



RETRAINEE - JOB CREATION

Training Proposal for:

AHMC San Gabriel Valley Medical Center LP

Agreement Number: ET17-0181

Panel Meeting of: August 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Reeves

PROJECT PROFILE

Contract Attributes:	Retrainee SET Medical Skills Training Job Creation Initiative Priority Rate	Industry Sector(s):	Healthcare Services 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 California Nurses Association; Caregivers and Healthcare Employees Union		
Number of Employees in:	CA: 700	U.S.: 700	Worldwide: 700
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Program Costs</td></tr> <tr><td style="text-align: center;">\$293,368</td></tr> </table>	Program Costs	\$293,368	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(Substantial Contribution)</td> <td style="text-align: center;">(High Earner Reduction)</td> </tr> <tr> <td style="text-align: center;">\$105,084 50%</td> <td style="text-align: center;">\$0</td> </tr> </table>	(Substantial Contribution)	(High Earner Reduction)	\$105,084 50%	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Total ETP Funding</td></tr> <tr><td style="text-align: center;">\$188,284</td></tr> </table>	Total ETP Funding	\$188,284
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In-Kind Contribution:	100% of Total ETP Funding Required	\$677,147
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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 Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Computer Skills, Continuous Imp.	417	8-200	0	*\$252	\$21.28
				Weighted Avg: 28			
2	SET Job Creation Initiative Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Computer Skills, Continuous Imp.	16	8-260	0	\$5,200	\$39.44
				Weighted Avg: 260			

*Reflects Substantial Contribution

Minimum Wage by County: Job Number 1: \$21.28 per hour Statewide Average Hourly Wage (Priority Industry). Job Number 2: \$13.73 per hour for Los Angeles County (Job Creation).
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
 Up to \$4.17 per hour may be used for Job Number 1 to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		278
Licensed Vocational Nurse		27
Respiratory Care Practitioner		38
Certified Nurse Assistant		74
Job Number 2		
Registered Nurse (New Graduate)		16

INTRODUCTION

Founded in 1960, AHMC San Gabriel Valley Medical Center LP (San Gabriel or Hospital) is a full-service acute care hospital with 273 licensed beds. The Hospital (www.sgvmc.com) is fully accredited by the Joint Commission and is eligible for ETP funding under Special Employment Training (SET) for frontline workers.

The frontline workers targeted for this project are represented by two collective bargaining units: California Nurses Association and the Caregivers and Healthcare Employees Union. These unions have provided letters of support for the training of their respective members.

The Hospital offers Diagnostic Imaging, Emergency Services, Gastroenterology, Geriatric Behavioral Medicine Center, Newborn Intensive Care Unit, Orthopaedics & Spine Institute, Sexual Assault Response Team, Skilled Nursing and Sub-Acute Unit, Surgical Services, and a Women's Pavilion.

PROJECT DETAILS

San Gabriel's primary initiative for 2016 and 2017 is to further enhance the patient care experience. Therefore, the Hospital has identified the following programs and areas of emphasis that are driving the current need for training:

- Orthopaedic and Spine Institute Center – The Hospital is gearing up to become a certified Orthopaedic Joint Replacement Center that provides a competitive edge and is recognized by insurers and other third parties.
- Neonatal Resuscitation Program and Maternal Child Training – Neonatal resuscitation skills are essential for all health care providers who are involved in the delivery of newborns. The transition from fetus to newborn requires intervention by a skilled individual and/or team in approximately 10% of all deliveries. Obstetrics training prepares nurses for low-volume and high-risk cases such as shoulder dystocia, prolapsed cord, postpartum hemorrhage, obstetric seizure, and crash cesarean section.
- New Equipment In-Service – In an effort to exceed minimum standards and provide exceptional patient care, the Hospital's continued investment in new technology/equipment includes recent upgrades in the areas of wireless computer access/utilization, geriatric behavioral medicine, nurse call system, monitoring equipment, and electronic medical records. Training is necessary to ensure that workers remain knowledgeable in the operation of equipment commonly used in the Post-Anesthesia Care Unit, Intensive Care Unit, Emergency Room, and Telemetry Unit.
- Sepsis Bundle – The Hospital has developed a Sepsis program to establish detection and treatment protocols. Training is necessary to ensure that hospital employees remain competent regarding this life-threatening condition that can result in death if treatment is not administered quickly.
- Electronic Medical Record (EMR) Utilization – Although the Hospital has converted to an electronic documentation systems, it must continue to provide training to staff on proper and effective utilization of the EMR system.

Retrainee - 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 a shortage of experienced nurses in the community and greater service area, San Gabriel has committed to hiring and training 16 New Graduate RNs (Job Number 2) to maintain adequate staffing ratios and increase the Hospital's capacity to meet growing patient care requirements.

The date-of-hire for all trainees in the Job Creation program 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 take place at the Hospital's facility in San Gabriel and possibly at off-site vendor locations in California. Training will be delivered by in-house subject matter experts and training vendors to be identified during the contract term.

