



COOK COUNTY HOSPITAL DISTRICT  
BOARD MINUTES FOR APRIL 20, 2017

**Call to Order** – Kay Olson called the meeting of the Cook County Hospital District Board of Directors to order on April 20, 2017 at 9:00 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 and Medical Staff Report.

**Closed Session Summary** - The Quality Improvement/Peer Review Report from March 2017 and the Medical Staff Report from March 2017 was discussed. Medical Staff credentialing recommendations were approved.

**Reconvene** - The North Shore Health Board reconvened in regular session at 9:35 a.m.

**Roll Call**

**Members Present:** Sharon Bloomquist, Randy Wiitala, Justin Mueller and Kay Olson

**Not Present:** Steve Nielsen

**Others Present:** Kimber Wraalstad, Vera Schumann, Casey Bronikowski, Sandra Barkley, Dr. Schmidt (p), Heidi Doo-Kirk (p), Nancy Lang (p), Heather Wicklander (p), Gideon Silence (p), Ryan Morris (p), Jason Fries (p), Patty Wilson (p), Bob Willis (p), Amy James (p), Rhonda Silence (p), Rory Smith (p), Brian Larsen (p), John Geissler (p), Josh Christensen (p), Josh Kostiuik (p)

**Approval of Agenda** – S. Bloomquist made a motion to accept the Agenda for April 20, 2017, J. Mueller 2<sup>nd</sup>, all ayes.

**Public Comments:** Nancy Lang, EMT, spoke on behalf of several members of the Ambulance. Ms. Lang stated that they feel that their concerns as a whole are not being recognized. Ms. Olson commented she was aware of plans to work with the Ambulance Service and thanked the members for their comments and their work on the Ambulance Service.

**Approval of Minutes for March 23, 2017** – S. Bloomquist made a motion to approve the minutes for March 23, 2017, as presented. R. Wiitala 2<sup>nd</sup>, all ayes.

**Updates:**

- a. **Clinic Board:** No Report

- b. **County Board:** Heidi Doo-Kirk reported that a position was filled at the County but then vacated because the potential employee and their family of five could not find housing.
- c. **North Shore Health Care Foundation:** No Report
- d. **Board Members:** Kay Olson stated that she and the clinic staff were interviewed by Stat News for an article focusing on the discontinuation of OB Services in Cook County. Ms. Olson announced that the MHA Conference will be held July 14 – 16 in Alexandria, MN.
- e. **Correspondence:** None

**Board Presentation – Care Transformation Update – Amy James**

Ms. James provided an updated road map for the Care Transformation. As of April 2017, the Policy and Process Development, Job Description Development, Performance Evaluation Development, Culture Change Group Meetings, Evaluating and Modifying Care Model Delivery are all ongoing. Ms. James noted the Culture Change Group is currently discussing planning for outdoor space for residents this summer. The pharmacy and nursing staff are also working to develop a plan for implementation of electronic medication administration record and pharmacy order entry. Ms. James also discussed the plans to choose a new name for the Care Center. Rather than be known as the Care Center at North Shore Health; we will be the “New Name: at North Shore Health. It is felt if you keep the old name, people associate it with the old structure and the old care model. The housekeepers are blending and helping the residents during mealtime from 8:30 a.m. – 9:00 a.m. each day. The next care center resident move is being strategically planned. June 2017 is the proposed month for the move to the new 200 hall space and will provide the first feel of what our households will be like. Nurses will be training and going live with Pharmacy Order Entry (POE) and eMar. The move to the unified nurses’ station will be coordinated with the Hospital and ER move.

**Old Business**

- a. **2016 Strategic Plan Update:** Strategic Initiative 1. Quality and Initiative 2. Access were reviewed and discussed.
- b. **Facility Update:** Ms. Wraalstad stated that Ben Zwart from the State Health Department will be performing the inspection of the next phase of the Care Center instead of Rex Stromquist, who inspected the first phase of the Care Center.
  - o **Change Order Review:** Ms. Wraalstad reviewed the details from Change Order #10 for the Board.
- c. **Works of Art Project:** No new update.
- d. **Other:** None

**Financial Reports**

Vera Schumann presented the March 2017 Executive Summary and Financial Report. North Shore Health generated a loss from operations of \$74,920 for the month of March, performing \$3,054 or 4% ahead of budget. Gross hospital patient revenues of \$1,241,976 are \$61,881 (5%) ahead of budget. Care Center revenues are at budget for the month of March. Care Center revenue is reported at 2017 rates which are lower than 2016 rates. ECPN rates are effective April 2017 and will increase care center revenue from current rates. With the non-operating income and tax levy monies, there was a net income of \$120,416 for the month. March acute patient days of 34 are 11 or 48% greater than budget. Swing bed patient days of 74 are 22 or 42% greater than budget. Care Center resident days of 937 are 55 days or 6% less than budgeted with occupancy at 82% compared to the budgeted 86%. Volumes at or ahead of budget for the month are Colonoscopy 20%, PT/OT 11%, CT/MRI 43% and Ambulance Runs 82%. Volumes behind

budget for the month are Observation 36%, Emergency 8%, Laboratory 16%, and Home Care 29%.

### **New Business**

- a. **Unbudgeted Capital Equipment – Oxygen Manifold System:** During construction in the new Emergency Department, it was necessary to relocate the oxygen delivery and storage room. During the move, it was noticed that the manifold has a leak and it is recommended the manifold be replaced. This is the only option as parts are not available for the existing manifold. The purchase of a new oxygen manifold system from BeaconMedaes at a cost of \$6,069.00 is recommended. K. Olson made a motion to purchase the new oxygen manifold system, S. Bloomquist 2<sup>nd</sup>, all ayes.
- b. **25 Questions – How does the Board serve as advocates for North Shore Health?** Board Members and Ms. Wraalstad discussed several ways that the Board can serve as advocates for North Shore Health and for its' constituents. Several options were explored, such as advertising services, features on WTIP, contacting local, state and national legislative members. Are there other options for reaching community members other than electronically? This topic was discussed at length.

