



**Retrainee – Job Creation
Training Proposal for:
PAMC, Ltd. dba Pacific Alliance Medical Center, Inc.
Agreement Number: ET17-0184**

Panel Meeting of: August 26, 2016

ETP Regional Office: North Hollywood

Analyst: M. Paccereilli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative 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 type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 799	U.S.: 799	Worldwide: 799
<u>Turnover Rate:</u>	13%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$346,560		\$97,216 (30% Job 1)	\$0		\$249,344

In-Kind Contribution:	100% of Total ETP Funding Required	\$478,000
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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	MST Didactic & Clinical Preceptor, Cont. Improvement, Computer Skills; Commercial Skills	448	8-200	0-13	*\$503	\$21.28
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative Medical Skills Training SET	MST Didactic & Clinical Preceptor, Cont. Improvement, Computer Skills; Commercial Skills	30	8-200	0-13	\$800	**\$13.73
				Weighted Avg: 40			

*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 statewide; Job Number 2 (Job Creation): \$13.73 per hour in 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 \$2.30 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		300
Licensed Vocational Nurse		8
Certified Nurse Assistant		6
Therapist		35
Technician		42
Medical Assistant		2
Social Worker		3
IT Support Staff		12
Patient Care Support Staff		40
Job Number 2		
New Graduate RN		13
Registered Nurse		5
Licensed Vocational Nurse		1

Certified Nurse Assistant		2
Therapist		1
Technician		1
Medical Assistant		1
Social Worker		1
IT Support Staff		2
Patient Care Support Staff		3

INTRODUCTION

PAMC, Ltd. dba Pacific Alliance Medical Center, Inc. (PAMC) (www.pamc.net) is among the oldest hospitals in Los Angeles, dating back to the 1860's. It is an inner city, fully licensed and accredited acute care, general medical and surgical facility.

The medical center maintains a 24-hour urgent care unit and provides surgical services including Bronchoscopy, Gastroenterology, General Surgery, Neurosurgery, Obstetrics, Gynecology, Ophthalmology, Orthopedic Surgery, Otolaryngology, Plastic Surgery, and Urology. Other services include Intensive Care, Wound Care, Cardiopulmonary Laboratory, Clinical Laboratory, Dual Diagnosis Med-Surgical Unit, Physical Therapy, Radiology, CT Scans and Mammography, Hyperbaric Oxygen Therapy, and Outpatient Cardiac Center as well as the Downtown Coordinated Care Center.

According to PAMC, the patient population demographic has changed dramatically with more diverse ethnicity and complicated medical conditions, many with dual diagnosis. With the enforcement of the Affordable Care Act, hospitals are currently challenged to provide high quality, affordable patient care services to a population of middle-aged patients. Many patients have not sought medical attention for years until symptoms become intensified and diagnosis more severe; therefore, requiring intense care and treatment. To keep up with the increase in patient care demand, PAMC needs additional staff and training on advanced and critical care skills.

In addition, as PAMC moves further into electronic documentation, training in the use of new software and updates is necessary to ensure competency and accuracy for quality and patient safety. PAMC will upgrade of its MEDITECH system, investing \$150,000 for hardware updates in its Bedside Medication Verification process, Electronic Prescription, Dr. First EPCS (Electronic Prescription for Controlled Substances), Charging, Philips Monitor Interface Kronos Staffing and Medtronic Vital Sync Patient Monitoring. PAMC is also investing \$259,478 in a portable computer system called WOW (Workstation On Wheels) which allows nurses to document and retrieve information when they go to the patient's room in real time.

Retrainee - Job Creation

The Panel offers incentives to companies that commit to hiring new employees. Newly hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

PAMC has committed to hiring 30 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 is waived (Job Number 2).

PAMC is creating new jobs to keep up with the escalating high demand of its patient population. The Urgent Care Department has become increasingly busy and census population has increased significantly since it was refurbished a few years ago; therefore, creating a higher demand for patient care.

With its \$400K investment in computer system and expansion of its services, PAMC has committed to hiring new employees during the term of this proposal. The additional new employees will allow PAMC to maintain adequate staffing ratios and support expanded hospital service.

PROJECT DETAILS

Training Plan

Training will take place at the PAMC's facility in Los Angeles and will be delivered by in-house subject matter experts and training vendors retained during the contract term.

