



Training Proposal for:

**Southern California Permanente Medical Group, Inc.
dba Kaiser Permanente**

Agreement Number: ET16-0164

Panel Meeting of: September 25, 2015

ETP Regional Office: North Hollywood

Analyst: M. Webb

PROJECT PROFILE

Contract Attributes:	Medical Skills Training Priority Rate Retrainee SET	Industry Sector(s):	Healthcare Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Orange, Riverside, San Bernardino, San Diego, Kern	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No United Healthcare Workers West and UFCW Local 324		
Number of Employees in:	CA: 64,000	U.S.: 174,000	Worldwide: 174,000
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,520		\$112,428 15%	\$0		\$637,092

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,600,000
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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 Medical Skills Training SET Priority Rate	Commercial Skills, Computer Skills, Continuous Improvement, MST-Didactic	1,041	8-200	0-100	*\$612	\$20.55
				Weighted Avg: 40			

*Reflects Substantial Contribution

Minimum Wage by County: Statewide (Priority Industry): \$20.55 per hour**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 \$2.89 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		100
Clerical Staff		60
Data Processing and Computer Operations Staff		50
Health Care Analysts		40
Licensed Vocational Nurses		120
Patient Care Aides/Assistants		160
Patient Care Support Staff		155
Registered Nurse		150
Technicians/Technologists		206

INTRODUCTION

Southern California Permanente Medical Group, Inc. dba Kaiser Permanente (Kaiser) (www.kp.org) was established in 1943 and began open enrollment to the public in 1945. The Medical Group operates under three corporate umbrellas; Kaiser Foundation Health Plans, Kaiser Foundation Hospitals and Permanente Medical Groups. Training under this Agreement will be delivered to employees of the Southern California Permanente Medical Group.

Kaiser has 14 medical centers, 214 medical offices, and serves more than four million members in Southern California. Union support letters have been provided by the United Healthcare Workers West and UFCW Local 324.

PROJECT DETAILS

This will be the ninth Agreement between ETP and Kaiser. Only newly hired nursing staff was trained under the last Agreement (ET14-0117). However, since then, Kaiser has increased membership by an estimated 10% (400,000 new members). To handle membership volume, Kaiser has recruited new medical and administrative staff. These employees were not hired in the "window period" for Job Creation, but they will be included in this training project.

In addition, following implementation of the Affordable Care Act (ACA) in 2013. Kaiser must provide quality healthcare services at lower costs. The Hospital has adopted new processes throughout all departments to meet this challenge. Training in these processes will be delivered to allow Nurses, Patient Care Aides, and Technicians to shift from one departments to another as needed for cost efficiency.

Trainees will also receive extensive training in medical skills to ensure protocol, and the latest methods are being applied. Furthermore, training in Computer Skills and Continuous Improvement will improve skill sets of staff to eliminate errors, support patient care and increase efficiency.

Training Plan

Commercial Skills (10%): Training will be offered to all occupations to ensure staff is in compliance with Kaiser systems and processes such as documentation standards and procedures, patient safety procedures and healthcare enrollment.

Computer Skills (20%): Training will be offered to all occupations to improve use of software systems used by Kaiser. Training courses include Health Connect (Scheduling, Ambulatory Chart view, Registration), and updated training on Kaiser's Electronic Medical Records System.

Continuous Improvement (25%): Training will be offered to all occupations to increase employee team building and problem solving skills. Training delivered will also improve employee communication and ability to organize as well as implement time management skills.

Computer-Based Training (10%): Computer-Based Training (CBT) will be used as a delivery method for Medical Skills training to enhance classroom instruction. Staff may receive up to 100 hours in topics such as Pain Management, Cancer Treatment, Documentation Procedures and Introduction to Geriatric Nursing. This training will be offered to all occupations as a training delivery method.

Medical Skills Training (35%): All Health Care Analysts, Licensed Vocational Nurses, Patient Care Aides/Assistants, Registered Nurses and Technicians/Technologists will receive Didactic training to remain current in medical treatment such as chemotherapy, podiatry, cardiac monitoring, infection prevention and glucometer training. Training will enhance staff skill set and increase overall proficiency.

