



**Training Proposal for:**

**Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center**

**Agreement Number: ET16-0363**

**Panel Meeting of:** February 26, 2016

**ETP Regional Office:** San Diego

**Analyst:** M. Ray

**PROJECT PROFILE**

Contract Attributes:	Medical Skills Training SET Priority Rate Retrainee	Industry Sector(s):	Healthcare Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Orange	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 (CNA)		
Number of Employees in:	CA: 48,811	U.S.: 112,387	Worldwide: 112,387
<u>Turnover Rate:</u>	18%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$149,760		\$0	\$0		\$149,760

In-Kind Contribution:	100% of Total ETP Funding Required	\$322,566
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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	MS - Didactic, MS - Preceptor, Computer Skills, Cont. Imp.	160	8 - 200	0 - 100	\$936	\$38.77
				Weighted Avg: 52			

**Minimum Wage by County:** Statewide Average Hourly Wage (SET): \$28.37  
**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  
 Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Registered Nurse		150
New Graduate Registered Nurse		10

**INTRODUCTION**

Founded in 1968, Los Alamitos Medical Center, Inc. dba Los Alamitos Medical Center (LAMC) ([www.losalamitosmedctr.com](http://www.losalamitosmedctr.com)) is an accredited, full-service acute care facility that provides 24-hour emergency room patient services. Located in Los Alamitos, the 167-bed Hospital primarily serves over 750,000 residents in the Los Alamitos, Cypress, Seal Beach, Cerritos, Artesia, as well as portions of Long Beach and Lakewood (Los Angeles County) communities. The Hospital provides a myriad of specialty services to its patients, as well as operates a health care clinic in Seal Beach Leisure World, a senior residential community, with over 9,000 residents.

LAMC is owned by Tenet Healthsystem Medical, Inc. (Tenet) ([www.tenethealth.com](http://www.tenethealth.com)). Headquartered in Texas, Tenet owns a total of 13 affiliated hospitals in California, all of which operate autonomously. Tenet currently has an active ETP contract (ET16-0333, approved at the January 2016 Panel meeting) to train workers from eight of its northern and southern California affiliate hospitals. At the January meeting, Tenet requested a separate agreement for LAMC due to differences in start-of-training and administration. Given that LAMC has prior experience with ETP, it will administer its own agreement. Tenet and LAMC’s combined ETP funding will not exceed the SEC cap of \$750,000 for the 15/16 Fiscal Year.

This will be LAMC’s fifth ETP Agreement, fourth in the last five years. This proposal is targeted to train approximately 160 Registered Nurses, including 10 New Graduate Registered Nurses, at the LAMC facility only. LAMC is eligible for ETP funding under Special Employment Training (SET) for frontline workers.

## **PROJECT DETAILS**

In its previous projects, LAMC focused on overall upgrade of clinical services and systems through numerous updates to current systems, expansion of existing specialty units, and addition of new departments to meet quality goals and training for patient care. In addition, ETP funding from previous projects allowed the Hospital to provide its nurses with skills necessary to service rapidly increasing and clinically-complex geriatric patient population.

Proposed training in this Agreement will differ from, and expand on training delivered in the previous projects. In addition to the continuous increase in demand for patient services, the Hospital must keep pace with changing clinical protocols brought by various legislative regulations and standards. To support increasing patient volumes and remain in compliance with regulatory requirements, LAMC must develop hospital-specific and company-wide initiatives that promote best practices based on national standards for pneumonia, congestive heart failure, sepsis care, and other types of common illnesses. To this end, the Hospital has committed to expanding programs and services as well as implementing technological advances including:

- Addition of a clinical unit for orthopedic joint replacement patients;
- Expansion of the neurosurgical service line for emergency neurosurgical treatments;
- Addition of new patient tracking boards to monitor clinical care of patients for earlier discharge (TEMPO);
- Implementation of new software programs such as Everbridge Communication and PolicySat Management, as well as transition to the new Electronic Medical Record, First Net for the Emergency Department.

In addition, LAMC has internally assessed training needs and developed a plan which reflects increased employee training in early mobility, fall risk assessment, skin/wound assessment, and neurological treatment advances. Overall, the proposed training will reduce or eliminate hospital readmissions, improve staff's knowledge of new advanced technologies, and train staff on current protocols and procedures to remain in compliance with national clinical standards and company-wide patient safety initiatives.

