



Training Proposal for:
Physicians For Healthy Hospitals, Inc.
Agreement Number: ET15-0305

Panel Meeting of: November 14, 2014

ETP Regional Office: San Diego

Analyst: M. Ray

PROJECT PROFILE

Contract Attributes:	SET Priority Rate HUA Retrainee Medical Skills Training Job Creation Initiative	Industry Sector(s):	Healthcare Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Riverside	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 (Hemet); Nurses and Allied Health Care Worker, SEIU-UHW Los Angeles (Menifee)		
Number of Employees in:	CA: 1,200	U.S.: 1,200	Worldwide: 1,200
Turnover Rate:	9%		
Managers/Supervisors: (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$423,660		\$55,480 30% (Job #1)	\$0		\$368,180

In-Kind Contribution:	100% of Total ETP Funding Required	\$618,552
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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 - Clinical with Preceptor, Computer Skills, Continuous Improvement	365	8 - 260	0	*\$352	\$33.17
				Weighted Avg: 28			
2	Retrainee SET Priority Rate Medical Skills Training Job Creation Initiative	MS - Didactic, MS - Clinical with Preceptor, Computer Skills, Continuous Improvement	141	8 - 260	0	\$1,700	\$13.44
				Weighted Avg: 85			

* Reflects Substantial Contribution

Minimum Wage by County: Job Number 1: \$27.09 per hour for Statewide Average Hourly Wage; Job Number 2: \$12.19 per hour Job Creation Wage for Riverside 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

Although employer provides health benefits, they are not being used to meet Post-Retention Wage.

Wage Range by Occupation			
		Estimated Number of Trainees	
Occupation Titles	Wage Range	Job Number 1 Incumbent	Job Number 2 Job Creation
New Graduate Registered Nurse (New Grad RN)		50	50
Registered Nurse (RN)		315	43
Licensed Vocational Nurse (LVN)		-	16
Certified Nursing Assistant (CNA)		-	32

INTRODUCTION

Physicians for Healthy Hospitals, Inc. (PHH) (www.physiciansforhealthyhospitals.com) is a for-profit coalition of local doctors whose mission is to create strong, state-of-the-art hospitals that serve as centers of medical excellence in the Hemet, San Jacinto, and Menifee Valleys in Southern California. In this proposal, PHH seeks funding for its two full-service, acute care hospitals: Menifee Valley Medical Center and Hemet Valley Medical Center, both in Riverside County (Hospitals).

In October 2010, PHH purchased Menifee Valley Medical Center, an 84-bed capacity hospital, and Hemet Valley Medical Center, a 327-bed capacity hospital. With a combined total of 1,200 full-time employees, the Hospitals provide services in emergency, cardiac catheterization, cardiac care, CT scan, MRI, day surgery, endoscopy, patient transportation, laboratory, surgical, maternity and nursery, oncology, orthopedic, joint replacement, therapy, and sub-acute unit to the general public in the city of Menifee, Hemet, San Jacinto, and surrounding communities of Romoland, Sun City, Canyon Lake, Winchester and Nuevo.

PHH is eligible for ETP funding under Special Employment Training provisions for frontline workers.

This is a repeat single-employer contractor. However, because the Application for Funding had been submitted by September 19, the date on which the Panel established a preference for first time single employers, this proposal was allowed to move forward.

This will be PHH's second Agreement with ETP in the last five years. In its first Agreement (ET13-0231), training was completed in October 2014. PHH successfully trained 283 Registered Nurses (including New Graduate RNs) to support the Company's commitment to add an operating room, expand obstetrics units, implement a new Electronic Medical Records (EMR) system, and re-invent internal processes for greater hospital efficiencies to eliminate waste, reduce costs, improve quality, and deliver greater value to the organization.

In this proposal, some nurse training will be repeated; however, PHH's ensures that it will not be delivered to the same incumbent workers. In addition, the proposed project will include a large percentage of newly-hired Job Creation trainees (Job Number 2) who have not received ETP training in the past. PHH indicates that the proposed training will expand on training delivered in the previous project focusing on EMR upgrades, New Graduate RN Program, and Emergency Department Residency Program.