The Panel has established a higher reimbursement rate (\$22) for nurse upgrade training, recognizing the higher cost of delivery for Medical Skills Training.

Commitment to Training

Kaiser continues to fund new hire orientation, management, and on-the-job training for employees. Kaiser spends approximately \$10 million dollars annually in training in the Southern California Region. Training is job specific and companywide.

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

➤ Training Infrastructure

Kaiser staff members have been assigned to administer this Agreement and are responsible for all scheduling, enrollment, tracking of training hours, and meeting with ETP staff over the duration of the contract. Staff selected to perform administrative duties have prior experience with ETP and are familiar with ETP Online procedures and systems.

SET/Priority Wage Modification

Under Special Employment Training, the participating employer is not required to demonstrate out-of-state competition. Trainees must be earning at least the statewide average hourly wage at the end of the retention period. The Panel may modify the minimum wage requirement for companies in priority industries, such as healthcare up to 25% below the state average hourly wage (\$20.55). Kaiser is requesting this modification.

Substantial Contribution

Kaiser is a repeat contractor with payment earned in excess of \$250,000 within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees will be reduced by 15% to reflect the Company's \$112,428 Substantial Contribution to the cost of training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0117	Statewide	08/01/13-07/31/15	\$600,000	\$600,000* (100%)
ET11-0321	Statewide	06/30/11-06/29/13	\$299,880	\$299,880 (100%)
ET11-0132	Statewide	02/07/11-02/06/13	\$249,480	\$249,480 (100%)

ET14-0117-Based on ETP Online Tracking Systems, 41,384 reimbursable hours have been tracked for potential earnings of \$600,000 (100% of approved amount). As of the date of proposal submission, 514 trainees have been approved and earned \$442,772 in funding; 188 trainees have been submitted for final payment and being reviewed/approved by ETP Fiscal for a total of \$165,884.

DEVELOPMENT SERVICES

Steve Duscha Advisories in Sacramento assisted with development of this proposal at no cost.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

N/A

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

8-200 Trainees may receive any of the following:

COMMERCIAL SKILLS

- Documentation Standards and Procedures
- Maintaining a Safe Work Environment
- Orientation to Kaiser Permanente Systems and Processes
- Patient Safety Procedures
- Benefits Enrollment
- Business Literacy
- Crucial Conversation
- Four Habits and Service Recovery

COMPUTER SKILLS

- Applications Software for Healthcare
- Electronic Medical Records System Operation and Optimization
- EXCEL Advanced
- EXCEL Intermediate
- Health Connect Ambulatory
- Health Connect Ambulatory Chartview
- Health Connect Check-In Registration
- Health Connect Encounter Documentation for Outreach
- Health Connect HOV Training
- Health Connect Master Scheduling
- Health Connect Scheduling
- Health Connect Scheduling
- Microsoft Access

CONTINUOUS IMPROVEMENT

- Consensus Decision-Making
- Critical Event Team Training
- Labor Management Partnership
- Lmp Performance Academy
- Proactive Office Encounter
- Quality Improvement Programs
- Speaking Up: Fostering An Open And Psychologically Safe Environment
- Unit Based Team – Member
- Budgeting, Staffing And Scheduling
- Case Management/Discharge Planning
- Charge Nurse Training/Frontline Leadership Skills
- Coaching Fundamentals
- Communications Skills
- Conflict Resolution Skills
- Front Office Operations Improvement

- Gathering And Using Data
- Handling Difficult Situations
- Human Resources Management
- Identifying And Resolving Problems
- Organization And Time Management Skills
- Patient And Family Centered Care Skills
- Performance And Quality Improvement And Procedures Skills
- Planning And Designing Work Processes
- Raid Improvement Model
- Reviewing And Evaluating Team Performance
- Root Learning Maps
- Service Excellence
- Team Building Skills

