



**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**AHMC Greater El Monte Community Hospital LP  
dba Greater El Monte Community Hospital  
Agreement Number: ET16-0235**

**Panel Meeting of:** November 5, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereilli

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Job Creation Initiative Medical Skills Training Priority Rate HUA	Industry Sector(s):	Healthcare  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No SEIU-UHW, SEIU-121RN		
Number of Employees in:	CA: 6,500	U.S.: 6,500	Worldwide: 6,500
<u>Turnover Rate:</u>	11%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$463,840		\$99,960 30%	\$0		\$363,880

In-Kind Contribution:	100% of Total ETP Funding Required	\$830,922
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**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 SET Priority Rate Medical Skills Training HUA	MST Didactic, MS Clinical with Preceptor, Cont. Imp., Computer Skills	210	8-200	0	\$1,108*	\$15.97
				Weighted Avg: 88			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative HUA	MST Didactic, MS Clinical with Preceptor, Cont. Imp., Computer Skills	41	8-200	0	\$3,200	\$13.31
				Weighted Avg: 160			

\*Job Number 1 - Average Cost per Trainee includes 30% Substantial Contribution

**Minimum Wage by County:** \$15.97 per hour in Job Number 1 and \$13.31 per hour in Job Number 2 for Los Angeles 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  
 \$2.97 per hour may be used to meet the Post-Retention Wage in Job Number 1  
 \$0.31 per hour may be used to meet the Post Retention Wage in Job Number 2

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job Numbers 1 &amp; 2</b>		
New Graduate Nurse		10
Registered Nurse		128
Licensed Vocational Nurse		14
Technician		10
Respiratory Therapist		17
Certified Nurse Assistant		18
Laboratory Staff		12
Pharmacy Staff		3
Admitting Representative		10
Administrative Support		29

## **INTRODUCTION**

AHMC Greater El Monte Community Hospital LP, dba Greater El Monte Community Hospital (hereafter AHMC El Monte or Hospital) ([www.greaterelmonte.com](http://www.greaterelmonte.com)) is a 117-bed, full care acute hospital accredited by the Joint Commission on Accreditation of Healthcare Organizations. The Hospital provides obstetric care, general surgery, diagnostic services, critical care services, cardiology services, vascular services, emergency care, medical/surgical services, pediatric services, and adult sub-acute care services.

In 2004, AHMC El Monte was acquired by AHMC Healthcare, Inc. along with six other facilities (Anaheim, Whittier, San Gabriel Valley, Garfield, Monterey Park and Anaheim) to form the current AHMC Corporation. Each facility retained separate business formation (e.g. Limited Partnership) and now operates autonomously. This proposal is only for training at the El Monte facility. The Hospital is eligible for ETP funding under Special Employment Training (SET) for frontline workers and qualifies for ETP's priority industry reimbursement as a healthcare employer.

## **PROJECT DETAILS**

This will be AHMC El Monte's third ETP Agreement within the last five years. Training in this proposal differs from and expands on training delivered in previous projects. Its first Agreement (ET11-0348) completed in 2013 successfully trained 248 Registered Nurses (RN) and Allied Health professionals, including 12 New Graduate RNs in a variety of Medical Skills, Computer Skills, and Continuous Improvement. This included training in the new Electric Medical Records (EMR) system implemented during the term of the Agreement.

The most recent Agreement (ET13-0325), completed in March 2015, funded training for 173 RNs and allied health professionals with skills needed to implement the Hospital's strategic realignment. This realignment was imperative to support new staffing demands due to healthcare reform. Training was also needed to implement the Hospital's \$1M investment in new medical equipment such as Computer Programs and Systems, Inc. (CPSI), point of care and electronic file management, Zoll defibrillators, a new telemetry and monitoring system, barcode scanners, and tablets.

In this proposal, training will focus on standards and requirements from different regulatory agencies to improve quality of care and patient safety at AHMC El Monte. Training will focus on the following areas not covered in prior contracts:

- New core measures in sepsis and perinatal assessment
- New value-based purchasing indicators
- New indicators in the Prevention of hospital-acquired infections
- Emergency Department Consumer Assessment of Healthcare Providers and Systems to ensure patient satisfaction in the emergency room
- EMR Advancement for new set of requirements imposed by CPSI
- New equipment training (Spacelabs PT Monitoring System, Lift Equipment, CPSI Meaningful Use Stage 2 and Thrive User Experience License)

Additionally, ETP funds will allow the Hospital to provide an average of 160 hours (4 weeks, 40 hours per week) to cross-train new staff in the requisite skills to work in multiple units on an as-needed basis.