PROJECT DETAILS

With the passage of the Affordable Care Act (ACA), PHH expects an increase of insured patients within the primary service area of the Hospitals. In addition to health plan changes, hospital representatives state that the populations within the cities of Menifee, Hemet, and surrounding communities have grown within the last five years. A consequence of the economic downturn, housing became more affordable and an influx of new members of the community has settled in these areas.

In order for the Hospitals to anticipate, prepare, and support an increased patient volume and the associated demand for patient care services, PHH must develop a strategic plan to promote new standards to improve quality processes, outcomes, and measures. To this end, PHH must implement the following workforce changes:

1. Skilled Nursing Facility – PHH has recently received an authorization from the State of California to open a Skilled Nursing Facility within the medical center campus in Hemet Valley. Opening in March 2015, this 90-bed-capacity facility will offer long-term care for the residents of the community. With this expansion, PHH must hire and train 8 RNs, 16 LVNs, and 32 CNAs. Training will focus on long-term care by setting specific, measurable targets to improve quality of care in the skilled nursing center environment.
2. Emergency Room (ER) – A distinct increase in patient population will come from approximately 1,000 ER patients a week. Hospital representatives state that newly insured patients have difficulty understanding their own health benefits under the new

healthcare reform. As a result, most of these patients enter medical care through an emergency room visit.

To respond to ER patient demands, PHH must hire additional nurses in the ER unit as well as provide incumbent ER nurses with advanced knowledge and skills training such as Triage Class (Emergency Severity Index) and Nursing Pediatrics. With the lack of experienced RNs to pull from the community, PHH depends on training to provide the skills needed to move into specialty areas such as the Emergency Department.

3. Electronic Medical Records (EMR) – Training on EMR software began during the term of PHH's first ETP Agreement. In October 2014, PHH deployed Phase II for additional on EMR software (at least 8 hours of training for some 280 RN's).

In this proposal, ETP-funded training will provide Medical, Computer, and Continuous Improvement Skills training to help maintain and improve the quality of patient care as well as meet the challenges of healthcare reform. ETP-funded training will also qualify staff for positions in specialty areas for which the Hospitals have been unable to recruit.

Training Plan

PHH conducted a needs assessment and determined that considerable training is necessary to help current and new staff achieve competency levels and to reach its overall staffing goals. PHH will continue its New Nursing Graduate Program, training approximately 50 RNs a year. The Company also developed an Emergency Department Residency Program that will provide advanced skills training to its newly-hired and incumbent nurses, training approximately 15 RNs a year.

Retrainee - Job Creation

With the opening of Hemet Valley's new Skilled Nursing Facility and to meet the healthcare demands of a growing community, PHH has committed to hiring 141 new employees: 50 New Graduate RNs and 43 newly-hired/experienced RNs; 16 Licensed Vocational Nurses (LVNs); and 32 Certified Nursing Assistants (CNAs). These trainees in Job Number 2 must be hired within the three-month period prior to Panel approval or during the term of contract. As a condition of contract, PHH represents that these trainees will be hired into "net new jobs."

Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage. As a feature of the Retrainee – Job Creation program, the Substantial Contribution requirement will be waived for Job Number 2.

Medical Skills Training (55%) - For this project, approximately 506 RNs (including New Graduate RNs), LVNs, and CNAs will participate in Medical Skills (MS) training. Trainees will utilize one or both didactic and clinical with preceptor training methodologies as it pertains to their job function. New Graduate RNs, newly-hired experienced nurses, and some incumbent 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 Preceptor Skills training under an assigned "preceptor". This training is critical to ensure nurses have critical hands-on skills prior to being assigned their own patients. New Graduate RNs will receive MS Clinical Preceptor training applicable to their assigned departments. Upon successful completion of new graduate nurse training, nurses will be qualified to take on the responsibilities of a staff RN.

All nurses will also receive one or more modules of MS Didactic training in advanced medical care to ensure competency. Hospital representatives report that the MS Didactic training is essential for RNs to understand the clinical processes, and prepare the nurses for work in specialty areas of the hospital, such as the ER.