Medical Skills Training (65%): The Panel has established a "blended" reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. Training will be offered to all nurses (RN, LVN and CNA) in both Clinical-Preceptor and Didactic environments. Some allied healthcare occupations listed herein will receive Medical Skills Didactic training topics that are specific to their roles. 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.

Classroom training (Didactic) will be provided to all nurses in various advanced or technical topics designed to enhance skill sets and orient the new hires to PAMC's patient care models. New Graduate RN trainees will receive a broad spectrum of topics to prepare them for patient care in their assigned hospital units. Clinical Preceptor training will be delivered to nurses with emphasis on bedside skills in specific units. New 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 (20%): Training will be offered to all occupations in PAMC's healthcare information systems and electronic medical record technology to track, control and document vital patient data. Training will provide accurate documentation on patient charts; completing reports quickly and proficiently; and using electronic communications.

Continuous Improvement (10%): Training will be offered to all occupations in the skills necessary to assimilate into their assigned units with an understanding of quality standards, processes and procedures, and other skills to function within their team.

Commercial Skills (5%): Training will be provided via Computer-Based training (CBT) up to 13 hours to all nurses and allied health care professionals. CBT will supplement the trainees' class/lab hours and are a necessary part of staff's daily tasks. CBT is capped at 50% of the total training hours per trainee.

Special Employment Training/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 from \$28.38 to \$21.28 for trainees in Job Number 1.

Substantial Contribution

PAMC is a repeat contractor with payment earned in excess of \$250,000 and a former Substantial Contribution at the 15% 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 30% for this project, to reflect the hospital's \$97,216 Substantial Contribution to the cost of training. The Substantial Contribution requirement is not applicable for Retrainee – Job Creation trainees (Job Number 2).

Prior Projects

This will be PAMC's fourth ETP Agreement within the last five years. Prior ETP Agreements focused on the expansion of the Women's Center, new computer software in patient portal and healthcare data; and new equipment such as Rapid Hemodynamic Monitor, Bladder Scanner, Panda Warmer, NeoPap and Vein Light. ETP funds allowed PAMC 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.

The proposed training differs from and/or expands on training delivered in prior projects. Although some course titles may be similar in prior projects, there is no duplication of courses and the topics are updated and upgraded versions. Further, the training will focus on new computer software and equipment that has not been provided in prior projects.

Commitment to Training

PAMC represents that ETP funds will not displace the existing financial commitment to training. The Hospital's annual training budget is \$900,000 and includes general orientation, fire safety, sexual harassment prevention, as well as basic job-specific skills training. The proposed training greatly exceeds any prior efforts, which have been limited due to lack of budget resources, increased payrolls caused by new nurse/patient ratios, the effects of managed care, and increased costs of medical technology that patients need.

The Hospital anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. PAMC will continue safety training in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

The Education Department will oversee all administration under the supervision of the Director of Education. As a repeat ETP contractor, PAMC has well-established internal administrative procedures to capture training using rosters completed according to ETP guidelines, which help maximize earnings and performance.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

The following table summarizes performance by PAMC under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET15-0288	\$485,980	08/25/14 – 08/24/16	256	264	43

PAMC's projected performance is 100% based on the total reimbursable hours of \$29,031 entered into the ETP Online System. This will result in projected earnings of the full-encumbered amount (\$485,980). All trainees are expected to complete the retention period by August 2016, at which time, PAMC will submit the Final Closeout Invoice.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET13-0163 (Retrainee Only)	Los Angeles	10/08/12 – 10/07/14	\$251,424	\$251,424 (100%)
ET12-0426 (Job Creation Only)	Los Angeles	06/30/12 – 06/29/14	\$292,000	\$292,000 (100%)

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 – CLINICAL PRECEPTOR

- **Behavioral Health/Psychiatric Acute Care Services Unit**
 - Patient Assessment & Care
 - Behavioral Health Nursing Skills
- **Urgent Care Training**
 - Urgent Care Nursing Skills
 - OB Trauma
 - Triage Nursing Skills
 - Care of Pediatric patients
 - Post Disaster Care
- **Hyperbaric Oxygen Therapy Unit**
 - Patient Assessment & Care
 - Medical/Surgical 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 Dialysis Patient
 - Oncology Nursing Skills
- **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
 - Neonatal/Nursery Nursing Skills
 - Couplet Care
 - Breast Feeding/Skin-to-Skin Care
- **Operating Room and Post-Anesthesia Care Unit Training**
 - Patient Assessment & Care
 - Patient Positioning
 - Peri-operative Nursing Skills
 - Pre and Post-Operative Care
 - Trauma Nursing Skills
- **Pediatric Services Unit**
 - Care of Pediatric Patients
 - Patient Assessment & Care
 - Pre & Post-Operative Care
- **Special Care Unit Training**
 - Critical Care Nursing Skills
 - Patient Assessment & Care
 - Intracranial Pressure Monitoring & Ventriculostomy
 - Hemodynamic Monitoring
 - Pre and Post-Operative Care
 - Care of Trauma Patient