Medical Skills Training (55%)

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. All trainees are expected to participate in Clinical Preceptor and Didactic training classes. This training will address deficiencies in specific skills to ensure that trainees are competent in advanced medical procedures. Additionally, Respiratory Care Practitioners and CNAs will receive medical skills training to ensure that trainees acquire the advanced skills to handle respiratory care, data analysis and reporting, patient assessment and care, transfer/mobility techniques, and infection control.

This blended rate, \$22 per hour, will apply to both the Didactic and Preceptor modes of delivery. The standard class/lab rate for priority industries, \$18 per hour, will apply to Computer Skills and Continuous Improvement training. (See Curriculum)

Computer Skills (20%) - Training will be offered to all occupations. Advanced training in EMR technology will help employees become more proficient at processing information, reviewing lab results, accessing reports, and tracking essential medical data.

Continuous Improvement (25%): Training will be offered to all occupations. These courses will focus on performance and quality of care improvements. Training will include frontline leadership skills, case management, communication skills, and critical thinking skills.

Justification for High Cost

Hospital representatives report that the 16 New Graduate RNs in Job Number 2 are scheduled to receive up to 480 hours of training to complete the full New Graduate Program. Therefore, the Hospital is asking for a maximum of 260 hours (weighted average 260) of training for New Graduate RNs. The Hospital will cover any remaining hours at the Hospital's expense.

SET/Wage Modification

Under SET, employers are 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. However, trainees employed in a Priority Industry qualify for a wage modification up to 25% below the statewide average hourly wage. The Hospital is requesting the wage modification of \$21.28 per hour for trainees in Job Number 1.

Substantial Contribution

San Gabriel is a repeat contractor with payment earned in excess of \$250,000 and a former Substantial Contribution at the 30% level within the past five years. Reimbursement for trainees in Job Number 1 will be reduced by 50% to reflect the Hospital's \$101,331 Substantial Contribution to the cost of training. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Number 2).

Prior Projects

This will be San Gabriel's fourth ETP Agreement overall and the third within the past five years. (See Prior Projects Table) The Hospital indicates that the proposed training differs from and/or expands on training delivered in prior projects. New areas of training include process improvements involving evidence-based practices and protocols, EMR system upgrades, and enhanced patient satisfaction measures related to Affordable Care Act mandates.

The Hospital estimates that approximately 20% of the trainee population will be repeat program participants. Several topics in the Curriculum are repeated from prior agreements; however, the Hospital has confirmed that the subject matter has been updated and/or improved, so there will be no duplication of training in those courses.

San Gabriel is a wholly-owned subsidiary of AHMC Healthcare, Inc. (AHMC). It operates as a Limited Partnership, autonomous from other AHMC hospitals in the state. A different subsidiary, AHMC Whittier Hospital Medical Center LP is also seeking Panel approval this month.

Commitment to Training

San Gabriel spends an estimated \$1.5 million annually on training. The Hospital's ongoing training includes new employee orientation, Annual Skills Day, sexual harassment prevention training, and management training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0361	San Gabriel	04/28/14 – 04/27/16	\$316,340	\$260,078 (82%)
ET12-0337	San Gabriel	03/26/12 – 03/25/14	\$190,900	\$154,327 (81%)

DEVELOPMENT SERVICES

Training Funding Source in Seal Beach assisted with development for a flat fee of \$9,500.

ADMINISTRATIVE SERVICES

Training Funding Source will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

Job Number 1: 8-200

Job Number 2: 8-260

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)
- Body Mechanics and Safe Patient Handling
- Care of the Cardiac Patient
- Care of the Orthopaedic 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 Training
- PICC Line Insertion
- Pre and Post-Operative 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

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 Application Skills
- Computer Physician Order Entry (CPOE)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee for Job Number 1 and 260 total training hours per trainee for Job Number 2 (New Graduate RN trainees), regardless of the method of delivery.



CALIFORNIA
NURSES
ASSOCIATION



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Nurses
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A Voice for Nurses. A Vision for Healthcare.

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June 21, 2016

Executive Director
The Employment Training Panel
1100 J Street
Fourth floor
Sacramento, CA 95810

This letter is to confirm supported by the California Nurses' Association for San Gabriel Valley Medical Center proposed training to be submitted to employment training panel. We agree with and support the efforts by the hospital management to provide ongoing education and training to our members/hospital employees in order to better serve our patients and the community.

If you have any questions, please don't hesitate to call me at 818-521-0208.

Sincerely

A handwritten signature in cursive script that reads "Dinorah Williams".

Dinorah Williams
CNA Labor Representative



Caregivers and Healthcare Employees Union

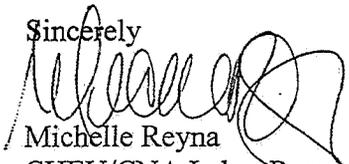
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This letter is to confirm supported by caregivers and healthcare employees union CHEU for San Gabriel Valley medical Center proposed training to be submitted to employment training panel.

If you have any questions, please don't hesitate to call me at 181-521-0208

Sincerely



Michelle Reyna
CHEU/CNA Labor Representative



Caregivers and Healthcare Employees Union

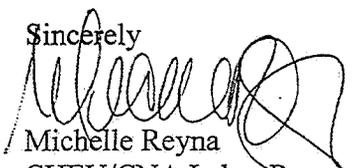
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