MEDICAL SKILLS TRAINING - DIDACTIC

- ACLS
- Fetal Heart Monitoring
- Advanced Stroke Education
- AED Defibrillator Training
- Aerosol Transmissible Diseases Training
- Alaris Pump Review
- Ambulatory Nursing Orientation
- Ambulatory Care Wound Care Management
- Ambulatory Competencies
- Anesthesia Dept. Orientation Checklist
- Annual Competency Validation
- Audiometric Hearing Screening Training
- Basic Life Support Skill Testing
- Blood & Blood Components
- Blood Pressure Competency
- Blood borne Pathogen
- Breast Biopsy Procedure
- Call Center Orientation
- Cardiac Catheterization Lab Nursing Orientation
- Cardiac Monitoring - 2014
- Care And Concern
- Care Experience Training
- Care Of The Patient After Renal Biopsy
- Care Of The Patient With Oncology Diagnosis/History
- Caring For And Protecting Our Elderly Patients And You
- Center Of Excellence For Minimally Invasive Gynecology
- Central Venous Access Device
- Chemotherapy Administration
- Chest Radiology Tumor Board
- Chest Tube Drainage And Monitoring Care
- Cleft Palate & Craniofacial Clinic
- Clinical Review
- CNA Nursing Orientation
- Co-Lead Transition Workshop

- Code Blue Simulation
- Comprehensive Workplace Safety System (Cwpss)
- Covidien Urology Tray Enhancements
- Delirium
- Dermatopathology Clinical Cases
- Diabetes Management
- Diagnostic Imaging RN Orientation Competency And Skill Validation
- Dietary Aide Orientation Competency
- Dietary Aide Orientation Competency Skills Validation
- Documentation Review
- Ear Lavage Policy
- Echo cardiology QA
- Education Day Modules
- EKG
- Emergency Area Orientation
- Emergency Medicine Morbidity And Mortality
- Equipment
- ER Tech Orientation Competency
- Essential Of Successful Communication
- Falls Prevention
- Family Centered Care Course - Post Partum
- Fecal Occult Blood
- Fetal Diagnosis And Management Conference
- Flu Competency
- Food And Nutrition Room Service Review
- General Surgery Morbidity And Mortality Conference
- General Tumor Board
- Globally Harmonized System
- Glucometer Training- Staff Validation
- Head And Neck Surgery Tumor Board Meeting
- Health Care Worker Orientation Day 1
- Identifying Acute Change In Patient Status And Activating Critical Response
- Implanted Ports
- Infection Prevention
- Insulin Initiation & Titration
- Intravenous Medication Administration
- Labor & Delivery Scrub Training
- Laboratory Employee Skills/Competency Assessment Orientation
- Laser Safety Training
- Life Safety And General Orientation For MRI And CT
- Lifting And Body Mechanics
- Lipid Management
- LVN Orientation
- MA/LVN HCWO Training Program
- Medical Panel Workflow
- Medical Terminology Book Completion
- Medication Inhalation- Initial

- Neonatal Resuscitation Program
- Neuroradiology
- New Grad Program
- Nova Glucometer Training Validators Class
- NRP
- Nuclear Med/MRI Tech Competency
- Nurse Advice
- Nursing Assistant Ward Clerk Update
- Nursing Update
- On Call RN Telephone Triage
- Chemotherapy & Biotherapy Provider
- Ophthalmology
- Pain Management
- Patient Safety University
- Pediatric Advanced Life Support Provider Program
- Pediatric Assessment, Care & Management Training
- Perioperative Nursing Symposium
- Phlebotomy Training
- Podiatry Surgery Radiology Rounds
- Point Of Care Test
- Policy And Procedure Review
- Preceptor Program
- Pressure Ulcer
- Principles Of Sterile Technique For Dermatology & Di Pt 2 (Skills)
- Professional Nursing: Caring Training And Bariatric Surgical Care
- Professional Nursing: General Surgery & Gastrointestinal
- Radiation Safety
- Regional Charge Nurse Training Program
- Regional Electrocardiogram Workshop
- Regional Pediatric Critical Care Course
- Regional Preceptor Training
- RN Leadership Development Program
- RN Leadership Program
- RN Preceptor Training
- Safe Lifting
- Safe Patient Handling
- Sepsis Prevention/Management
- Simulation Training
- Specimen Collection-Midstream-Urine 2013
- Splint Application
- Splinting
- Stroke Education
- Tuberculin Skin Test
- Wound Care 2014