### **Training Plan**

In this proposal, some nurse training curriculum will be repeated from prior ETP Agreement. However, the training will not be delivered to any trainee who received the training under the prior Agreement. The proposed project will include several newly-hired nurses, including New Graduate nurses who have not received any ETP training in the past.

### **Medical Skills (MS) Training (75%)**

All nurses will receive one or more modules of MS Didactic training (classroom) in advanced medical care to ensure competency. Didactic training will be provided in conjunction with Clinical Preceptor training to enhance the learning environment. Training will allow nurses to better understand clinical processes in order to prepare them for work in specialty areas of the hospitals.

MS training will provide nurses with advanced skills training in critical care, cardiac life support, care of stroke patients, central line management, chemotherapy and biotherapy, conscious sedation, care of diabetic patients, cardiac dysrhythmia, sepsis, pain management, and palliative care. Training will increase skill level, allowing them to obtain positions with greater responsibility. Training will also enable nurses to improve patient care and outcomes.

All nurses are projected to participate in MS Clinical with Preceptor training. Nurses will be assigned to a specific hospital unit where they will complete Clinical with Preceptor Skills training under an assigned "preceptor". Clinical with Preceptor training is an essential component of RN training to ensure nurses have critical hands-on skills prior to being assigned their own patients.

The rate of \$22 applies to both the Didactic and Clinical with Preceptor modes of delivery. The standard Class/Lab rate for priority industries (\$18 per hour) will apply to Computer Skills and Continuous Improvement training.

### **Computer Skills (10%)**

All RNs will be provided with classroom and hands-on training to fully utilize various software systems to allow accurate and efficient information sharing. Training will be in intermediate and advanced application skills in software programs such as Patient Billing and Accounts Receivable, MediTech Order Entry, various Electronic Medical Records, and Microsoft Office/Excel.

### **Continuous Improvement (10%)**

All nurses will receive continuous improvement training. Course topics in Customer Service Skills, Communication Skills, and Conflict Resolution Skills training will focus on performance and quality of care improvements. Charge Nurse Training/Frontline Leadership Skills training will provide frontline leaders with skills necessary to ensure they are aware of their role, responsibility, and accountability to enhance patient experience by ensuring excellent quality care.

### **Computer-Based Training (CBT) – Medical Skills (5%)**

Training will be delivered as Computer-Based Training (CBT) as a supplement to the Medical Skills training either as a prerequisite or as a follow-up to ensure trainee's competency in the subject matter. CBT will allow trainees to train at their own pace and will be provided prior to or subsequent to a Class/Lab training to ensure learning/skills transfer has occurred. All trainees may receive up to 100 hours of CBT training (reimbursed at \$8 per hour). CBT will not exceed 50% of a trainee's total training hours.

### **Commitment to Training**

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.

The Hospital's current annual training budget is approximately \$900,000. The current training method consists of classroom, on-the-job, and computer-based training. Mandatory training includes corporate-directed Infectious Disease and some Cardiac/Stroke. Ongoing training also includes Emergency Medical Treatment and Active Labor Act, Management of Assaultive Behavior, Ethics/Compliance, Sexual Harassment Prevention, California Waste Management, ICD10, Clinical Research, Finance/Billing, Labor Budget, InterQual Clinical, Annual Influenza for Healthcare Workers, Basic Computer Skills, Regulatory Compliance for both clinical and non-clinical staff, and Privacy and Security Awareness.

## **Impact/Outcome**

With the decreasing amount of funding for overall hospital costs, the training budget is under constant review to maximize training. ETP funding will substantially contribute to LAMC's ability to provide specialty skills training programs as well as rollout hospital and company-wide initiatives to help meet increased customer demands while complying with legislative regulations. Overall, funding will be a primary financial catalyst for the Hospital to implement extensive didactic and clinical training for newly-hired and incumbent trainees.

## **Special Employment Training**

Under 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 at the end of the retention period.

## **Substantial Contribution**

A substantial contribution does not apply to this proposal because LAMC has not earned \$250,000 or more within five years in prior agreements at the same facility.

