



**Training Proposal for:**

**CHA Hollywood Medical Center, L.P. dba Hollywood Presbyterian Medical Center**

**Agreement Number: ET17-0155**

**Panel Meeting of:** July 22, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccarelli

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate SET Medical Skills Training	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 121RN		
Number of Employees in:	CA: 991	U.S.: 991	Worldwide: 6,500
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$252,720		\$126,360 50%	\$0		\$126,360

In-Kind Contribution:	100% of Total ETP Funding Required	\$600,350
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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 Priority Rate Medical Skills Training SET	MST Didactic & Clinical Preceptor, Cont. Improvement, Computer Skills	585	8-200	0	*\$216	\$21.28
				Weighted Avg: 24			

\*Reflects Substantial Contribution

**Minimum Wage by County:** Job Number 1 (SET Priority Industry): \$21.28 per hour statewide  
**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 \$4.00 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse I		393
Registered Nurse II		100
Licensed Vocational Nurse		92

**INTRODUCTION**

Founded in 1924, CHA Hollywood Medical Center, L.P. dba Hollywood Presbyterian Medical Center (HPMC) ([www.hollywoodpresbyterian.com](http://www.hollywoodpresbyterian.com)) is a 434-bed acute care hospital that provides medical services such as emergency care, orthopedic surgery, cancer care, highly-specialized fetal surgery, and comprehensive cardiac care to the residents of Hollywood, Los Angeles, and surrounding areas.

HPMC is continually incorporating new technologies and methodologies into the workplace to improve patient care and outcomes based on needs data, new trends in risk management, and clinical issues. The initiatives targeted for training include Code Management; as well as new Heart Saver courses such as Stroke, STEMI, Central Line Management, Critical Care, EKG Procedures, and Wound Management. Training will continue to address new and emerging protocols in accordance with the Affordable Healthcare Act.

This proposal is targeted to approximately 585 Registered Nurses (RN) and Licensed Vocational Nurses (LVN). It is supported by SEIU Local 121RN and a letter of support has been provided to ETP. HPMC is eligible for ETP funding under Special Employment Training provisions for frontline workers and qualifies for ETP’s priority industry reimbursement as a healthcare employer.

## **PROJECT DETAILS**

This will be HPMC's fourth ETP Agreement within the last five years. In the prior Agreements, ETP funds allowed HPMC to increase graduate nurse hiring to contend with an ongoing nursing shortage, raise the proficiency levels of all staff in core skills; and cross-train nurses in other disciplines. Prior ETP Agreements also focused on training that supported HPMC as a newly-certified Stroke, Chest Pain, and STEMI Center; promoted full utilization of the Paragon McKesson computer system; and hired/trained new nurse graduates.

While the new proposal addresses many of the same ongoing issues, it will be targeted to new and changing clinical and regulatory initiatives, as indicated above or to individuals that did not receive the training in the prior Agreement.

### **Training Plan**

#### **Medical Skills Training (MST) (90%)**

The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 493 RNs and 92 LVNs will participate in clinical skills training classes. Recognizing a higher cost of delivery for clinical skills training, the \$22 per hour rate, will apply to both Didactic and Preceptor modes of delivery.

MST will comprise of at least 90% of the total curriculum. Classroom training (Didactic) will be provided to all RNs and LVNs to learn the newest techniques and methodologies associated with each of the curriculum topics and to assimilate best practices into the daily routine. Clinical Preceptor training will be delivered to nurses with emphasis on bedside skills in specific units. New nurses and Incumbent nurses that are cross-trained will work with a Preceptor to validate skills and become familiar with patient acuity levels and the level of care that the hospital requires.

**Computer Skills (5%)** - Training will be offered to all trainees in EMR skills training, some of which are updates while new nurses will be introduced to the system. Trainees will also receive training in Advanced and Intermediate MS Office, so trainees can fully utilize it and help them improve overall output, accuracy, and efficiency.

**Continuous Improvement (5%)** - Training will be offered to all trainees in various topics such as CORE measures, organization and time management, teambuilding, and performance and quality improvement.

#### **Special Employment Training (SET) Wage Modification**

Under Special Employment Training (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 of \$28.37 at the end of retention.