## **Retrainee - Job Creation**

AHMC El Monte is opening a new Behavioral Unit at the El Monte facility in 2016. This will require hiring and training new employees to staff the unit. AHMC El Monte invested \$553,929 in additional equipment and systems for this facility, over the past year.

AHMC El Monte has committed to hiring 41 employees to support this expansion and meet staffing ratios and demands in the new Behavioral Unit. The addition of new employees and acquisition of new equipment will enable AHMC El Monte will be able to operate its new unit and adapt quickly to new standards of care imposed by the Joint Commission on Accreditation of Healthcare Organizations.

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Training for newly hired employees is reimbursed at a higher rate, and trainees are subject to a lower post-retention wage. These trainees must be hired within the three-month period prior to Panel approval or during the term of contract in order for contractor to earn reimbursement for these trainees. Trainees will be hired into "net new jobs" as a condition of contract. As a feature of the Retrainee – Job Creation program, the Substantial Contribution requirement will be waived for Job Number 2.

## **Training Plan**

**Computer Skills (20%)** – This training will be offered to all occupations in advanced Electronic Medical Records which will enhance efficiency, reduce errors, and improve customer service.

**Continuous Improvement (20%)** – This training will be offered to all occupations Training topics include communication skills, conflict resolution skills, crisis prevention, EDCAHPS and utilization review. Training will improve performance, quality of care, services, and patient and employee satisfaction.

## **Medical Skills Training (60%)**

All nurses will receive one or more modules of Medical Skills Didactic training (classroom) in advanced medical care. Didactic training will be provided in conjunction with Medical Skills Clinical Preceptor in the hospital environment.

The Panel has established a "blended" reimbursement rate for this type of nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. The blended rate of \$22 per hour will apply to both the Didactic and Clinical Preceptor modes of delivery. The standard class/lab rate for priority industries (\$18 per hour for Job Number 1 trainees and \$20 per hour for Job Number 2 trainees) will apply to Computer Skills and Continuous Improvement training.

## **HUA**

All trainees work in El Monte, which is designated as a High Unemployment Area (HUA) under ETP criteria. These trainees qualify for the ETP Standard Minimum Wage of \$15.97 rather than the Priority Statewide Average Hourly Wage of \$20.55. The Hospital requests this wage modification only for the trainees in Job Number 1.

## **Substantial Contribution**

AHMC El Monte is a repeat contractor with payment earned in excess of \$250,000 at its facility within the past five years. (See Prior Projects Table) The previous Agreement, completed in

2013 (ET11-0348), was assessed a 15% Substantial Contribution. Accordingly, reimbursement for incumbent worker trainees (Job Number 1) must be reduced by 30% for a Substantial Contribution of \$99,960. The Panel has discretion to assess up to 50% for a second-time Substantial Contribution such as this. However, in light of the High Earner Reduction (HER) on ET13-0325, staff recommends the 30% level. (See Prior Projects table, below)

[Note: The Substantial Contribution requirement does not apply to Job Creation trainees (Job Number 2)].

### **Commitment to Training**

AHMC El Monte represents that ETP funds will not displace its 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.

According to hospital representative, its training budget for the education department and outside vendors is approximately \$419,627 which covers New Employee Orientation, Preceptor Program, Annual Skills Day, Annual Re-orientation Update, BCLS and ACLS Certification and Recertification, mandatory management training such as Sexual Harassment Prevention, Crisis Intervention and Disaster Preparedness.

### **Union Support**

All occupations participating in this proposal are represented by collective bargaining units. The Registered Nurses are represented by the Service Employees International Union (SEIU) 121RN Nurse Alliance. All other occupations are represented by SEIU – United Healthcare Workers West. Both unions provided letters of support for the training of their respective members.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

The following table summarizes performance by AHMC El Monte under ETP Agreements completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET13-0325	El Monte	03/25/13 - 03/24/15	\$324,640	\$226,693 (70%)
**ET11-0348	El Monte	06/27/11- 06/26/13	\$169,060	\$169,060 (100%)

\*ET13-0325 was assessed a 50% High Earner Reduction (HER) based on aggregated earnings at the El Monte location and other locations under the AHMC parent. This aspect of HER is no longer in place.