## **Union Support**

The Registered Nurses targeted for this program are represented by a collective bargaining unit, California Nurses Association. This union has provided a letter of support for the training of their respective members.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0175	Los Alamitos	9/23/13 – 9/22/15	\$172,500	\$151,698 (88%)*
ET12-0309	Los Alamitos	2/20/12 – 2/19/14	\$99,450	\$99,450 (100%)
ET10-0131	Los Alamitos	10/5/09 – 10/4/11	\$74,700	\$74,564 (99%)

\*ET14-0175: The last day of ETP training was 6/23/15. A total of 7,947 eligible training hours for 165 trainees who completed training and retention have been documented in ETP's MIS. The Final Closeout, submitted on 10/23/15 is currently being processed by ETP.

## **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:

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

- Acute Abdomen
- Acute Psychiatric Care
- Acute Myocardial Infarction
- Acute Renal Failure
- Acute Respiratory Distress Syndrome (ARDS)
- Acute Spinal Cord Injury
- Advanced Cardiac Life Support (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Assessment & Diagnostic Tests for AMI
- Assessment & Diagnosis of Cardiovascular Emergencies
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- Cardiovascular Status Assessment
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Burn Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients (Acute Care, Intensive Care)
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Chronic Renal Failure
- Code Blue Response & Procedures
- Critical Care Nursing Skills
- Decontamination Procedures
- Diabetes Care & Management
- Diagnosis of Shock
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning, Intermediate, & 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
- Fall Prevention/Patient Safety
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Hypertensive Disorders
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & Therapy □ Kinetic Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Transplant Surgical Patient

- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Advanced Life Support (NALS)
- Neonatal/Infant Pain Scale (NIPS)
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider (NRP)
- New Graduate Nursing Skills
- Nurse Orientation Training (**For New Grads Only**)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Nursing Strategies for Patient/Family Support during Critical Care
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric-Operative Nursing Skills
- PICC Line Insertion
- Pre- and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- Radiation Safety
- Rapid Response Skills
- Renal Assessment & Management
- Respiratory Assessment & Care
- Safe Patient Transfer skills
- Seclusion &/or Restraints
- Sepsis
- Sleep Alterations in Critical Care
- Surgical Nursing Skills
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition (TPN)
- Treatment & Management of AMI
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Trauma Overview
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

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

- **Behavioral Health/Psychiatric Acute Care Services Unit**
  - Patient Assessment & Care
  - Acute Psychiatric Care
  - Behavioral Health Nursing Skills
  - Care of Pediatric/Adolescent Psychiatry Patient
  - Geriatric Nursing Skills

- **Emergency Department Training**
  - Abdominal GU, Limb & Vascular Injuries
  - Chest Pain Examination & Assessment
  - Disaster Management o Emergency Room Nursing Skills
  - Emergency Care of the Burn Patient
  - Moderate Sedation
  - OB Trauma
  - Transplants, Overdose & Burns
  - Trauma Nursing Skills
  - Triage Nursing Skills
  - Care of Pediatric patients
  - Shock Assessment and Care
  - Pain Assessment & Management
  - Care of the Cardiovascular Patient
  - Assessment of the Critically Ill Patient
  - Care of the Stroke Patient
  
- **Intensive Care Unit/Critical Care Unit Training**
  - Critical Care Nursing Skills
  - Patient Assessment & Care
  - Intra-Aortic Balloon Pump (IABP) Therapy
  - Intracranial Pressure Monitoring & Ventriculostomy
  - Hemodynamic Monitoring
  - Pre- and Post-Operative Care
  - Care of Trauma Patient
  - Management of the Renal Transplant Surgical Patient
  - Ventilator & Tracheotomy Care
  - Hemodynamic Monitoring
  - Total Parenteral Nutrition
  - Early/Aggressive Mobility
  
- **Medical/Surgical Unit Training**
  - Patient Assessment & Care
  - Medical/Surgical Nursing Skills
  - Pre- and Post-Operative Care
  - Orthopedic Nursing Skills
  - Management of the Renal Transplant Surgical Patient
  - Oncology Nursing Skills
  - Hospice/Palliative Care Nursing Skills
  - Geriatric Nursing Skills
  - Pain Management
  
