



COOK COUNTY HOSPITAL DISTRICT
BOARD MINUTES FOR JUNE 22, 2017

Call to Order – Kay Olson called the meeting of the Cook County Hospital District Board of Directors to order on June 22, 2017 at 9:01 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 May 2017 and the Medical Staff Report from May 2017 were discussed.

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

Roll Call

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

Others Present: Kimber Wraalstad, Vera Schumann, Casey Bronikowski, Dr. Milan Schmidt (p), Sandra Barkley, Stephan Light (p), Jennifer Backstrom (p), Rory Smith (p), John Geissler (p), Patrick Loughrin (p), Darrin Pursley (p), David Bolf (p)

Approval of Agenda – S. Nielsen made a motion to accept the Agenda for June 22, 2017, R. Wiitala 2nd, all ayes.

Public Comments: Steven Light stated he has been a patient at North Shore Health several times and he was pleased with the care and discussed his complaints regarding billing and insurance. He thanked the Board for all of the hospital improvements taking place.

Approval of Minutes for May 18, 2017 – J. Mueller made a motion to approve the minutes for May 18, 2017, as presented. R. Wiitala 2nd, all ayes.

Updates:

- a. **Clinic Board:** No Report
- b. **County Board:** No Report
- c. **North Shore Health Care Foundation:** No Report
- d. **Board Members:** No Report
- e. **Correspondence:** None

Board Presentation – Microbiology Project, Jennifer Backstrom, MLS – Laboratory Manager. Ms. Backstrom provided an update regarding the microbiology project with the addition of a new microbiology analyzer and the Meditech microbiology module. Ms. Backstrom commented the trend in smaller facilities has been to remove microbiology and send out tests. Examples of microbiology include strep throat cultures and identification of bacteria such as e-coli and streptococcus. These results and the integrity of the tests are vital to our community and the medical providers. Ms. Backstrom stated that our lab is working to update our practices to more current procedures, similar to how larger hospitals operate in this department. This service is important because our location is so far away from the next nearest facilities that can do these tests. The previous microbiology analyzer was replaced two years ago. The microbiology module was added to Meditech in 2016. In 2015, NSH was awarded a substantial grant from MDH, through the Rural Hospital Capital Improvement Grant Program, to assist in replacing the microbiology analyzer and add the microbiology module. Along with these additions, policies and procedures have been brought up to date to mirror many of St. Luke's policies and procedures as well as the guidelines from the American Society for Microbiology and the Clinical Microbiology Procedures Handbook. There are many benefits to obtaining the microbiology module such as consistency and efficiency with patient reports, capabilities for additional electronic communication, efficiency for NSH employees, consistency with microbiology testing and resulting. These consistencies make things seamless for new lab techs. Ms. Backstrom presented a copy of the older lab result reports compared to the new lab results report to highlight the user friendliness of the new report. The new analyzer automatically reads the results as soon as they are complete which reduces the potential for human error since we no longer perform manual test reads, resulting in the turnaround time for tests results decreasing. With the new technology, lab techs have less exposure to hazardous chemicals and microorganisms. Ms. Backstrom thanked everyone that has assisted with this implementation and making these changes possible for our facility and for our patients.

Old Business

- a. **2016 Strategic Plan Update:** Strategic Initiative 5. Patient/Resident Experience was reviewed and discussed.
- b. **Facility Update:** Kimber Wraalstad provided a brief facility update regarding the site visits expected by Minnesota Department of Health and the Fire Marshall.
- c. **Works of Art Project:** The committee is working on selecting dates to meet.
- d. **Other:** No Report

Financial Reports

Vera Schumann presented the May 2017 Executive Summary and Financial Report. North Shore Health generated income from operations of \$26,362 for the month of May, performing \$89,482 ahead of budget. Gross hospital patient revenues of \$1,128,427 are \$51,667 (4%) behind budget. Care Center revenues are \$22,081 (7%) less than budget for the month of May. With the non-operating income and tax levy monies, there was a net gain of \$94,458 for the month. May acute patient days of 22 are 1 or 4% less than budget. Swing bed patient days of 29 are 23 or 44% less than budget. Care Center resident days of 975 are 58 days or 6% less than budgeted with occupancy at 85%. Volumes at or ahead of budget for the month are PT/OT 8%, CT/MRI 52% and Ambulance 0%. Volumes behind budget are Observation 64%, Emergency 7%, Colonoscopy 30%, Laboratory 9% and Home Care 23%.

