



COOK COUNTY HOSPITAL DISTRICT
BOARD MINUTES FOR AUGUST 18, 2016

Call to Order –Kay Olson called the meeting of the Cook County Hospital District Board of Directors to order on July 21, 2016 at 8:56 a.m. in the meeting room.

Adjourn to Closed Session – The Board recessed from the regular session to a closed session for the Quality Improvement/Peer Review Report, Medical Staff Report and Labor Negotiation Update.

Closed Session Summary - The Quality Improvement/Peer Review Report from July 2016 and Medical Staff Reports from July and August 2016 were reviewed and discussed. An update regarding Labor Negotiation was also provided.

Reconvene - The North Shore Health Board reconvened in regular session at 9:30 a.m.

Roll Call

Members Present: Sharon Bloomquist, Kay Olson, Howard Abrahamson and Justin Mueller

Others Present: Kimber Wraalstad, Vera Schumann, Casey Bronikowski, Sandra Barkley, John Strange, Heidi Doo-Kirk (p), Bill Christ, Randy Wiitala, Bob Willis (p), Brian Larsen (p), Shelly Peterson (p), Brian Miller (p), Josh Kostick (p), Jesse Work (p), John Geissler (p), Rory Smith (p)

Approval of Agenda – J. Mueller made a motion to approve the Agenda, approved as submitted.

Public Comments: None

Approval of Minutes for July 21, 2016 – J. Mueller made a motion to approve the minutes for July 21, 2016, H. Abrahamson 2nd. All ayes.

Updates:

- a. **Clinic Board:** In the absence of a Clinic representative, Kimber Wraalstad stated that Jeff Stoddard has accepted a position as Chief Financial Officer at the Sawtooth Mountain Clinic. Rita Plourde and Mr. Stoddard toured the new additions of the Care Center and Ms. Plourde requested we share with the Board Members how lovely the Care Center is and what a wonderful feel it has.
- b. **County Board:** Heidi Doo-Kirk reported that the new Public Health and Human Services Director has begun his position and he also has an Emergency Services

background. The County is reviewing whether or not to add an additional ½% transportation sales tax for transportation funding. The County Board will discuss this possibility at the next meeting. This is not an issue requiring a public vote; the Board has the authority to enact this with their own resolution. If the transportation tax were to go into effect, proper notification would need to be made available so the tax would not go into effect until January of 2017 or later. Ms. Doo-Kirk stated this tax would provide \$25-\$30 million towards road projects that are currently not covered by State or Federal funding.

- c. **North Shore Health Care Foundation:** The Annual Golf Scramble will be held on Sunday, October 2, 2016 at Superior National.
- d. **Board Members:** None
- e. **Correspondence:** None

Board Presentation – Violence Prevention Committee Update – Sandi Rude, RN, Committee Co-Chair – Ms. Rude provided a summary of the activities and accomplishments of the Violence Prevention Committee during the past year. The Committee has 13 members representing all Departments of North Shore Health and Sawtooth Mountain Clinic is also represented on the Committee. The Committee meets once every two weeks. The committee was formed in response to a specific Minnesota Statute that had passed stating that Hospitals need to design and implement an Incident Response Plan for Acts of Violence. The goal is to prevent and/or reduce violent acts from occurring. Initially, the committee members filled out a GAP Analysis questionnaire called Preventing Violence in Healthcare and it defined where the committee needed to begin to meet their goal. The following policies and procedures have been developed and implemented: Violence in the Workplace, Weapons, Active Shooter, etc. An act of violence does not just define an act that causes harm; it can be verbal or emotional abuse. The employees at our facility completed online education via HealthStream regarding Workplace Violence. The Clarity Event Reporting process has added a section for the reporting of any perceived workplace violence. The Clarity Reports are then dispersed for review by Department Managers, Administration, Quality Improvement and the Violence Prevention Committee. In the past, employees believed many events were part of the job, (i.e., a resident pinching a nurse) therefore many events went unreported. The Violence Prevention Committee and the Management of North Shore Health are actively encouraging reporting of every event that occurs. The Violence Prevention Committee sponsored the Active Shooter training and the MOAB (Management of Aggressive Behavior), both taught by St. Luke's employees. MOAB was required education for all employees with the first four hours centered on classroom training defining violence in the workplace and how to deescalate a situation. The second four hours provided hands-on training regarding strategies for controlling and restraining aggressive individuals. Ms. Wraalstad thanked Ms. Rude and the Committee for all their hard work in developing the violence prevention program.