All newly-hired RNs, LVNs, and CNAs Skilled Nursing Facility will need significant MS training specific to facility protocols for multiple areas of patient care in a skilled nursing environment.

The Panel has established a “blended” reimbursement rate for nurse upgrade training, recognizing the higher cost of delivery for the Clinical Preceptor model. This blended rate, \$22 per hour, will apply to both the Didactic and Preceptor modes of delivery. The standard class/lab rate for priority industries, \$18 per hour, will apply to Computer Skills and Continuous Improvement training. (See Curriculum)

Computer Skills (35%) - Training for the Hospitals’ EMR software upgrade (Phase II) will be provided to all newly-hired and incumbent trainees. The goal of this training is to introduce maximization and utilization for the following: connecting with patients through technology (patient satisfaction); including patients and family in the plan of care; learning financial impacts of electronic ordering and documenting; and ensuring accuracy for chart review and chart checks. Once Phase II is complete, the Hospitals project that the EMR system will improve clinical outcomes, allow for easier sharing of health information, improve workflow, reduce human errors, and improve patient care.

Continuous Improvement (10%) - Training will be provided to incumbent and newly-hired trainees. Course topics in Lean Six Sigma are projected to help workers reduce waste and streamline processes with the goals of improving patient care and patient outcomes. Trainees will learn appropriate tools to improve and standardize hospital processes.

Training Hours Limitation

Retraining hours are capped at 200 per trainee. However, with the shortage of experienced nurses in the community, PHH must often hire inexperienced graduate nurses who are typically not prepared to assume sole responsibility for patient care. Company representatives state that in order for New Grad RNs to meet hospital requirements for patient care and promote the above-mentioned strategic plan, these RNs will receive up to 400 hours of training to complete a 12-week New Graduate Program. Through this program, each New Grad RN is expected to train heavily on Medical Skills in Didactic and Preceptor training as well as various Computer and Continuous Improvement Skills training to ensure competency in both hospital and skilled nursing facility environment.

The successful completion of this program will qualify New Grad RNs to take on the responsibilities of a staff RN. As such, the Hospital is requesting a modification to allow 260 hours for approximately 100 New Graduate RNs who may require more extensive theory training and practical, clinical knowledge. Overall, PHH’s need to fund up to 260 hours for New Grad RNs in Job Number 1 and Job Number 2 will provide trainees a more comprehensive training to fully understand its EMR system capabilities and satisfy complex specialty unit processes in the Skill Nursing Facility and the Emergency Department. This waiver for New Graduate RNs has been considered by the Panel in the past.

Substantial Contribution

PHH is a repeat contractor with payment earned in excess of \$250,000 within the past five years. (See Active Projects Table) Accordingly, reimbursement for incumbent worker trainees in Job Number 1 will be reduced by 30% to reflect the Company’s \$55,480 Substantial

Contribution to the cost of training. The Substantial Contribution requirement does not apply to Retrainee – Job Creation trainees (Job Number 2).

Union Support

This proposal is supported by the California Nurses Association (Hemet); and Nurses and Allied Health Care Worker, SEIU-UHW Los Angeles (Menifee) to train nurses to assist in upgrading their skills which are critical to maintaining quality patient care.

High Unemployment Area

The trainees in this proposal work in a High Unemployment Area (HUA) with unemployment exceeding the state average by 25%. The determination of HUA status is based on unemployment data from the Labor Market Information Division of the Employment Development Department. Although Menifee Valley and Hemet Valley in Riverside County qualifies for HUA status under these standards, it is not requesting a wage or retention modification.

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.

Commitment to Training

PHH represents that ETP funds will not displace the existing financial commitment to training. PHH representatives report that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The Company's current annual training budget is approximately \$531,110: \$351,110 for Hemet Valley and \$180,000 for Menifee Valley. This budget covers annual In-Service Assessment, Sexual Harassment Prevention training, OSHA Safety, Workplace Diversity, New Hire Orientation, Basic Computer Skills, Leadership Workshops, Preceptor Workshops, Dementia Education, Pain and Management Addiction Prevention, Newborn Assessment, Stroke Education, and other basic job-related skills training. The Company will continue to provide this training during the term of the proposed Agreement at their own expense.