New Business

- a. **Medical Staff Bylaws Revisions:** Ms. Wraalstad reviewed the proposed changes to the Medical Staff Bylaws.
- The name was changed to North Shore Health from Cook County North Shore Hospital and Care Center.
 - The Courtesy and Allied Health Medical Staff categories were separated.
 - A Telemedicine Medical Staff category was created.
 - The Telemedicine Credentialing and Privileging section was revised.
 - Several typographical errors were corrected.

The revised Bylaws were adopted by the Medical Staff at their May 17, 2017 meeting and were recommended for approval. S. Bloomquist made a motion to accept the Medical Staff Bylaw Revisions, S. Nielsen 2nd, all ayes.

- b. **Renovation Open House** – Marice Zimmer announced that North Shore Health will host an Open House on Friday, July 28, to showcase the new Care Center Household, Hospital Rooms, and Emergency Department. The Open House will be held from 1:00 p.m. to 5:00 p.m. and will highlight these new areas. The mailer, posters, advertising materials, and magnet we intend to use as publicity were shared by Ms. Zimmer. The mailer will have the magnet attached to it. These items were created by Giant Voices and the Presence in the Community Committee. Giant Voices is also working on a press release that will be released in July.
- c. **25 Questions – How do we recognize our employees?:** Ms. Wraalstad stated as a government entity, we have challenges in sponsoring various types of employee events. In the past, events were funded by the proceeds from the pop and candy machines. An Employee Appreciation Committee is actively attempting to identify opportunities to recognize employees throughout the year. There are lunches; root beer float days and occasionally, items are distributed to employees such as coffee mugs, soup mugs and chocolate truffles. There are also employee recognition/ years of service pins that are awarded when employees reach certain milestones, 5, 10, 15, 20 years, etc. The goal is to let employees know that they are appreciated. It is nice to present the employees with something they appreciate. Mr. Wiitala asked about other opportunities for employee recognition. Mr. Nielsen recognized that the many items are focused on the employee group as a whole and asked what is done to recognize an individual employee. Ms. Schumann stated that she gives out gold star stickers. Mr. Nielsen suggested that we consult with other “like” facilities to evaluate their employee recognition practices. Mr. Nielsen would like to add Employee Recognition to the Strategic Plan as he would like to see a definitive plan for recognition to employees as a whole, as well as individual employee recognition.
- d. **Other:** None

Management Report

The Sawtooth Mountain Clinic Annual Meeting will be on Monday, June 26, 2017 from 5:30 p.m. – 6:30 p.m. in the William S. Corcoran Conference Room. NSH Board and employees are invited to attend. Ms. Wraalstad commented employee recruitment has been difficult and we have had several candidates who have accepted positions but have had to decline the job offer due to no housing options. The Workplace Violence Prevention Subcommittee is coordinating an Active Shooter Drill which will be held on Tuesday, June 27. The Grand Portage Band of Lake Superior Chippewa will hold their Annual Wellness Fair on Saturday, June 17. Treg Axtell from Physical Therapy will participate in the Wellness Fair. As a reminder, the 2017 Summer Trustee Conference will be held on July 14 – July 16, 2017 at the Arrowwood Resort and Conference Center in Alexandria.

Construction Update –

Patrick Loughrin and Darrin Pursley from Boldt Construction, John Geissler from DSGW and David Bolf from Northland Consulting Engineers were present to provide a construction update.

Mr. Loughrin and Mr. Pursley were introduced. Mr. Loughrin will assume the roles as the Project Manager as Josh Christensen has left the company and moved to the Cities due to family reasons. Mr. Loughrin is the Vice President of Healthcare and has been with Boldt for 40 years. Mr. Pursley is the Field Engineer and has worked with Mr. Loughrin closely during the last several years on health care projects.