CBT Hours

0 – 100

MEDICAL SKILLS TRAINING

• A Healthcare Professional's Guide To Pain Management	6
• A Healthcare Provider's Guide To Diabetes Care	4
• A Nurse's Sourcebook Of Complementary Therap	4
• Abcs Of Emergency Burn Management	1
• Abdominal Aortic Aneurysm	1
• Abdominal Trauma	1
• Access, Quality And Advocacy In Healthcare	1
• Acetaminophen Toxicity	1
• Activating A Stroke Alert And The Acute Stroke Te	1
• Acute And Chronic Urinary Retention	1
• Acute Leukemia	1
• Acute Pain Management	1
• Acute Renal Failure	1
• Administration Of Moderate Sedation/Analgesia	1
• Adult Immunizations	1
• Adult Obesity In The United States	1
• Adverse Drug Events	1
• Age-Related Macular Degeneration	1
• Allergic Rhinitis	1
• Alzheimer's Dementia	1
• Ambulatory Surgical Patient Care	1
• An Orthopedic Emergency	1
• Anabolic Steroids	1
• Back In Action With Joint Replacements	1
• Back Pain	1
• Bacterial And Fungal Infections	1
• Bacterial Gastroenteritis	1
• Balance And Hearing: At Risk From Drugs	5
• Bariatric Choice Of Procedures And Preoperative	1
• Basal Cell Carcinoma	1
• Beyond Standardized Care For The Homeless An Mentally Ill	1
• Beyond The Basics In Case Management	6
• Bipolar Disorder	1
• Blood Test, Drugs Boost Success Managing Heart Failure	1
• Body Fluid Exposure And Needle-Stick Injury	1
• Bone Health For Children And Adolescents	3
• Brain And Spinal Cancers	1
• Bronchiolitis In Children: An Evidence-Based App	1
• Cancer And Chemotherapy	8
• Cancer Risk Reduction	10
• Cancer Treatment	1
• Cardiac Exercise Testing	1
• Cardiac Invasive Procedures	1

• Cardiac Resuscitation In The Ed	1
• Case Management - Advocacy And Outcomes	1
• Cataracts	1
• Central Sleep Apnea	1
• Cervical Cancer	1
• Children In Pain	1
• Children's Health And Wellness	1
• Cholesterol — The Good, The Bad, And The Balance Part 1	1
• Chronic Fatigue Syndrome	1
• Chronic Kidney Disease	1
• Chronic Medical Conditions And Pregnancy	2
• Chronic Pain	1
• Classifying Low Back Pain	1
• Clinical Challenges Of Pediatric Pain Management	3
• Clinical Pediatric Nutrition	12
• Cnor: Anesthesia Techniques And Surgical Pharmacology	1
• Cnor: Decontamination, Disinfection And Sterilization	1
• Cnor: Immediate Postoperative Care	1
• Common Hand And Wrist Injuries	1
• Common Neonatal Procedures	1
• Common Pediatric Problems In Ambulatory Care	5
• Deep Venous Thrombosis And Thrombophlebitis	1
• Delegating To Unlicensed Assistive Personnel	1
• Dementia In The Elderly	1
• Dermatitis	1
• Diet, Exercise And Fitness	10
• Disparities In Delivering Palliative Care	1
• Dizziness In Elders	1
• Document It Right: A Nurse's Guide To Charting	5
• Drug Abuse, Withdrawal And Pain Management	1
• Ecg And Rhythm Interpretation: Blocks, Axis And Hypertrophy	1
• Emergencies And Palliative Care	1
• Endoscopic Ultrasound Reveals Gi Tract Secrets	1
• Ensuring Evidence-Based Practice In Critical Care	1
• Epidemiology: Introductory Concepts	1
• Epidural Hematoma	1
• Ethics And Processes	1
• Every Nurse Is A Risk Manager	1
• Everyday Ethics For Nurses	7
• Evidence-Based Effective Nursing Leadership	1
• Exercise And Fall Prevention In Seniors	1
• Exercise For Health And Fitness	1
• Fall Prevention Among The Elderly	1
• Families In The Ed	1
• Fibromyalgia	1
• Fighting For Breath With Copd	1

