



RETRAINEE - JOB CREATION

Training Proposal for:

Los Robles Regional Medical Center

Agreement Number: ET16-0376

Panel Meeting of: February 26, 2016

ETP Regional Office: North Hollywood

Analyst: J. Romero

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate SET Job Creation Initiative	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Ventura and 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-UHW and SEIU 121 RN		
Number of Employees in:	CA: 7,800	U.S.: 199,000	Worldwide: 199,000
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	0%		

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;">\$746,974</td></tr> </table>	Program Costs	\$746,974	-	<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;">\$0</td> <td style="text-align: center;">\$0</td> </tr> </table>	(Substantial Contribution)	(High Earner Reduction)	\$0	\$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;">\$746,974</td></tr> </table>	Total ETP Funding	\$746,974
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In-Kind Contribution:	100% of Total ETP Funding Required	\$1,700,000
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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	MS Didactic; MS Clinical with Preceptor; Computer Skills; Continuous Improvement	737	8-200	0-24	\$882	\$21.28
				Weighted Avg: 49			
2	Job Creation Priority Rate Medical Skills Training	MS Didactic; MS Clinical with Preceptor; Computer Skills; Continuous Improvement	37	8-200	0-24	\$2,620	\$37.75
				Weighted Avg: 131			

Minimum Wage by County: Job Number 1 (SET/Priority Industry): \$21.28 per hour; Job Number 2 (Job Creation): \$12.77 per hour for Ventura 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 \$1.61 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
JOB NUMBER 1		
Registered Nurse		630
Respiratory Therapist		36
Radiology Technician		9
CT Technician		7
Imaging Specialist		13
Certified Nursing Assistant		42
Sub Total:		737
JOB NUMBER 2		
Registered Nurse		37
TOTAL:		774

INTRODUCTION

Los Robles Regional Medical Center (Los Robles) (www.losrobleshospital.com) is a 354-bed acute care hospital that provides medical services to the residents of Ventura and Los Angeles Counties, the Greater Conejo Valley and surrounding communities.

Los Robles offers a full array of medical services including a 24-hour emergency department/Level II trauma center; medical ICU/surgical ICU/CCU; maternity, neonatal intensive care unit; medical and surgical departments; comprehensive cancer center; heart & cardiovascular center; same day surgery; transitional care unit; and rehab center. The hospital has over 500 board certified physicians representing more than 35 specialties, and is the only Level II trauma center in East Ventura County. It is also an accredited STEMI Center (S-T Segment Elevation Myocardial Infarction [Heart Attack]) for Ventura and Los Angeles Counties, a Joint Commission-Accredited Stroke Center, and an EDAP Center (Emergency Department Approved for Pediatrics) for northern Los Angeles County.

Founded in 1968, Los Robles belongs to the Far West Division of its parent company, the Healthcare Corporation of America, Inc. (HCA), a private, for-profit organization based in Nashville, Tennessee. The hospital complex is comprised of three principal sites. The Main Campus on Janss Road in Thousand Oaks is the largest facility. The Thousand Oaks Surgical Hospital (TOSH) (3 miles away) provides outpatient and inpatient surgery. The East Campus in West Lake Village provides post-operative, 24/7 nursing care for patients who have undergone joint replacement surgery. The Inpatient Rehabilitation staff work with patients and their families to achieve optimal functioning levels prior to discharge; the Outpatient Rehabilitation staff provides Physical Therapy, Occupational Therapy, Speech-Language Pathology, Pulmonary Rehabilitation, and Cardiac Rehabilitation.

This proposal is eligible to be funded under the Special Employment Training provision for a Panel priority industry (Nursing and Allied Healthcare). Training will begin upon contract approval, and will be center-based at all three hospital facilities. Classes will be provided mainly by the Education Department and clinical educators.

This is Los Robles' third Agreement. In this proposal, Los Robles will train both newly-hired and incumbent employees in preparation for the new services that the hospital has been approved by the CA Department of Public Health (CDPH) to offer by March 2016. Los Robles will open three new units/service lines:

- 1) Neurovascular Program which utilizes minimally invasive procedures to treat complex diseases that affect the brain and spine such as aneurysms, arteriovenous malformations, arteriovenous fistulas, and stroke;
- 2) Adult Care for Elders (ACE) unit which is a general medical unit that provides medical services plus geriatric interventions for patients from 70 and above. The unit meets the needs of older adult patients and employs an interdisciplinary team that provides care based on proven, effective practices; and,
- 3) Pediatric Intensive Care Unit (PICU), a four-bed unit that provides a full range of medical care services for severely ill and sick infants and children from newborn through the thirteenth year of age.

These new units/service lines will create new jobs and positions as well as for existing employees within the facility which will necessitate initial and ongoing training that will focus on skills required to care for patients in existing departments as well as for patients that will be serviced in the new units. The SEIU-UHW and SEIU 121RN represents 565 employees who will be participating in this ETP Agreement and have provided letters of support for this proposal.