- Management of the Renal Dialysis Patient
- Total Parenteral Nutrition
- Ventilator & Tracheotomy 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 Therapy
 - Oncology Nursing Skills
- **Surgical Services Unit Training**
 - Patient Assessment & Care
 - Trauma Nursing Skills
 - Surgical Nursing Skills
 - Pre and Post-Operative Care

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Myocardial Infarction
- Advanced Cardiac Life Support
- Arterial Blood Gas Interpretation
- Basic Life Support
- Body Mechanics
- Care of Bariatric Patient
- Care of the Cardiac Patient
- Care of the Neurosurgical Patient
- Care of Pediatric Patients
- Care of the Stroke Patient
- Central Lines Management
- Chest Tube Care & Management
- Code Blue Response & Procedures
- Complementary Alternative Methods Pain Management
- Critical Care Nursing Skills
- Crisis Prevention Intervention
- Decontamination Procedures
- Diabetes Care & Management
- Dual Diagnosis - Care & Management
- Dysrhythmia Recognition & Interpretation
- Educating the Patient & Family
- EKG & Cardiac Monitoring
- Electronic Fetal Monitoring (Beginning & Advanced)
- Emergency Room Nursing Skills
- Equipment Skills (IV pumps, cardiac telemetry, vital signs, pulse-oximeter, ventilators, specialty beds, etc.)
- Evidence Based Practices
- Gastrointestinal Assessment and Management
- Grief, Death Dying Coping Mechanism
- Hemodynamic Monitoring

- Infection Control
- Intra-Aortic Balloon Pump Therapy Intra-Cranial Pressure Monitoring & Ventriculostomy
- Intravenous Insertion & Therapy
- Labor, Delivery and Postpartum Nursing Skills
- Management of the Renal Dialysis Patient
- Medical/Surgical Nursing Skills
- Medication Administration & Management
- Moderate Sedation
- Neonatal Nursing Skills
- Neonatal Resuscitation Provider
- New Graduate Nursing Skills
- New Registered Nurse
- Nurse Orientation Training (New Grads only)
- Nursing Diagnosis Skills
- Nursing Process Skills
- Oncology Nursing Skills
- Orthopedic Nursing Skills
- Ostomy & Continence Care
- Pain Management (Acute & Chronic)
- Patient & Family Centered Care
- Patient Assessment & Care
- Patient Fall Prevention
- Pediatric Advanced Life Support
- 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
- S.T.A.B.L.E.
- Telemetry Nursing Skills
- Total Parenteral Nutrition
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Wound & Skin Care

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
- Customer Service Skills
- 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
- Management of Assaultive Behavior

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- MEDITECH
- Electronic Medical Records Application Skills
- Electronic Prescribing
- Patient Portal
- Community Scheduling
- Meaningful Use of Healthcare Data

Computer/Based Training

0-13

COMMERCIAL SKILLS

- Module 1&2: Cultural Diversity & Sensitivity, Team Work : Abuse, Exploitation & Pain Management (1hr)
- Module 3a: Emergency Medical Response; EMR and Module 3b: Protection Against Fire, Radiation, MRI and Hazardous Materials (1.5hr)
- Module 4: Risk Management, Prevention of Fall; Impaired Behavior; Patient who is likely to Commit Suicide, Reporting Incidents (.5hr)
- Module 5a: Infection Control for All Employees (1hr)
- Module 5b: Infection Control for Clinical Providers Only (1hr)
- Module 6a: Medication Administration for Licensed Nurses Only (2hr)
- Mosby Module for General Assessment (Pediatric) (2hr)
- Mosby Module for Stroke Assessment (1hr)
- Mosby Module for Pharmacy Technicians (1hr)
- Mosby Modules for Arterial Blood Sampling (.5hr)
- Mosby Modules for Capnometry & Capnography (.5hr)
- Mosby Modules for Ventilation: Noninvasive CPAP, BiPAP & NIMV (.5hr)

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