• Flexible Scopes And Photodynamic Therapy	1
• Folic Acid	1
• Food Allergies	1
• Food Safety And Protection	6
• Gastric And Peptic Ulcer Disease	1
• Gastric Tonometry	1
• Gastroenteritis	1
• Documentation	1
• Genetic Risk Assessment	1
• Genetic Testing	1
• Genitourinary Trauma	1
• Geriatric Cardiac Health	1
• Getting Started In Home Care	5
• Getting Started In Hospice Care	6
• Giardiasis	1
• Glaucoma	1
• Gout And Pseudogout	1
• Guided Imagery	1
• Guillain-Barré Syndrome	1
• Haemophilus Influenzae Infection	1
• Heart Health: Empowering Women	1
• Heart Healthy Lifestyle Counseling	1
• Heat Exhaustion And Heat Stroke	1
• Hemodialysis	1
• Hepatitis B	1
• Hepatitis C	1
• Herpes	1
• Herpes Zoster	1
• Hodgkin's Lymphoma	1
• Hormone Therapy	1
• Hospice And Palliative Care	1
• Hypertension And Its Treatment	2
• Improving Critical Thinking And Clinical Reasoning	1
• Infection Control	1
• Influenza	1
• Infusion Nursing: Anatomy And Physiology	1
• Infusion Nursing: Blood And Blood Components	1
• Infusion Nursing: Body Fluids And Electrolytes	1
• Insulin Management	3
• Interstitial Cystitis	1
• Interventional Pain Management	1
• Intrapartal Client	1
• Introduction To Geriatric Nursing	1
• Introduction To Neonatal Resuscitation	1
• Iron Deficiency Anemia	1
• Irritable Bowel Syndrome	1
• Kidney Disease, Part 1	1
• Liver Failure	1
• Low-Back Pain	1

• Lumbar (Intervertebral) Disc Disorders	1
• Lung Cancer	1
• Lupus Remains Incurable, But Research Offers H	1
• Lyme Disease	1
• Making Teamwork Work In Nursing	1
• Management Of The Patient With Stroke	9
• Managing Arthritis	6
• Mastitis	1
• Maternal And Infant Nutrition	10
• Measuring Quality Outcomes	1
• Mechanical Ventilation And Weaning	1
• Medical Surgical Nursing: Cardiovascular	1
• Medical Surgical Nursing: Endocrine	1
• Medication Reconciliation: Avoiding Dangerous Ei	1
• Meeting The Challenge Of Pediatric Pain Manage	3
• Melanoma	1
• Men And Pancreatic Cancer	1
• Mitral Stenosis	1
• Mitral Valve Prolapse	1
• Mobile Radiography	1
• Multiple Sclerosis	1
• Neonatal - Surgical Emergencies	1
• Neonatal Abstinence Syndrome	1
• Neonatal Cardiac Disorders Ii	1
• Neurosurgical Perianesthesia Care	1
• Nicu Cardiac Disorders	1
• Non-Hodgkin's Lymphoma	1
• Nursing Informatics	1
• Nursing Informatics Professional Practice	1
• Nursing Professional Development	1
• Obesity And Diabetes In School Children	1
• Obesity Management	12
• Oncologic Breast Reconstruction Today	1
• Oncology Nursing: Hematologic Malignancies	1
• Operationalizing Quality	1
• Orthopedic And Podiatric Perianesthesia Care	1
• Orthopedic Arthritis And Connective Tissue Disorc	1
• Orthopedic Complications Part I	1
• Orthopedic Hip, Femur, And Pelvis	1
• Orthopedic Infections	1
• Orthopedic Knee	1
• Orthopedic Pain	1
• Orthopedic Perioperative Patient Care	1
• Ovarian Cancer	1
• Ovarian Cyst	1
• Pain Assessment	1
• Pancreatic Cancer	1
• Parkinson's Disease	1
• Patient And Family Perianesthesia Care	1