Old Business

- a. **Mammography Policy Update:** Ms. Wraalstad provided a mammography policy update. Ms. Wraalstad has had multiple conversations with Dr. Lisa Schneider, Medical Director for the Piper Breast Institute and also the Breast Imaging Lead for Radiology Consultants. Dr. Schneider stated the processes and consent forms for mammography services for individuals with breast implants meet the current standard. A screening mammogram is still considered the gold standard for cancer detection; even for those with breast implants. Dr. Schneider advised our processes, policies, procedures and forms require no change at this time.

- b. **2015 Strategic Plan Update:** Strategic Initiative 1. Quality was reviewed and discussed.
- c. **2016 – 2017 Strategic Plan Update:** The 2016 – 2017 Strategic Plan Update is currently under development. It will be ready for review at the September 2016 Board Meeting.
- d. **Facility Update:** We moved! There were 22 residents moved within 4 ½ hours. There will be an adjustment period for residents as they become used to their new surroundings. The Survey and Certification Division of the Minnesota Department of Health was here for a survey on August 9. Verbal permission was received on the afternoon of August 9 to occupy the new rooms.
- e. **Other:** None

Financial Reports

Vera Schumann presented the July 2016 Executive Summary and Financial Report. North Shore Health had an income from operations of \$67,692 performing \$146,428 ahead of budget. Gross hospital patient revenues of \$1,210,900 are \$159,002 or 15% greater than budget. Care Center revenues are at 1% below budget. With the non-operating income and tax levy monies, there was a net gain of \$137,474 for the month. July acute patient days of 22 are 6 days or 21% under budget with swing bed patient days of 54 running 1 day or 2% ahead of budget. Care Center resident days of 839 are 3% behind budget with occupancy of 73%. At or ahead of budget are Emergency visits 83%, Lab 13%, CT/MRI 54%, Home Health 22% and Ambulance 18%. Below budget are Observation 18%, Colonoscopy 10%, and PT/OT 31%. Ms. Schumann reviewed expenses for the month of July and year to date variance of \$308,453. The Balance Sheet and Statement of Cashflows were also reviewed.

New Business

- a. **Board Resignation – Tom Spence:** Tom Spence recently sold his home and has moved out of the County. Therefore, he has submitted his resignation as a member of the Cook County Hospital District Board of Directors. J. Mueller made a motion to accept the board resignation of Tom Spence with regret, H. Abrahamson 2nd. All ayes. Sharon Bloomquist requested that the Board send him a note of appreciation for his dedication and years of service.
- b. **Levy Request:** The 2017 levy request is due to the auditor by September 15, 2016. Ms. Wraalstad and Ms. Schumann's recommendation is to keep the 2017 levy request at the current amount of \$800,000. A lengthy discussion was held regarding the anticipated loss from operations in 2016 and the 2017. K. Olson made a motion to maintain the \$800,000 levy for 2017, S. Bloomquist 2nd. All ayes.
- c. **Budget Timeline:** Ms. Schumann reviewed the 2017 Budget Timeline with the Board Members. At this time, the budget process is proceeding as planned.
- d. **Human Resources/Payroll Information System:** Bob Willis presented a Human Resources Systems Review. Mr. Willis commented North Shore Health is a paper driven system and is seeking to create process efficiencies. The current computer software that we use is not user friendly. Information must be inputted from paper and then the system does not populate to every required data base. Many times, the information is added multiple times in multiple places; it is a very sluggish process. Mr. Willis also commented once the information is entered into Meditech, it is very difficult to pull the data back out into usable reports. Mr. Willis reviewed three vendors who provide Human Resources Information Systems (HRIS) to streamline the Human Resources and Payroll management. The major features of the HRIS modules were reviewed and it was noted that other features are available in the modules in addition to those listed. The cost analysis completed on the three

systems was reviewed. Based on their analysis, it is the recommendation of Mr. Willis and Ms. Wraalstad that North Shore Health implement the ADP Human Resources/Payroll Information System. H. Abrahamson made a motion to implement the ADP Human Resources/Payroll Information System, J. Mueller 2nd. All ayes.

- e. **Other:** As a result of Tom Spence's resignation from the Board of Directors, two individuals were in attendance at the meeting to express their interest in completing the remainder of Mr. Spence's term. Bill Christ and Randy Wiitala were introduced and Ms. Olson asked both gentlemen to provide a brief summary of their background.

Mr. Christ shared that he has experienced over 30 years in the Management Consultant Business which provided him with a very rich and educational career. He traveled all over the world working with world class companies. He has been retired for two years but remains very active. Mr. Christ has serves on the Schroeder Area Historical Society Board and has just completed the sixth revision of their Human Resource Policy. Mr. Christ is ordained as a Lutheran Pastor while his wife is a former Catholic nun.