PROJECT DETAILS

ETP funding will help Los Robles staff its current clinical departments, as well as the new service units, namely, Neurovascular Program, ACE unit, and PICU. Los Robles will hire and train 37 Registered Nurses and retrain a diverse range of nursing staff and allied health employees from other existing units, for a combined training population of 737 incumbent employees.

This proposal will help facilitate successful transition of the newly hired nurse to the fast-paced acute care environment; prepare nurses with standardized skill sets to provide competent and safe patient care; and, increase the commitment and retention of new nurses within the organization resulting in a reduced rate of nurse turnover.

Training Plan

Training in this proposal will focus on nurse and clinical staff skills required to care for patients in their current clinical departments as well as cross-trained in other departments. The training will also provide education and skills to meet the needs of a constantly changing healthcare system, such as in areas of new high-technology equipment and electronic medical records. This proposed training plan targets Medical (Didactic and Clinical Preceptor), Computer and Continuous Improvement skills training.

MS Didactic (35%): Training will be offered to Registered Nurses (RNs) in a classroom setting. New Graduate Nurses will receive extended classroom training specific to caring for patients utilizing the new menu of patient services. In order to maintain the many accreditations and certifications (Stroke, Stemi, Breast Cancer, Trauma, Hip & Joint, etc.) the Hospital must provide ongoing education to new and incumbent staff. Trainees will benefit from the education and training by staying current with new trends in practice. The ongoing education also helps the staff remain proficient in their specialty.

MS Clinical with Preceptor (35%): Training will be offered to New Graduate RNs in an extended preceptorship in the unit of their employment prior to being authorized to work independently. Combined with didactic instruction, the clinical preceptorship provides the newly graduated RN's the opportunity to learn new essential skills under the supervision of the preceptor. By observing the experienced nurse in action, the newly-graduated RN learns by hands-on experiences, validated by an experienced preceptor. This type of training benefits both the Hospital & the new graduate RN by providing the necessary training to practice competently, and confidently as an independent RN in the hospital setting.

Computer Skills (10%): Training will be offered to all occupations. As technology evolves, new programs are developed to assist with patient care and quality metrics. Trainees will receive new and continuous training in computer skills to remain proficient in the care they administer and document. This type of training benefits the Hospital by keeping the workforce proficient in documentation and the electronic healthcare recordkeeping.

Continuous Improvement (20%): Training will be offered to all occupations. This training will enhance, maintain and/or introduce new skills, equipment training, patient care and assessment education to the trainee. This type of training benefits the Hospital and its workforce by improving the skills of its employee and improving patient care.

Medical Skills Training

The Panel has established a reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. For this project, approximately 667 RNs and a group of allied medical workers will participate in clinical skills training. 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. The standard class/lab rate for priority industries, \$18 per hour, will apply to Computer and Continuous Improvement Skills training.

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.

Los Robles has committed to hiring 37 new employees (Job Number 2). 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. Trainees will be hired into "net new jobs" as a condition of contract. As a feature of this program, the Substantial Contribution requirement will be waived for Job Number 2.

Los Robles will recruit, hire, and train 37 RNs, to staff the three new service units that are scheduled to begin in March 2016. The training in this proposal will help newly-hired nurses transition into the acute care environment and work in specialty units which is very costly for the hospital to deliver on its own. Although not included in the new-hire Job Number 2 of this proposal, over the next two years, Los Robles projects to hire and onboard an additional 144 new nurses to support growth and backfills within the Hospital.

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. Los Robles Medical requests this wage modification of \$21.28 for trainees in Job Number 1.

Substantial Contribution

Los Robles is a repeat contractor with payment less than \$500,000 earned at the Los Robles facilities within the past five years. Therefore, Substantial Contribution does not apply.

Commitment to Training

Los Robles' annual training budget is approximately \$1.3M annually for training in different areas such as employee orientation, department skills training, safety training, equipment training and patient assessment and care 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.

➤ Training Infrastructure

Training will begin upon contract approval, and will be center-based at all three hospital facilities. Classes will be provided mainly by the Education Department and clinical educators. Since this is Los Robles' third ETP Agreement, the Hospital has developed internal administrative procedures to capture training using rosters completed according to ETP guidelines, which help maximize earnings and performance. Los Robles has contracted with Altus Group US, Inc.

(Altus Group) to provide administrative support and recordkeeping throughout the term of this ETP Agreement.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned	
				\$	%
ET13-0321	Thousand Oaks	04/01/13-03/31/15	\$439,500	*\$439,500	(100%)

* Only \$247K earned is for incumbent training

DEVELOPMENT SERVICES

Altus Group in Maryland assisted with development for a flat fee of \$7,500.