• Patient Pain Education	1
• Pediatric Advanced Cardiopulmonary Life Support	4
• Pediatric Airway Management	1
• Pediatrics: Fever	1
• Pediatrics: Gastroenteritis	1
• Pediatrics: Respiratory Distress Syndrome	1
• Pelvic Inflammatory Disease	1
• Pericarditis	1
• Periodontal Disease Is A Systemwide Risk	1
• Perioperative Management And Stomal Complica	1
• Perioperative Nursing Environmental Support	1
• Perioperative Patient Safety	1
• Peritoneal Dialysis	1
• Peritoneal Dialysis Advanced	1
• Pharmacology - Cardiac I	1
• Physical And Psychosocial Assessment	1
• Precepting	1
• Pregnancy: Delivery	1
• Pregnancy: Trauma	1
• Premature Ventricular Contraction	1
• Pressure Ulcers	1
• Preventing Falls In The Elderly	1
• Preventing Medication Errors	2
• Progression Of Neoplastic Diseases	1
• Promoting A Culture Of Safety To Prevent Medical Errors	1
• Prostate Cancer	1
• Quality Management And Preventing Infections P:	1
• Radiation Incidents And Emergency Preparedness	1
• Radiology Cardiac Catheterization	1
• Refresher In The Pharmacology Of Asthma	1
• Renal And Gu Perianesthesia Care	1
• Renal Transplantation	1
• Respiratory Disorders Part I	1
• Responsible Opioid Prescribing	2
• Restraints	1
• Retinal Detachment	1
• Rh Incompatibility	1
• Rib Fracture	1
• Right Versus Left Ventricular Infarctions	2
• Roles Of A Case Manager	1
• Schizophrenia And Psychosis	1
• Scleroderma	1
• Seizure Disorders	1
• Sepsis	1
• Sexually Transmitted Diseases	1
• Shoulder Dislocation	1

• Sick Sinus Syndrome	1
• Spinal Cord Injuries	1
• Sports-Related Concussions	1
• Standards Of Care In Perianesthesia	1
• Stomal Management	1
• Surgical Adhesions	1
• Teaching Tomorrow's Nurses	1
• Telephone Triage	1
• Tension And Traumatic Pneumothorax	1
• Tourette Syndrome	1
• Toxic Alert	1
• Trachea Foreign Bodies	1
• Transitions Of Care	1
• Transplant - Ethics And Professional Issues	1
• Trauma In The Elderly	1
• Trauma To The Abdomen	1
• Traumatic Brain Injury	1
• Understanding & Preventing Foodborne Illness	2
• Understanding Inactivity Physiology	1
• Understanding Insulin Management	3
• Understanding Stress And Immunity	5
• Vascular Ulcers	1
• Vasculitis	1
• Vasoactive Drugs In The Or: Ensuring Patients' Safety	1
• Ventricular Aneurysm	1
• Ventricular Septal Defect	1
• Viral Infections Part I	1
• Weight Control & Eating Disorders	5
• Weight-Loss Medications	1
• Wound Infections	1
• Wound Management With Topical Treatments	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.



UNITED HEALTHCARE
WORKERS WEST
SERVICE EMPLOYEES
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UNION, CLC

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August 4, 2015

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

To Whom It May Concern:

We support the application of Kaiser Permanente to the Employment Training Panel to support training for our members.

Sincerely,

A handwritten signature in black ink, appearing to read "Chokri BenSaid", is positioned below the word "Sincerely,".

Chokri BenSaid
SEIU-UHW
Kaiser Division Director



Greg M. Conger
President
International Vice-President
UFCW International Union

Andrea Zinder
Secretary - Treasurer

August 11, 2015

State of California Employment Training Panel
1100 J. Street, 4th Floor
Sacramento, CA 95814

Gentle Persons:

UFCW Union Local 324 supports the application of Kaiser Permanente to the Employment Training Panel to help support training for our members.

If you have any questions, or if I may be of assistance to you, please do not hesitate to contact me.

Sincerely,

UFCW UNION LOCAL 324

Debbie Watts
Union Representative, for
Greg M. Conger, President