\*\*ET11-0348 was assessed a 15% Substantial Contribution based on earnings under its prior project ET09-0265 (see table below).

The following table summarized performance by AHMC El Monte under an ETP Agreement that was completed in late October 2010, just outside the five-year window period for aggregating earnings towards a Substantial Contribution. If included, total aggregated earnings over the past five years would be \$572,521. Either way, the Panel must impose a Substantial Contribution of at least 30% but capped at 50%. Either way, the HER would no longer apply, as stated in the table above.

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET09-0265	El Monte	10/27/2008- 10/26/2010	\$367,200	\$276,768 (75%)

### **DEVELOPMENT SERVICES**

AHMC El Monte retained Training Funding Source (TFS) in Seal Beach to assist with development of this proposal for a fee of \$5,000.

### **ADMINISTRATIVE SERVICES**

AHMC El Monte also retained TFS to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

**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
- Basic Life Support (BLS)
- Behavioral Unit Nursing Skills
- Body Mechanics and Safe Patient Handling
- Care of the Cardiac 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)
- Gastrointestinal Assessment and Management
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- Nurse Orientation Training (New Grads only)
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- PICC Line Insertion
- Pre and Post-Operative Care
- Psychiatric/Behavioral Assessment & Care
- 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
- Ventilator and Tracheotomy Care
- New Graduate Program Skills
- Wound & Skin Care
- Defibrillator Training

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

- **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
  - Pre and Post-Operative Care
  - Ventilator & Tracheotomy Care
  - Hemodynamics Training
- **Long Term Care Unit** (Subacute, Skilled Nursing, Transitional Care & Hospice)
  - Patient Assessment & Care
  - Geriatric Nursing Skills
  - Med/Surg Nursing Skills
  - Hospice Nursing Skills
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
- **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
  - Neonatal Resuscitation Provider (NRP)

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Care of the Burn Patient
  - Peri-Operative Nursing Skills
  - Pre and Post-Operative Care
  
- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre & Post-Operative Care
  
- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Surgical Nursing Skills
  - 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
  - Intravenous (IV) Therapy
  
- **Behavioral Unit Training**
  - Patient Assessment & Care
  - Behavioral Unit Nursing Skills

### **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
- Patient Satisfaction (HCAPHS) Training
- Value Based Purchasing
- Documentation Skills
- 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
- ED Assaultive Training
- Meaningful Use

**COMPUTER SKILLS**

- Electronic Medical Records

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



UNITED HEALTHCARE  
WORKERS WEST  
SERVICE EMPLOYEES  
INTERNATIONAL  
UNION, CLC

August 14, 2015

Stewart Knox  
Executive Director  
The Employment Training Panel  
1100 J Street - Fourth Floor  
Sacramento, California 95814

**RE: Union Support for ETP Funding**  
**Facility: Greater El Monte Community Hospital**

Dear Mr. Knox;

This letter is to confirm support by SEIU-UHW for Greater El Monte Community Hospital proposed training to be submitted to Employment Training Panel.

Sincerely;

John Aho,  
Union Representative – Hospital Division  
SEIU-United Healthcare Workers-West  
5480 Ferguson Drive  
Los Angeles, California 90022  
Cell: (213) 280-3738  
Fax: (323) 721-3538  
E-mail: [jaho@seiu-uhw.org](mailto:jaho@seiu-uhw.org)

Cc: Judy Saito @ [Judy.Saito@ahmchealth.com](mailto:Judy.Saito@ahmchealth.com)  
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August 7, 2015

Jason Jaquez  
El Monte Community Hospital  
Human Resources

**GAYLE BATISTE, RN**  
President

**JEANNIE KING, RN**  
Vice-President

**NANETTE LOGAN, RN**  
Secretary-Treasurer

**SAN B. WEINSTEIN, RN**  
Executive Director

**Re: Union Support for ETP Funding**

Dear Jason Jaquez,  
This letter will confirm support by SEIU Local121RN for El Monte Community Hospital proposed training to be submitted to Employment training panel.

Sincerely,

A handwritten signature in black ink that reads "Jo Ann Valdez". The signature is written in a cursive style.

JoAnn Valdez  
Union Representative  
Seiu local121RN  
(909)292-6915

1040 Lincoln Ave.

Pasadena, CA 91103

Phone: (626) 639-6200

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