Trainees employed in a priority industry qualify for a SET wage modification up to 25% below the statewide average hourly wage. HPMC requests this wage modification of \$21.28 for trainees in Job Number 1.

#### **Substantial Contribution**

HPMC is a repeat contractor with payment earned in excess of \$250,000 and a former Substantial Contribution at the 30% level, at the Los Angeles facility within the past five years

(see Prior Project Tables below). Accordingly, reimbursement for trainees at this facility in Job Number 1 will be reduced by 50%, to reflect the hospital's \$126,360 Substantial Contribution to the cost of training.

### **Commitment to Training**

HPMC continually provides as much technical training as possible to new and incumbent workers within its yearly budgetary and time constraints. This year's budget is approximately \$1.2 million, which covers administrative and training salaries, equipment, and supplies. The SEIU Education Fund provides some off-hours training opportunities for staff and also some tuition for RNs. These resources notwithstanding, staff estimates that expenses for this year will exceed the budget based on the need for new medical quality improvement programs alone.

The hospital is asking for Panel funding to help support its growing mandates and requirements. ETP funding supplements the organizational expenditures by offsetting expenses and allowing for purchase of necessary equipment, software, and supplies. ETP funds will allow HPMC to train more nurses than would otherwise be possible.

ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

#### ➤ Training Infrastructure

Training will begin upon ETP approval, and will be delivered by the Education Coordinator, the Director of Education, Education Department clinical educators, and outsourced subject matter experts. Since this is HPMC's fourth ETP Agreement, the Hospital has well-established internal administrative procedures to capture training using rosters completed according to ETP guidelines, which help maximize earnings and performance. The Education Coordinator and Director of Education will administer the contract.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0218	Los Angeles	11/25/13- 11/24/15	\$255,990	\$126,528 (49%)*
ET12-0310	Los Angeles	02/14/12- 02/13/14	\$99,844	\$99,844 (100%)
ET10-0223	Los Angeles	09/26/09- 09/25/11	\$160,480	\$72,939 (45%)**

\*ET14-0218: HPMC over-performed the incumbent worker training (Job Number 1), but under-performed the Job Creation training (Job Number 2). Over 100% of training was provided to incumbent workers, but not all funds were utilized in Job Creation because HPMC did not hire "net" new jobs as originally anticipated.

**\*\*ET10-0223:** According to HPMC there was continuous transition in Education Department leadership from 2009 until May 2011 when a new Director was hired. As a result, there were large gaps in trainee enrollment and training rosters were not submitted and entered into the tracking system. Since then, HPMC had stabilized its leadership and has re-established a core of dedicated staff knowledgeable in ETP requirements, as reflected in its 100% performance under ET12-0310.

To ensure the success in this new proposal, HPMC requested a much more modest training plan specifically for incumbent trainees only. There is no Job Creation component in the new proposal.

### **DEVELOPMENT SERVICES**

N/A

### **ADMINISTRATIVE SERVICES**

N/A

### **TRAINING VENDORS**

To Be Determined

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

8-200

Trainees may receive any of the following:

**CONTINUOUS IMPROVEMENT**

- Case Management/Discharge Planning
- Charge Nurse Training
- Communications Skills
- Conflict Resolution
- CORE Measures
- Crisis Prevention Intervention (CPI)
- Critical Thinking Skills
- Culturally Appropriate Care
- Customer Service
- Documentation Skills
- Frontline Leadership Skills
- Organization and Time Management Skills
- Preceptor Skills
- Performance and Quality Improvement
- Team Building

**COMPUTER SKILLS**

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Electronic Medical Records Application Skills
- HealthStream Online Learning Modules

**MEDICAL SKILLS TRAINING – DIDACTIC**

- Acute Myocardial Infarction
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Basic Life Support (BLS)
- Body Mechanics
- Breast Feeding & Lactation
- 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, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intravenous (IV) Insertion & Therapy
- Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Laboratory Skills
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal Infant Pain Scale (NIPS)
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Occupational Therapy Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Perioperative Nursing Skills
- Physical Therapy Skills
- PICC Line Insertion
- Pre and Post-Operative Care
- Radiology Skills
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Restraints
- Simulation
- Speech Therapy Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

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

- **Emergency Department Training**
  - Emergency Room Nursing Skills
  - OB Trauma

