



**DELEGATION ORDER**

**RETRAINEE - JOB CREATION**

**Training Proposal for:**

**Alhambra Hospital Medical Center L.P.**

**Agreement Number: ET16-0140**

**Approval Date:** August 5, 2015

**ETP Regional Office:** North Hollywood

**Analyst:** M. Webb

**PROJECT PROFILE**

Contract Attributes:	SET Retrainee Medical Skills Training Priority Rate	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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 460	U.S.: 460	Worldwide: 460
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$99,792		\$0	\$0		\$99,792

In-Kind Contribution:	100% of Total ETP Funding Required	\$191,105
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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	Computer Skills, Continuous Improvement, Medical Skills Training- Preceptor, MS- Didactic	159	8-200	0	\$288	\$20.55
				Weighted Avg: 16			
2	Job Creation Retrainee SET Priority Rate Medical Skills Training	Computer Skills, Continuous Improvement, Medical Skills- Preceptor, Medical Skills- Didactic	30	8-200	0	\$1,800	\$29.00
				Weighted Avg: 90			

**Minimum Wage by County:** Job 1 (SET/Priority): \$20.55 per hour for SET Statewide Average Hourly Wage.

Job 2 (SET/Job Creation): \$29.00 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 \$3.77 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>JOB NUMBER 1</b>		
Administrative Staff		
Technician/Therapist		
Licensed Vocational Nurse		
Registered Nurse		
<b>JOB NUMBER 2</b>		
Registered Nurse		

## **INTRODUCTION**

Founded in 1924, Alhambra Hospital Medical Center L.P. (AHMC) ([www.alhambrahospital.com](http://www.alhambrahospital.com)) is a full service, 144 bed acute care hospital that is fully accredited by the Joint Commission. AHMC serves a high percentage of uninsured or Medi-Cal dependent patients, and approximately 50% of AHMC patients utilize Medicare. Services provided by the hospital include radiology, laboratory and diagnostic services, emergency, and intensive/coronary care. This will be the fourth ETP Agreement for AHMC.

## **PROJECT DETAILS**

To ensure AHMC patients are provided quality care, the hospital provides training to guarantee medical staff is fully competent to deliver healthcare services. As a result, AHMC must continue to educate staff members on new technologies and advancements within the healthcare industry. Under AHMC's prior Agreement (ET13-0127), a new Electronic Medical Recordkeeping system was implemented as mandated by the Center for Medicare and Medicaid and The Joint Commission. Curriculum topics to be delivered under the new agreement include Computer Skills Training as well as new core measures that will improve patient care and provide continued education to incumbent and new medical staff.

To improve quality of care and patient safety, AHMC will implement additional standards and requirements to be utilized in core measures. New requirements will ensure staff is in compliance with Medication Reconciliation Policy that requires a formalized process for creating an accurate list of patients' current medications. Staff then compares the list to those in the patient record or medication orders. By doing so, AHMC ensures medication safety and prevents and/or lowers the number of patient readmissions. Other core measures that have been revamped include Stroke Care, VTE Prophylaxis, and Immunization/Pneumonia Vaccines.

Computer Skills training will also be delivered to newly hired employees to learn how to use the hospital's electronic medical recordkeeping system. Incumbent staff may also be required to participate in training to learn new updates that have been made to the system since its installation in 2012.

### **Training Plan**

ETP-funded training will allow AHMC staff to enhance and improve overall skill sets and increase knowledge to provide quality patient care, promote good customer service, and ensure compliance with regulatory requirements.

**Computer Skills (10%):** Training will be offered to all occupations to ensure medical staff can navigate the EMR system and document patient information electronically.

**Continuous Improvement (20%):** Training will be offered to all occupations to improve staff's communication and critical thinking skills, enabling them to work independently.

### **Medical Skills Training (70%)**

New Registered Nurses will receive up to 200 hours of training to ensure they have the skills necessary to work more effectively with patients. New Graduate Nurses will receive Preceptor training by an experienced Registered Nurse to reinforce job duties learned through classroom instruction.

## **Commitment to Training**

AHMC staff will continue to receive mandated training, on-the-job training, and customer relations training. Training can be company-wide and/or job specific depending on the department or specialty.

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

AHMC's Human Resources Department will be responsible for all administrative duties required under this ETP Agreement. Two staff members have been assigned to enroll, track training hours, and meet/work with ETP staff.

## **Retrainee - Job Creation**

AHMC has committed to hiring 30 new Graduate Registered Nurses (Job Number 2). The Panel offers incentives to companies that commit to hiring new employees: higher reimbursement rate and lower post-retention wages. The nurses must be hired within the three-month period prior to Panel approval or during the term of contract. These trainees will be hired into "net new jobs" as a condition of contract.

In an effort to provide quality healthcare services, new Graduate Nurses will receive advanced level training to ensure they are prepared to work one-on-one with patients and use complicated medical equipment. Specialized nursing skills will include curriculum to teach new nurses to aid surgical, cardiovascular, and stroke patients. Inexperienced nursing staff will also receive preceptor training, which requires direct supervision of a training coach/mentor to monitor trainee progress to eventually work with patients and execute nursing duties independently.

