



RETRAINEE - JOB CREATION

Training Proposal for:

AHMC Whittier Hospital Medical Center LP

Agreement Number: ET17-0180

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		
Number of Employees in:	CA: 567	U.S.: 567	Worldwide: 567
Turnover Rate:	12%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$708,948		\$287,424 (50% Job 1)	\$0		\$421,524

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,357,746
-----------------------	------------------------------------	-------------

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, Commercial Skills, Computer Skills, Continuous Imp.	499	8-200	0-8	*\$576	\$21.28
				Weighted Avg: 64			
2	Retrainee SET Job Creation Initiative Medical Skills Training Priority Rate	MS Preceptor, MS Didactic, Commercial Skills, Computer Skills, Continuous Imp.	45	8-200	0-8	\$2,980	**\$13.73
				Weighted Avg: 149			

*Reflects Substantial Contribution

**It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$21.28 per hour

Job Number 2 (Job Creation): \$13.73 per hour 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

Up to \$4.17 per hour for Job Number 1 and \$1.42 per hour for Job Number 2 may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Registered Nurse		244
Licensed Vocational Nurse		30
Pharmacist		7
Technician		117
Ancillary Support Staff		90
Administrative Staff		11
Job Number 2		
Registered Nurse (Experienced and New Grad)		30
Licensed Vocational Nurse		2
Pharmacist		2

Technician		8
Ancillary Support Staff		2
Administrative Staff		1

INTRODUCTION

Founded in 1957, AHMC Whittier Hospital Medical Center LP (Whittier Hospital) is a full service acute care facility with 178 licensed beds. The Hospital (www.whittierhospital.com) is accredited by The Joint Commission and is eligible for ETP funding under Special Employment Training (SET) for frontline workers. Whittier Hospital has provided a letter of support from the California Nurses Association, which represents the Registered Nurses in this proposal.

The Hospital's core services include emergency, critical care, general surgery, telemetry, medical/surgical, pediatric subacute, obstetric care, nursery, laboratory, outpatient services, rehabilitation services, and radiology. Whittier Hospital also offers community outreach programs in wellness, diabetes awareness, and stroke awareness.

Whittier Hospital has identified the following changes in programs and services that are driving the current need for training:

- Perinatal Best Practices – Whittier Hospital has a robust perinatal service line that delivers between 200-350 babies per month. Training emphasis in this area will focus on the following: Perinatal Postpartum Depression (early identification, interventions, and resources; reduction of Early Elective Deliveries (deliveries between 37-39 weeks); initiative to increase the rate of Exclusive Breastfeeding; safe reduction of Cesarean Sections in primary deliveries; and Maternal Hemorrhage/Severe Maternal Morbidity (staff education on assessment, intervention, and prevention).
- Infection Prevention – The Hospital is revamping its infection prevention initiatives and making significant changes to its infection control practices. Areas of needed training and education include: best practices to reduce MSRA/“Superbug” hospital-acquired cases; reduction of hospital-acquired cases of C Difficile infections; best practices for the reduction of Central Line-Associated Blood Stream Infections; reduction of Catheter-Associated Urinary Tract Infections; and best practices regarding Endoscope and Bronchoscope Reprocessing.
- 2016 National Patient Safety Goals – The Hospital has updated its continuous improvement initiatives and adopted new Joint Commission recommendations that focus on healthcare safety. Training and improvement topics include: Accurate Patient Identification, Staff Communication, Medical Safety, Alarm Safety, Suicide Prevention and Prevention of Surgical Errors.
- Emergency Department/Lean Program – Whittier Hospital has seen the largest percentage increase of patients come through its Emergency Department. As a result, the Hospital has introduced a Lean Program designed to improve workplace efficiency. This program was launched in the Emergency Department, but will soon be expanded to the Perioperative Department, Inpatient Discharge processes, and other areas throughout the Hospital. This Lean Program will be phased in over time and requires training for all staff on Lean principles and process improvements.

- **Electronic Medical Record Conversion/Meaningful Use** – Whittier Hospital is continuing its effort to convert from paper to computer charting. The Hospital has successfully completed Stage 2 conversion of the Meaningful Use initiative and is currently preparing for the next phase. The Hospital anticipates the coming years will require additional staff training to ensure compliance with various electronic medical record initiatives including: successful implementation of house-wide computerized physician order entry; achieving and maintaining 60% of medications ordered electronically; education and implementation of electronic prescriptions; and the stretch goal of 100% paperless within the next two years.

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.

Whittier Hospital has committed to hiring 45 new employees including 30 RNs under Job Number 2. These employees are needed to maintain adequate staffing ratios and to support the Hospital's expanding patient care departments/programs, such as Emergency, Perinatal and Perioperative.

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.

PROJECT DETAILS

The proposed training will take place at the Hospital's facility in Whittier 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. The majority of training will be delivered via class/lab; however, some training will be conducted via computer-based training (CBT) as an added learning tool for specific topics.

Training Plan

Medical Skills Training (45%): The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. Approximately 274 RNs and 32 LVNs will 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. Some Technicians may receive limited medical skills training based on their respective job duties.