ADMINISTRATIVE SERVICES

Altus Group will also perform administrative services for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

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 (ACLS)
- Arterial Blood Gas (ABG) Interpretation
- Behavioral Health Nursing Skills
- Basic Life Support (BLS)
- Body Mechanics
- 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)
- 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)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Hemodynamic Monitoring
- Infection Control
- Intra-Aortic Balloon Pump Therapy (IABP)
- Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous (IV) Insertion & 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 (New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- OB Trauma
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support (PALS)
- Pediatric Critical Care
- Pediatric Critical Care Assessment
- Pediatric Critical Care Cardiac Monitoring
- Pediatric Critical Care Respiratory Monitoring/Ventilator Support
- Peri-operative Nursing Skills
- Pre and Post-Operative Care
- Psychiatric Nursing Skills
- Psychotropic Medications
- 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
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

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
 - Care of Burn Patients
- **Imaging Department Training**
 - Radiation Safety Parameters for Patients and Staff
 - Quality Control
 - Procedural Knowledge & Skills for Radiologic Imaging, CT Imaging, Nuclear Imaging, MRI Imaging
 - Magnet Safety for MRI Staff

- **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
 - Maintaining and Stabilizing the Organ Donor Patient

- **Laboratory and Phlebotomy Department Training**
 - Knowledge and Skills Related to Infection Prevention Before, During, and After Phlebotomy Procedures
 - Knowledge of Vascular Anatomy and Physiology
 - Safe Identification and Labeling of All Specimens
 - Knowledge and Demonstrated Skills Regarding OSHA Sharps Safety
 - Knowledge and Skills Required for Determining Venous Access Sites

- **Long Term Care Unit (Subacute, Skilled Nursing, Transitional Care & Hospice)**
 - Patient Assessment & Care
 - Geriatric Nursing Skills
 - Med/Surg Nursing Skills
 - Pre and Post-Operative Care
 - Orthopedic Nursing Skills
 - Oncology Nursing Skills
 - Hospice Nursing Skills

- **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

- **Acute Care – Elderly Unit Training (ACE)**
 - Geriatric Patient Assessment & Care
 - Geriatric Medical/Surgical Nursing Skills
 - Pre and Post-Operative Care of the Geriatric Patient
 - Geriatric Orthopedic Nursing Skills
 - Progressive Mobility for the Geriatric Patient

- **Neonatal Intensive Care Unit (NICU) Training**
 - Patient Assessment & Care
 - Neonatal Resuscitation Provider (NRP)
 - Neonatal Advanced Life Support
 - Neonatal Intensive Care Unit (NICU) Nursing Skills
 - Neonatal/Infant Pain Scale (NIPS)
 - Palliative 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)
 - Neonatal Intensive Care Unit (NICU) Nursing Skills

- **Operating Room and Post-Anesthesia Care Unit (PACU) Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - 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

- **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

- **Progressive Care Unit (PCU) Training**
 - Patient Assessment and Care
 - Critical Care Nursing Skills
 - Ventilator & Tracheotomy Care
 - Hemodynamic Monitoring
 - Total Parenteral Nutrition

- **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 if the Neurosurgical Patient
 - Intravenous (IV) Therapy

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) tracking Skills
- MediTech Order Entry Skills
- Electronic Medical Records Application Skills

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
- Customer Service Skills
- Documentation Skills
- Continuous Quality Improvement
- 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

CBT Hours

0-24

COMPUTER BASED TRAINING (CBT)

Health Stream

- Ethics – Code of Conduct (1 hour)
- Nursing Orientation (4 hours)
- Patient Safety Initiative Training (1 hour)

Safety Training cannot exceed 10% of total training hours per-trainee

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.



UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
INTERNATIONAL
UNION, CLC

November 24, 2015

Employment Training Panel
1100 J Street, 4th Floor
Sacramento, California 95814

To Whom It May Concern:

SEIU-UHW supports Los Robles Hospital and Medical Center's efforts to provide training programs for our bargaining unit members. By making these programs available, Los Robles is helping staff to develop skills and abilities which will improve patient care and patient safety. Well trained staffs are a needed resource. We believe this training will be beneficial to all.

If you have any questions, please contact me at the numbers below.

Sincerely,

Betty Trist,
Union Representative – Hospital Division
SEIU United Healthcare Workers-West
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560 Thomas L. Berkley Way
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510-251-1250
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5480 Ferguson Drive
Los Angeles, CA 90022
323-734-8399
FAX 323-721-3538



December 3, 2015

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

RE: Los Robles Hospital and Medical Center's Application for Training Funds

To Whom It May Concern;

We are submitting this letter to confirm our support of the proposal and application for funds submitted by Los Robles Hospital and Medical Center related to the Employment Training Fund.

SEIU Local 121RN and Los Robles Hospital and Medical Center are jointly committed to the delivery of safe, quality patient care. This requires continuing education and training of the nursing workforce, and providing these professional development opportunities takes financial resources that the Employment Training Fund can assist with.

Thank you for your consideration.

Should you require additional information, please don't hesitate to contact me at (626) 375-9976 or via email at carranzas@seiu121rn.org.

Respectfully Submitted,

Sandra Carranza

Sandra Carranza
Union Representative
SEIU Local 121RN

Cc: Sue Weinstein, RN, Executive Director, SEIU Local 121RN
Rosanna Mendez, Chief of Staff, SEIU Local 121RN

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