## **Special Employment Training/Priority Wage Modification**

Under SET, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare up to 25% below the state average hourly wage (\$20.55). The Hospital is requesting this modification for Job Number 1 trainees.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

The following table summarizes performance by AHMC under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0127	Alhambra	08/27/12- 08/26/14	\$166,464	\$77,041 (46%)
ET10-0178	Alhambra	09/28/09- 09/27/11	\$123,480	\$106,371 (86%)

\*ET13-0127 –During this time, the Hospital faced low patient census; therefore, all new hires were taken on as part-time only, therefore making them ineligible for ETP reimbursement. In addition, the hospital did not have an Educator/Chief Nursing Officer (CNO) in place to coordinate and facilitate training, which resulted in low prioritization and training enforcement.

As of today, a new CNO has been hired and is currently working with the appropriate managers to plan and schedule training, and ensure that medical staff is provided the necessary training on an on-going basis. In an effort to earn the full funding amount in this new proposal, two staff persons have been assigned to coordinate ETP trainee enrollment, tracking training hours, etc. Regular meetings will be scheduled among management to check training status and verify progress of their New Graduate Nursing Program.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

Flex Ed of Chino has been retained to provide continued education training required for healthcare professionals such as Basic/Advanced Life Support, Critical Care, or other certifications. No fee amount has been determined at this time. Other trainers will be identified for ETP record-keeping purposes, as they are retained by AHMC.

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

8-200

Trainees may receive any of the following:

**MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR**

- Emergency Department Training
- Care for Pediatric Patients
- Emergency Care of the Burn Patients
- Emergency Room Nursing Skills
- Patient Assessment & Care
- Triage Nursing Skills
  
- Intensive Care Unit/Critical Care Unit Training
- Critical Care Nursing Skills
- Hemodynamic Monitoring
- Intracranial Pressure Monitoring and Ventriculostomy
- Patient Assessment & Care
- Pre and Post-Operative Care
- Ventilator & Tracheotomy Care
  
- Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care & Hospice)
- Patient Assessment & Care
- Geriatric Nursing Skills
- Med/Surg Nursing Skills
- Medical/Surgical Unit Training
- Patient Assessment & Care
- Pre and Post Operative Care
- Medical/Surgical Nursing Skills
- Orthopedic Nursing Skills
- Oncology Nursing Skills
- Operating Room and Post-Anesthesia Care Unit (PACU) Training
- Patient Assessment & Care
- Peri-operative Nursing Skills
- Pre and Post Operative Care
- Rehabilitation Services Unit Training
- Patient Assessment & Care
- Medical/Surgical Nursing Skills
- Pre and Post Operative Care
- Post-Orthopedic Surgery Nursing Skills
- Post-Trauma Injury Nursing Skills
- Post-Neurological Injury Nursing Skills
  
- Telemetry Unit Training

- Care of the Cardiac Patient
- EKG & Cardiac Monitoring
- Dysrhythmia Interpretation
- Telemetry Nursing Skills
- Pre and Post Operative Care
- Care of the Neurosurgical Patient
- Intravenous (IV) Therapy
- Oncology Nursing Skills

### **MEDICAL SKILLS TRAINING – DIDACTIC**

- Acute Psychiatric Care
- Acute Rehabilitation Skills
- Acute Myocardial Infarction
- Antimicrobial Stewardship (ASP)
- Arterial Blood Gas (ABG) Interpretation
- Body Mechanics
- Cardiac Arrest
- Care of Bariatric Patient
- 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 & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electroencephalogram (EEG) Review
- Emergency Room Nursing Skills
- End of Life Care
- 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
- Intravenous (IV) Insertion & Therapy
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- New Graduate Nursing Skills
- Nurse Orientation Training (for New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills

- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Centered Care
- Patient Fall Prevention
- 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
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Ventilator and Tracheotomy Care

#### **MEDICAL SKILLS (TECHNICIANS/THERAPISTS)**

- New Analytical Instrumentation Technology Policies & Procedure for Dietary
- New Analytical Instrumentation Technology Policies & Procedure for Laboratory
- New Analytical Instrumentation Technology Policies & Procedure for Radiology
- New Analytical Instrumentation Technology Policies & Procedure for Respiratory
- New Analytical Instrumentation Technology Policies & Procedure for Therapists
- New Pharmaceutical Instrumentation Technology Policies & Procedure for Pharmacy
- Pump and Equipment
- Wound & Skin Care

#### **CONTINUOUS IMPROVEMENT**

- Adverse Drug Event
- Adverse Event Reporting
- Care Coordination Plan
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Communications Skills
- Conflict Resolution Skills

- CORE Measures
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service Skills
- Meaningful Use
- Monitor on the Appropriate Antibiotic Usage
- National Patient Safety Goals
- Patient Safety Culture
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Process Improvement
- Safe Patient Handling
- Skills Fair
- Team Work

**COMPUTER SKILLS**

- Computerized Provider Order Entry (CPOE)
- Electronic Health Record System (EHR-- McKesson/Paragon)
- Horizon Patient Folder (HPF)
- Horizon Business Folder (HBF)
- Incident Management Portal (IMP)

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