Impact/Outcome

Selected RNs from both Job Numbers will acquire in-depth knowledge and technical skills. The specialty training programs will help meet the need of trained staff and increase the ability to recruit staff. PHH anticipates rapid expansion of its specialty services which requires trained staff to provide patient care. Training will allow incumbent RNs from the Medical-Surgical/Telemetry Units to cross-train to the ER. As the ER jobs are filled, more jobs will open for New Graduated RNs in both Hospitals.

RECOMMENDATION

Staff recommends approval of this proposal.

ACTIVE PROJECTS

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

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET13-0231	\$398,000	1/7/13 – 1/6/15	420	279	TBD*

*The last day of ETP training was 10/6/14. PHH has documented 22,255 eligible training hours to equal more than 100% of the Agreement amount (\$398,000) of potential earnings for 305 trainees who are scheduled to complete retention. The contract closeout invoice 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

8 – 260 (New Graduate RN Only)

Trainees may receive any of the following:

MEDICAL SKILLS TRAINING – DIDACTIC

- Acute Psychiatric Care
- 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, 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
- 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
- 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)
- 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 (TPN)
- Transfer Techniques
- Triage Nursing Skills
- Trauma Nursing Skills
- Ventilator and Tracheotomy Care
- Versant New Graduate Program Skills
- Wound & Skin Care

MEDICAL SKILLS TRAINING – CLINICAL PRECEPTOR

- **Behavioral Health/Psychiatric Acute Care Services Unit**
 - Patient Assessment & Care
 - Acute Psychiatric Care
 - Behavioral Health Nursing Skills
 - Electroconvulsive Therapy (ECT) Skills
 - Care of Pediatric/Adolescent Psychiatry Patient
- **Burn Center Unit Training**
 - Emergency Care of the Burn Patient
 - Patient Assessment & Care
 - Care of the Burn Patient

- **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
- **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
- **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
- **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
- **Special Care Unit 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 of the Neurosurgical Patient
 - Intravenous (IV) Therapy
 - Oncology Nursing Skills

COMPUTER SKILLS

- Microsoft Office/Excel Skills (Intermediate and Advanced)
- Patient Billing and Accounts Receivable (PBAR) tracking Skills
- MediTech Order Entry Skills
- (McKesson) 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
- 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
- TeamBuilding Skills
- Utilization Review

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. **Exception: For New Grad Registered Nurse, the reimbursement for retraining is capped at 260 total training hours per trainee, regardless of the method of delivery.**



A Voice for Nurses. A Vision for Healthcare.

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September 9, 2014

ET15-0305

Jill McAloon Acting Executive Director
Employment Training Panel
1100 J Street, 4th Floor
Sacramento, CA. 95814

Dear Ms McAloon

I'm writing on behalf of C.N.A./California Nurses Association. Our union represents RN employees at Physicians for Health Hospitals/DBA Hemet Valley Medical Center. We support the application for training being submitted to the Employment Training Panel by this hospital. We firmly believe the funding will assist our members in upgrading their skills which are critical to maintaining quality patient care.

Please contact me if you have any questions

Sincerely,

Stephen E. Matthews
Labor Representative
C.N.A.



7012 0470 0002 4728 7546
RETURN RECEIPT REQUESTED
U.S. CERTIFIED MAIL

October 3, 2014

Brian Broad, Chairperson
Employment Training Panel
1100 J Street – 4th Floor
Sacramento, California 95814

Dear Mr. Broad:

I'm writing on behalf of SEIU United Healthcare Workers-West. Our Union represents employees at Physicians for Healthy Hospitals / DBA Hemet Valley Medical Center and Menifee Valley Medical Center. We support the application for training funding being submitted to the Employment Training Panel by these hospitals. We believe the funding will assist our members in upgrading their skills which are critical to maintaining quality patient care.

Please contact me if you any further questions.

Respectfully,

Ferdinand Silerio,
Union Representative – Hospital Division
SEIU United Healthcare Workers-West
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Cc: Michele Bird, Vice President Human Resources PIH
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