### **Management Report**

The North Shore Health Care Foundation has provided funding for the purchase of two visual acuity systems. These systems will be used by Kevin Mueller, Optometrist, during his Eye Care Outreach Clinic and will improve the accuracy of the eye examinations. North Shore Health has begun the implementation of the Avera e-Emergency System. Equipment is being ordered and a clinical guide is being developed to assist Avera in knowing the North Shore Health protocols, processes and transfer patterns. The paperwork is also being started for the credentialing of the eEmergency providers. Jennifer Dowden and Kathy Bernier have been chosen to participate in the LeadingAge Minnesota Leadership Academy during the next twelve months. The Leadership Academy is designed specifically to cultivate high potential leaders and represents a new generation of transformational leaders – leaders who will not just respond to the changing times but who will drive positive change for their organizations. Kelly Swearingen graduated from the Leadership Academy in February. LeadingAge has asked Ms. Swearingen to serve as a coach for the next two years. Robert McGregor, Interim Director of Nursing, and Shannon Curran, Clinical Nurse Manager, will be participating in LeadingAge Minnesota Nursing Leadership Symposium. This comprehensive education series spans five months and fifteen classroom days to develop the essential skills that make a great leader of clinical services. The 2017 Annual Program Review/Strategic Planning meeting will be held on Thursday, May 18 and Friday, May 19. The meeting will be held in the lower level of the First Congregational Church in Grand Marais. Matt Anderson has agreed to serve as Facilitator and will also discuss the Current State of Health Care.

### **Construction Update –**

Josh Christiansen, Shelly Peterson and Josh Kostiuik from Boldt Construction and John Geissler from DSGW were present to provide a construction update.

The Construction Progress Report for April 2017 was then presented. The following areas were highlighted and discussed in detail:

- Safety Risks and Concerns – No reports since the last month.
- Lost time – None

- Project Update
  - Phase 1 - Care Center (southeast and northwest)
    - Continuing with Punchlist Items
  - Phase 2 - Care Center
    - Completed mechanical, electrical, plumbing and fire protection in-wall and above ceiling rough-ins.
    - Completed drywall installations.
    - Completed ceiling grid installations within Resident Wing and adjacent corridors and common areas.
    - Started installation of new doors and hardware.
    - Completed paint and wall protection installations within new Resident Wing and adjacent corridors and common areas.
    - Started Ceramic Tile installations.
    - Started siding installations.
  - Phase 1 - Hospital (Inpatient Wing)
    - Zone 1**
      - Completed final cleaning.
      - Substantially complete with punchlist items.
    - Zone 2:**
      - Completed final cleaning.
      - Substantially complete with punchlist items.
      - Completed drywall installations within new Procedure Room.
      - Started taping and finishing new Procedure Room.
  - Phase 2 – Hospital (ER)
    - Completed drywall installations within last three (3) In-Patient Rooms, EMT Office, Decon and adjacent Corridor.
    - Started taping and finishing installations.
    - Continued mechanical, electrical, plumbing and fire protection in-wall and above ceiling rough-ins.
    - Completed major demolition activities.
    - Started installation of new structural steel framing members.
- Planned work for April
  - Phase 1 - Care Center (southeast and northwest)
    - Continue to coordinate Punchlist Items as areas are available and convenient for Residents
  - Phase 2 - Care Center
    - Complete ceramic tile installations.
    - Complete installation of ceiling tile.
    - Complete casework installations.
    - Complete installation of hand rail, grab bars and other specialties items.
    - Start flooring installations.
    - Complete siding installations.
    - Complete stone veneer installations.

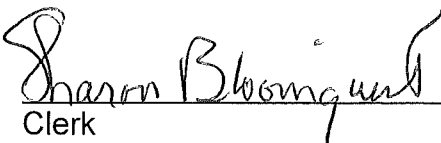
- Phase 1 – Hospital (Inpatient Wing)
  - **Zone 1:**
    - Complete all punch list items.
  - **Zone 2:**
    - Complete Procedure Room drywall taping and finishing installations.
    - Complete Procedure Room painting installations.
    - Complete Procedure Room ceiling grid installations.
    - Install lights, grills and diffusers within new Procedure Room.
- Phase 2 – Hospital (Emergency Department)
  - Complete new Ambulance Garage footings and foundations.
  - Complete new plumbing underground installations.
  - Continue structural steel installations.
  - Continue taping and finishing installations.
  - Start painting installations.
- RFIs – 139 requests for information to the Architect, 1 RFIs open at this time
- ASIs – Twenty-one Architect's Supplemental Instructions
- RFPs – 75 requests for proposals
- Submittals – Log reviewed
- Risks/Opportunities – Reviewed
- Field Manpower – Jobsite total – 71
- Equipment Onsite – Reviewed
- Financial Update
  - Pay application #20 (03-01-2017 to 03-31-2017) for \$901,364.97 was approved on April 6, 2017 and is waiting to be paid.
- Change Orders – Ten Change Orders have been submitted and approved
- Contingency Usage – The contingency log was reviewed. The contingency amount has been fully used and exceeded.
- Communication Plan – The last "Notes from Boldt" was sent on April 14, 2017. The average Blog Site views are 12 per day.

Photos of the project and the project phasing were reviewed.

**Adjourn**

The regular meeting adjourned at 12:33 p.m.

  
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 Chairman

  
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 Clerk