat contractor with payment earned in excess of $250,000 at the same location within the last five years (see Active Project Table). Note: During the approval of the ET13 Agreement, AHMC Corporation had earned over $1M cumulatively within five years. Therefore, a 50% High Earner Reduction (HER) was applied.

With approval of ET15, the Panel applied a 30% Substantial Contribution in accordance with ETP regulations on projects funded during this period. ETP regulations state that the second application shall be no less than 30% and not to exceed 50%. Accordingly, for this new proposal, reimbursement for retrainees (Job Number 1) will be reduced by a second substantial of 30% in
accordance to the current ETP regulations to reflect the Company’s $121,520 Substantial Contribution to the cost of training. Substantial Contribution is not applicable to Job Creation, thus Substantial Contribution does not apply to Job Number 2.

**RECOMMENDATION**

Staff recommends approval of this proposal.

**PRIOR PROJECTS**

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

<table>
<thead>
<tr>
<th>Agreement No.</th>
<th>Location (City)</th>
<th>Term</th>
<th>Approved Amount</th>
<th>Payment Earned</th>
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<tbody>
<tr>
<td>ET15-0307</td>
<td>Anaheim</td>
<td>11/24/14 – 11/23/16</td>
<td>$326,878</td>
<td>$326,878 (100%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>($147,962 projected incumbent earnings)</td>
</tr>
<tr>
<td>ET13-0157</td>
<td>Anaheim</td>
<td>10/1/12 – 9/30/14</td>
<td>$382,360</td>
<td>$382,360 (100%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>($127,252 incumbent earnings)</td>
</tr>
<tr>
<td>ET11-0349</td>
<td>Anaheim</td>
<td>6/27/11 – 6/26/13</td>
<td>$199,440</td>
<td>$199,440 (100%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>($199,440 incumbent earnings)</td>
</tr>
</tbody>
</table>

*ET15-0307: The last day of ETP training was 4/28/16. Anaheim Regional documented a total of 21,431 eligible training hours to equal 100% of the Agreement amount ($326,878) for 424 trainees who completed retention. The final invoice closeout was submitted on 9/3/16 and is currently being processed by ETP.

**DEVELOPMENT SERVICES**

N/A

**ADMINISTRATIVE SERVICES**

N/A

**TRAINING VENDORS**

Flex-ED of Chino has been retained to provide Medical Skills training for a fee of $7,500 per month. Other trainers will be identified for ETP recordkeeping purposes, as they are retained by Anaheim Regional.
Exhibit B: Menu Curriculum

Class/Lab Hours

8 – 200 Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Baby Friendly Training
- Basic Life Support (BLS)
- Behavioral Health
- Birth and Beyond Training
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of Psychiatric Patients in Medical Setting
- 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 & Mgmt.
- Dialysis: Peritoneal & CRRT
- Dysrhythmia Recognition & Interpretation
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginners & Advanced)
- Emergency Department 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
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Neonatal/Infant Pain Scale (NIPS)
- New Graduate Nursing Skills
- NIH Scale- Neurological Assessment
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skill
- Ostomy & Continence Care
- Patient and Family Education
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Peri-operative Nursing Skills
- Pre and Post Operative
- Procedural Sedation
- Rapid Response Skills
- Regulatory Update (Joint Commission, CMS, MERP, CDPH, Stroke etc)
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- S.T.A.B.L.E.
- Safe Patient Handling Skills
- Surgical Nursing Skills
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Trauma Nursing Skills
- Triage Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

PHARMACY TRAINING
- Chemotherapy Compounding Training
- Clinical Pharmacy Protocols Training
- Medication Use, Process, and Distribution
- Pyxis Automated Dispensing Cabinets
- Sterile Compounding Intravenous Admixture
- Code Team

TECHNICIAN/TECHNOLOGIST TRAINING
- MRI equipment operations/procedures training
- Nuclear Medicine Skills Training
- Vascular and non-vascular ultrasound Skills Training
- Obstetric early and term ultrasound study Skills
- CT equipment operations/procedures training
- Mammography procedures skills training
- X-ray Procedure Skills Training