- **Obstetrics Unit Training**
  - Application of Chain of Command
  - Patient Assessment & Care
  - Antepartum, Labor, Delivery and Postpartum Skills
  - Neonatal Nursing Skills
  - S.T.A.B.L.E.
  - Advanced & Electronic Fetal Monitoring
  - Neonatal, Assessment, & Care
    - Intravascular Hemorrhage
    - Nutrition
    - Pain Management
    - Respiratory Disease
    - Seizures
    - Newborn Assessment after Birth
    - Newborn Assessment 1-4 hours After Birth

- Newborn Physiology & Adaptation to ExtrauterineLife
- Neonatal Resuscitation Provider (NRP)
- Neonatal Advanced Life Support
- Neonatal Intensive Care Unit (NICU) Nursing Skills
- Nursing management of the Laboring Mother
- Mother/Child Nursing Skills
- Post-Partum Complications
- Post-Partum Pain control
- Assessment & Care of Perinatal Patient
- Pre and Post Delivery Care
  
- **Operating Room and Post-Anesthesia Care Unit (PACU)**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - Care of the Burn Patient
  - Peri-Operative Nursing Skills
  - Pre- and Post-Operative Care
  - Neptune Waste Management Program
  
- **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
  - Gait Training
  
- **Surgical Services Unit Training**
  - Patient Assessment & Care
  - Trauma Nursing Skills
  - 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
  - Care of the Neurosurgical Patient
  - Intravenous (IV) Therapy
  - Oncology Nursing Skills
  - Care of the Cardiovascular Patient
  - Cardiac Assessment

### **COMPUTER SKILLS**

- Microsoft Office/Excel (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR)
- MediTech Order Entry
- Electronic Medical Records Applications (including First Net & CliniComp & Cerner Applications)

### **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
- Cultural Competence: Providing Culturally Competent Care
- Customer Service Skills
- Documentation Skills
- Generational Diversity □ Leadership skills
- Lean Six Sigma
- Organization and Time Management Skills
- Patient and Family Centered Care Skills
- Preceptor Skills (train-the-trainer)
- Performance and Quality Improvement and Procedures Skills
- Problem Solving skills
- Team Building Skills
- Therapeutic Communication
- Utilization Review

### **CBT Hours**

0 - 100

### **MEDICAL SKILLS**

- Abdominal GU, Limb & Vascular Injuries (1)
- AACN (Critical Care Nursing)
- Acute Spinal Cord Injury (1.5)
- Acute Abdomen (1.5)
- Assessment & Diagnosis of Cardiovascular Emergencies (1)
- Assessment of Multisystem Trauma (1.2)
- Assessment & Care of Nose, Throat and Facial Emergencies (1)
- Assessment of Lungs and Thorax (1.5)
- Acute Renal Failure (1.5)
- Acute Respiratory Distress Syndrome (ARDS) (0.5)
- Adult Liver Transplant (2)
- Agitation in the Critically Ill (2)
- Assessment & Diagnostic Tests for Acute Myocardial Infarction (AMI) (1)
- Advanced Life Support Overview (1)
- Anticoagulation Safety (2)
- Application of Chain of Command in Clinical Settings (1)
- Alterations of Labor & Birth (1)
- Application of Chain of Command in Perinatal Settings (1)
- Blood Bank & Blood Components (0.5)
- Brain Injury & Disease Diagnosis & Intervention (1.3)
- Care & Monitoring of Patient using PCA (Patient Controlled Anesthesia) (0.5)
- Cardiac Rhythms & Dysrhythmias (1.5)
- Cardiovascular Alterations (1)
- Cardiovascular Pharmacotherapy (1)
- Cardiovascular Status Assessment (1)
- Catheter Associated Bloodstream Infections & Occlusions (1)
- Catheter Associated Urinary Tract Infections (CAUTI) (0.5)