Randy Wiitala stated that he and his wife, Lynn, moved from the Twin Cities in 2005. He is the Director of Revenue Integrity with a firm that has many clients around the country. Mr. Wiitala provides consulting services to ensure that they have a well-managed revenue cycle and are receiving correct reimbursements. Over the last year, he was a part of a new hospital implementation, from the ground up, including installing the entire computer system. Mr. Wiitala's background began in hospital laboratories in Duluth at St. Luke's Hospital. Mr. Wiitala gave an overview of his history in the Medical field spanning over 25 years, including serving on the Sawtooth Mountain Clinic Board.

Management Report

A response to items noted in the Inspection Letter by Rex Stromquist, Engineer with the Health Regulation Division of the Minnesota Department of Health, was submitted on July 20. Mr. Stromquist "cleared the 19 rooms" and issued a certificate of compliance. The Survey and Certification Division of the Minnesota Department of Health conducted a survey and verbal permission was received to occupy the new 19 resident rooms. Moving Day actually occurred on Tuesday, August 16! The Minnesota Department of Human Services is proceeding with the requirement for fingerprinting all new employees who care for the elderly, disabled and other vulnerable groups. DHS and their vendor 3M/Cogent were unable to find a location in Cook County so North Shore Health agreed to serve as a fingerprint location for all individuals required to complete a DHS background study. The equipment has been installed for over a year and supposedly, new employee fingerprinting is imminent. We wait to hear when we are required to complete the fingerprint background studies for all new employees. One fingerprint examination has been completed for a person needing DHS background study. Bob Willis has begun the Leadership Development education with the Department Leaders. The Meyers-Briggs Type Indicator (MBTI) personality type has been completed by the participants. Additional information concerning the preferences identified in the MBTI has been provided by Mr. Willis about how our specific preferences color our experiences and interactions with others. These preferences also inspire our interests, needs, values, and motivation in both our personal and work life. A team building and communication exercise has also been completed. Throughout the year, Mr. Willis will continue to provide training in the areas of Conflict Management, Situational Leadership, Emotional Intelligence and Negotiation.

Construction Update –

Shelly Peterson, Brian Miller, Josh Kostick and Jesse Work from Boldt Construction and John Geissler from DSGW were present to provide a construction update. Ms. Peterson, Josh Kostick and Brian Miller presented the August 2016 Progress Report. The following areas were highlighted and discussed in detail:

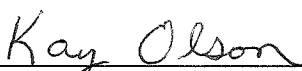
- Safety Risks and Concerns – No new reportable incidents
- Lost time – None
- Project Update
 - Phase 1 - Care Center (southeast and northwest)
 - Continue with Punchlist Items
 - Continue with Siding
 - Site
 - Completed Grading and Care Center Phase 1 Sidewalks
 - Completed Installation of Electrical Light Bollards
 - Phase 1 - Hospital
 - Started Metal Roof Decking
 - Started Exterior and Interior Metal Studs
 - Continue Underslab Utilities
 - Started Mechanical and Electrical Rough-In
 - Completed Structural Steel Erection
 - Completed North Side Concrete Foundations
 - Completed Backfill
 - Completed Waterproofing Foundations
 - Completed Concrete Slab on Grade Work
- Planned work
 - Phase 1 - Care Center (southeast and northwest)
 - Complete Puchlist Items
 - Complete Siding
 - Turnover for Occupancy
 - Phase 2 - Care Center
 - Begin Demolition
 - Site
 - Continue Work on North Area Slope
 - Mezzanine
 - Complete Weather Barrier
 - Phase 1 - Hospital
 - Begin Membrane Roof Installation
 - Complete Metal Roof Decking
 - Complete Exterior and Interior Metal Studs
 - Complete Underslab Utilities
 - Continue Mechanical and Electrical Rough-In
 - Complete Concrete Slab on Grade Work
- RFIs – 95 requests for information to the Architect, 3 RFIs open at this time
- ASIs – Fifteen Architect's Supplemental Instructions
- RFPs – 34 requests for proposals
- Submittals – Log reviewed

- Risks/Opportunities – Reviewed
- Field Manpower – Jobsite total – 36
- Equipment Onsite – Reviewed
- Communication plan and blog site – Reviewed
- Financial Update
 - Pay application #12 (07-01-2016 to 07-31-2016) for \$878,634.02 was approved on August 4, 2016 and has been paid.
- Contingency Usage – The contingency log was reviewed in detail
- Communication Plan – 20 Notes from Boldt have been sent and the average Blog Site views are 17.3 per day.

Ms. Peterson and Mr. Kostick commented the Boldt Project Team is currently developing a revised project schedule and phasing plan. They hope to have the information available by the end of August.

Adjourn

The regular meeting adjourned at 12:10 p.m.



Chairman



Clerk