MEDICAL SKILLS – CLINICAL WITH PRECEPTOR

EMERGENCY DEPARTMENT TRAINING
- Emergency Room Nursing Skills
- OB Trauma Nursing Skills
- Triage Nursing Skills
- Care of Pediatric patients
- Stroke Assessment and care
- Downtime procedures

TELEMETRY UNIT TRAINING
- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post-Operative Care
- Intravenous (IV) Therapy
- Oncology Nursing Skills
- Fundamental Nursing Skills
- Downtime procedures
INTENSIVE CARE UNIT/Critical Care UNIT TRAINING

- Critical Care Nursing Skills
- Patient Assessment & Care
- Intra-Aortic Balloon Pump (IABP) Therapy
- Dialysis: Continuous Renal Replacement Therapy
- Intracranial Pressure Monitoring & Ventriculostomy
- Hemodynamic Monitoring
- Pre and Post-operative Care
- Ventilator & Tracheotomy Care.
- Downtime procedures

OPERATIVE ROOM & POST ANESTHESIA CARE UNIT TRAINING

- Patient Assessment & Care
- Trauma Nursing Skills
- Peri-operative Nursing Skills
- Pre and Post-Operative Care

MEDICAL/SURGICAL UNIT TRAINING

- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post-Operative Care
- Dialysis: Peritoneal
- Orthopedic Nursing Skills
- Management of the Renal Transplant Surgical Patient
- Oncology Nursing Skills
- Palliative Care Nursing Skills.
- Fundamental Nursing Skills.
- Downtime procedures

NEONATAL INTENSIVE CARE UNIT (NICU) TRAINING

- Neonatal Intensive Nursing Skills
- Neonatal/Infant Pain Scale (NIPS)
- Newborn Care Nursing Skills
- Palliative Care
- Patient Assessment & Care
- Downtime Procedures

OBSTETRICS UNIT TRAINING

- Patient Assessment & Care
- Antepartum, Labor, Delivery and Postpartum Skills
- Neonatal Nursing Skills
- S.T.A.B.L.E.
- Advanced Electronic Fetal Monitoring
- Downtime Procedures

PHARMACY TRAINING

- Chemotherapy Compounding Training
- Clinical Pharmacy Protocols Training
- Electronic Medical Record Application Skills
- Medication Use, Process, and Distribution
- Pyxis Automated Dispensing Cabinets
- Sterile Compounding Intravenous Admixture
- Code Team

RESPIRATORY CARE PRACTITIONER/THERAPIST TRAINING

- Clinical Respiratory Protocol Training
- ABG Puncture & Interpretation
- Mechanical Ventilation Management
- Non-Invasive Ventilation
- Medication Delivery Competency

**TECHNICIAN/TECHNOLOGIST TRAINING**
- MRI equipment operations/procedures training
- Nuclear Medicine Skills Training
- Vascular and non-vascular Ultrasound Skills Training
- Obstetric early and term ultrasound study Skills
- CT equipment operations/procedures training
- Mammography procedures skills training
- X-ray procedure skills Training

**COMPUTER SKILLS**
- Computer Programs & Systems
- Database for Physician call panels
- Electronic Medical Records Application Skills
- Microsoft Office (Intermediate and Advanced)
- Online Resources and Application Skills

**CONTINUOUS IMPROVEMENT**
- Case Management/Discharge Planning
- Communications Skills
- Conflict Resolution Skills
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Creating and analyzing reports
- Culturally Appropriate Care
- Customer Service Skills
- Documentation Skills
- Frontline Leadership Skills
- Interpersonal Skills
- Internal Management
- Lean/Six Sigma
- Organization and Time Management Skills
- Organizational Culture
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement Procedure Skills
- Registration & Verification of Insurance
- Statistical Analysis
- Team Building Skills
- Value Based Purchasing

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