- Triage Nursing Skills
- Care of Pediatric Patients
- Pain Management
- Infection Control
  
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Pre and Post-Operative Care
  - Pain Management
  - Infection Control
  
- **Laboratory Services Unit**
  - Laboratory Skills
  - Bloodborne Pathogens
  - Venipuncture
  - Laboratory Testing Procedures
  - Infection Control
  
- **Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care, and Hospice)**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Total Parenteral Nutrition (TPN)
  - Ventilator & Tracheotomy Care
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Pain Management
  - Infection Control
  
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre and Post-Operative Care
  - Orthopedic Nursing Skills
  - Equipment Skills
  - Infection Control
  - Medication Administration & Management
  - Pain Management
  
- **Operating Room & Post-Anesthesia Care Unit (PACU) Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Perioperative Nursing Skills
  - Pre and Post-Operative Care
  - Equipment Skills
  - Infection Control
  - Malignant Hyperthermia
  - Medication Administration & Management
  - Pain Management

- **Pediatric Services Unit**
  - Care of Pediatric Patients (Acute Care, Intensive Care)
  - Patient Assessment & Care
  - Pre and Post-Operative Care
  - Equipment Skills
  - Infection Control
  - Patient Assessment & Care
  - Pediatric Advanced Life Support (PALS)
  - Medication Administration & Management
  - Respiratory Assessment & Care
  - Infection Control
  
- **Obstetrics Unit Training**
  - Patient Assessment & Care
  - Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E .
  - Electronic Fetal Monitoring
  - Neonatal Resuscitation Provider (NRP)
  - Neonatal Advanced Life Support (NALS)
  - Respiratory Assessment & Care
  - Infection Control
  
- **Radiology Services Unit**
  - Radiology Skills
  - CT Skills
  - Ultrasound Skills
  - Equipment Skills
  - Patient Assessment & Care
  - Patient Fall Prevention
  - Infection Control
  
- **Rehabilitation Services Unit**
  - Physical Therapy Skills
  - Occupational Therapy Skills
  - Speech Therapy Skills
  - Patient Assessment & Care
  - Kinetic Therapy
  - Post-Operative Care
  - Care of the Stroke Patient
  - Care of Cardiac Patients
  - Patient Fall Prevention
  - Equipment Skills
  - Infection Control
  
- **Respiratory Services Unit**
  - Respiratory Assessment & Care
  - Code Blue Response & Procedures
  - Advanced Cardiac Life Support (ACLS)
  - Basic Life Support (BLS)
  - Patient Assessment & Care
  - Care of Pediatric Patients
  - Care of the Cardiac Patient

- Ventilator & Tracheotomy Care
- Neonatal Resuscitation Provider (NRP)
- Equipment Skills
- Infection Control
  
- **Telemetry Unit Training**
  - Care of the Cardiac Patient
  - EKG & Cardiac Monitoring
  - Dysrhythmia Interpretation
  - Telemetry Nursing Skills
  - Pre and Post-Operative Care
  - Intravenous (IV) Therapy
  - Equipment Skills
  - Infection Control

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



April 27, 2016

Employment Training Panel  
C/O Linda Kim  
Hollywood Presbyterian Medical Center  
1300 N. Vermont Ave.  
Los Angeles, CA 90027

To Whom It May Concern:

SEIU 121RN is pleased to partner with Hollywood Presbyterian Medical Center to provide a structured training program for covered employees. Through this training program we hope to receive many benefits including:

- \* Core foundational skills to all employees allowing them to communicate better, handle conflict, think on their own, deal with customer service / patient issues and to work more harmoniously as a team.

- \* Elevate basic skills where they are able to assimilate best practices into everyday work situations.

- \* Adequately train registered nurse graduates and retain them in employment for at least 2 years after the program's conclusion.

We have provided input into the training topics that our members need to fulfill their everyday duties more successfully and look forward to favorable approval of Hollywood Presbyterian's approval by the Employment Training Panel.

Thank you for making a program like this available to California employers and employees.

Sincerely,

A handwritten signature in black ink, appearing to read "Tina Bordas".

Tina Bordas, LVN  
Representative  
SEIU 121RN  
626-639-6150

1040 Lincoln Ave.

Pasadena, CA 91103

Phone: (626) 639-6200

Fax: (626) 395-7538

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