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. The CBT rate, \$8 per hour, will apply to CBT Commercial Skills. (See Curriculum)

Computer Skills (30%): Training will be offered to all occupations. Training will cover various healthcare software solutions including electronic medical records, medication management and data analysis tools.

Continuous Improvement (20%): Training will be offered to all occupations. These courses will focus on performance and quality of care improvements. Training will include

communication skills, time management, frontline leadership skills, time management, conflict resolution and case management.

Commercial Skills (5%): Training will be offered to all occupations. These CBT topics will include industry-specific skills such as medication safety and blood handling education.

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

Whittier Hospital 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 \$287,424 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 Whittier Hospital's fifth ETP Agreement overall and the fourth 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 the past. The training for this project features several new initiatives: Lean Program, Perinatal Improvements, Infection Prevention, and related patient care changes that will help the Hospital improve its services.

This proposal includes employees who may have participated in a previous contract. Several Curriculum topics are repeated from prior agreements; however, the Hospital has confirmed that the subject matter has been updated and/or changed, so there will be no duplication of training.

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

Commitment to Training

Whittier Hospital estimates that it will spend approximately \$1.6 million on training during 2016. The Hospital's ongoing training includes new employee orientation, Annual Skills Day, management training, life support certification and recertification, and in-service training to disseminate new information. 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 Whittier Hospital under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0362	Whittier	04/28/14 – 04/27/16	\$348,263	\$348,263 (100%)
ET12-0338	Whittier	03/26/12 – 03/25/14	\$197,892	\$177,385 (90%)
ET10-0188	Whittier	09/28/09 – 09/27/11	\$249,336	\$244,136 (98%)

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**

8 - 200

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- + Acute Myocardial Infarction
- + Advanced Cardiac Life Support
- + Arterial Blood Gas Interpretation
- + Basic Life Support
- + Body Mechanics and Safe Patient Handling
- + Care of the Cardiac Patient
- + Care of Pediatric Patients (Acute Care, Intensive Care)
- + Care of the Pre-Eclamptic/Eclampsia Patient (Perinatal)
- + 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, PCA Pumps, etc.)
- + Gastrointestinal Assessment and Management
- + Infection Control
- + Intravenous Insertion & Therapy
- + Labor, Delivery and Postpartum Nursing Skills
- + Medical/Surgical Nursing Skills
- + Medication Administration & Management
- + Moderate Sedation
- + Neonatal Advanced Life Support
- + Neonatal Nursing Skills
- + Neonatal Resuscitation Provider
- + Nurse Orientation Training (New Grads only)
- + Ostomy & Continence Care
- + Pain Management (Acute & Chronic)
- + Patient Assessment & Care
- + Patient Fall Prevention
- + Pediatric Advanced Life Support
- + PICC Line Insertion
- + Pharmacology Updates and Medication Management
- + 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
- ✚ 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

✚ **Operating Room and Post-Anesthesia Care Unit 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 Therapy

COMPUTER SKILLS

- ✚ Electronic Medical Records Application Skills
- ✚ Medication Reconciliation & Electronic Prescribing Skills
- ✚ Data Information Population and Exchange via Interfaces—Required Data
- ✚ PhysDoc Software Electronic Documentation Skills
- ✚ Data Analysis and Reporting Writing Skills
- ✚ Electronic File Management & Scanning Skills
- ✚ Computer Physician Order Entry Skills
- ✚ E.H.R. Patient Portal Skills
- ✚ Creating Charts, Graphs, and Pivot Tables for Data Display

CONTINUOUS IMPROVEMENT

- ✚ Case Management/Discharge Planning
- ✚ Charge Nurse Training/Frontline Leadership Skills
- ✚ Communications Skills
- ✚ Conflict Resolution Skills
- ✚ CORE Measures
- ✚ Crisis Prevention Intervention
- ✚ 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

CBT Hours

0 – 8

COMMERCIAL SKILLS

- ✚ Slips and Trips: Fall Risk Identification and Prevention (1.5 hours)
- ✚ What's New with Medication Safety (1.5 hours)
- ✚ Alarm Fatigue for Clinical Nurses (1.5 hours)
- ✚ Blood Transfusion Safety and Blood Products Overview (1.5 hours)
- ✚ Communication for Nurses (1.5 hours)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% of total training hours, per trainee.



A Voice for Nurses. A Vision for Healthcare.



OAKLAND
2000 Franklin Street
Oakland CA 94612
phone: 510-273-2200
fax: 510-663-2771

LOS ANGELES
225 West Broadway
Suite 500
Glendale CA 91204
phone: 818-240-1900
fax: 818-240-8336

May 24, 2016

Mr. Stewart Knox
Executive Director
The Employment Training Panel
1100 J Street
Sacramento, California 95814

Re: Union Support for ETP Funding

Dr. Mr. Knox:

This letter is to confirm support of California Nurses Association for Whittier Hospital Medical Center proposed training to be submitted to the Employment Training Panel.

Sincerely,

Erik Macatuno

Erik Macatuno
CNA Labor Representative
California Nurses Association-National Nurses United