- Cerebral Vascular Accidents (1.5)
- Chest Pain Examination & Assessment (0.5)
- Concepts of Infection Control (1)
- Competencies in Neurological Emergencies (1)
- Complications Intra-Aortic Balloon Pump Therapy (1)
- Coronary Artery Disease (1)
- Chronic Renal Failure (3)
- Comfort Measures & Pain Management (0.5)
- Diagnosis of Shock (1.5)
- Diagnosis & Treatment of CAD (Cardiovascular Disease) (1)
- Diagnostic Intervention for Multiple Trauma Patients (1)
- Diagnosis of Premature Rupture of Fetal Membranes (1.25)
- Ear Emergencies (1)
- Emergency Ocular Care (1)
- End of Life & Palliative Care (1.5)
- ER Disaster Management (1)
- GI Cancers (1)
- Guillain-Barre Syndrome & Myasthenia Gravis (1)
- Hematologic System & Disease for Intermediate Care (1.5)
- Hemodynamic Monitoring: Pulmonary Artery (1)
- Hypertensive Emergencies & Cardiac Injuries (1.5)
- Identifying Treating Malignant Hyperthermia (1)
- Intra-Arterial Hemodynamic Monitoring (1.5)
- Inadequate Pain Management (1)
- Managing ICP-Monitored Patients (0.5)
- Managing Patient Pain (1.5)
- Measurement, Determinants, Manipulation of Cardiac (1)
- Moderate Sedation (1.5)
- Modified Rankin Scale (0.5)
- Neonatal Intravascular Hemorrhage (1)
- Neonatal Neurological Development & Assessment (1.5)
- Neonatal Nutrition (1)
- Neonatal Pain Management (1)
- Neonatal Respiratory Disease (1.5)
- Neonatal Seizures (1)
- Newborn Assessment After Birth (1)
- Newborn Assessment 1-4 Hours After Birth (1)
- Newborn Physiology & Adaptation to Extrauterine Life (1)
- Neurological Assessment of Unconscious Patients (1)
- NIH Stroke Scale (3)
- Nurses Introduction to Knowing Sepsis (1.5)
- Nursing Strategies for Patient/Family Support During Critical Care (2)
- Nursing Management of the Laboring Mother (1)
- Organ & Tissue Donation (1)
- Overview Trauma in Pediatric, Pregnant and Geriatric (2)
- Pacemaker Therapy (1.5)
- Pressure Ulcer Training (1.5)
- Pain Medication & Non-Pharmacological Pain Management (1.5)
- Patient Handoffs (0.5)
- Post-Partum Complications (1)
- Post-Partum Pain Control (1)
- Precepting & Communication (1.5)
- Prevention of Aspiration – Dysphagia Screen (0.5)
- Prevention of VTE (anticoagulation safety) (1)

- Preventing the Spread of Infection (1)
- Proper use of Order Communication Types (0.5)
- Pulmonary Aspirations (2)
- Principles of Cancer Treatment (1)
- Radiation & MRI Safety (0.75)
- Restraints (0.5)
- Shoulder Dystocia- Nursing Management (0.5)
- Shoulder Dystocia- Mock Drill (0.5)
- Sinus Tachy Management (1.5)
- Sleep Alterations in Critical Care (2)
- Strategies to Prevent Surgical Site Infections-Clinical (0.5)
- Strategies to Prevent Surgical Site Infections-Surgical (0.5)
- Stroke Characteristics (2)
- Teaching (Preceptor) Skills (1.5)
- THC – Tissue Plasminogen Activator (tPA) (0.75)
- Treatment & Management of AMI (1)
- Treatment of Stroke Patients (1)
- Treatment Increased Intracranial Pressure (2)
- Transplants, Overdose, & Burns (1.5)
- Ventilator Associated Pneumonia (VAP) (1)
- Your Role in Preventing the Spread of MDRO (Multiple Drug Resistant Organisms) (1)

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.*



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November 16, 2015

Employment Training Panel  
1100 J Street  
Fourth Floor  
Sacramento, CA 95814

**Re: Los Alamitos Medical Center's Application for ETP Funding**

To Whom It May Concern:

This letter is to confirm the support of the California Nurses Association for Los Alamitos Medical Center's grant proposal as submitted to the Employment Training Panel.

Sincerely,

A handwritten signature in blue ink that reads "Erik Macatuno".

Erik Macatuno  
CNA Labor Representative

cc: Andrew Prediletto  
Director, Tenet Division