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

- Safety Risks and Concerns – Mr. Loughrin reported property damage as the result of Thorson equipment hitting a parked vehicle.
- Lost time – None
- Project Update
 - Phase 1 - Care Center (southeast and northwest)
 - No new update, continuing with punchlist items.
 - Phase 2 - Care Center
 - Completed siding installations.
 - Construction Team has completed their punch list items.
 - Approval from the MDH Engineer was received on 5-31-17. We are still waiting for the Fire Marshall and Department of Health Final Inspection since 5-25-17. Expectations were the DOH inspection would be completed between 5-29-17 to 6-2-17. North Shore Health is ready to move Residents into Care Center 200 as soon as we have the occupancy permit from the Department of Health.
 - The plan was to move the patients by 6-5-17 with North Shore Health vacating the old Care Center 200 the week of 6-12-17 to 6-16-17. Boldt demolition of the old Care Center 200 was to start 6-19-17.
 - Phase 1 - Hospital (Inpatient Wing)
 - Zone 1**
 - Substantially complete with punchlist items.
 - Zone 2:**
 - Completed Operating Room except Trumpf installation of OR Lights and Boom and ceiling tile installations.
 - Phase 2 – Hospital (ER)
 - Completed installation of concrete masonry unit walls for Ambulance Garage and new vestibule.
 - Completed Steel structure and metal roof deck.
 - Completed Concrete floor infills.
 - Completed Steel Stud framing and wall blocking.
 - Completed Ceramic Tile work in three patient room bathrooms.
 - Completed installation of air-vapor barrier for Ambulance Garage and new vestibule.

- Continued mechanical, electrical, plumbing and fire protection in-wall and above ceiling rough-ins.
 - Prepping for roof membrane replacement parapet construction.
- Planned work for June
 - Phase 1 - Care Center (southeast and northwest)
 - Continue to coordinate Punchlist Items as areas are available and convenient for Residents.
 - Phase 2 - Care Center
 - Completion of punchlist items as issued by Boldt and DSGW.
 - Fire Marshall and DOH final inspections.
 - Occupancy of the new Resident Wing and Resident Kitchen.
 - Phase 3 - Care Center
 - Demolition of the old Care Center 200 hall to foundation walls.
 - Phase 1 – Hospital (Inpatient Wing)
 - **Zone 1 and 2:**
 - Coordinate installation of new equipment and light booms with Trumpf.
 - Phase 2 – Hospital (Emergency Department)
 - Complete structural steel installations.
 - Complete new roofing installations over Ambulance Garage and new vestibule.
 - Complete interior wall framing installations.
 - Continue taping and finishing installations.
 - Continue painting installations.
 - Install Epoxy floor installation.
 - Continue ceiling grid installations.
 - Complete mechanical, electrical and plumbing in-wall and above ceiling rough-ins.
- RFIs – 153 requests for information to the Architect, 2 RFIs open at this time
- ASIs – Twenty-three Architect’s Supplemental Instructions
- RFPs – 92 requests for proposals
- Submittals – Log reviewed
- Risks/Opportunities – Reviewed
- Field Manpower – Jobsite total – 45
- Equipment Onsite – Reviewed
- Financial Update
 - Pay application #22 (05-01-2017 to 05-31-2017) for \$1,339,113.27 was approved on June 8, 2017 and is waiting to be paid.
- Change Orders – Eleven 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 average Blog Site views are 13 per day.

Photos of the project and the project phasing were reviewed.

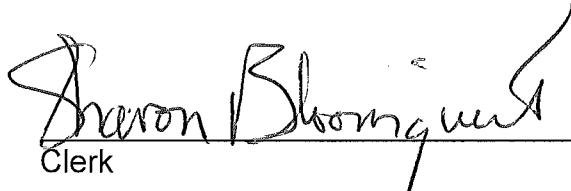
The status of the parking lot and need for a retaining wall next to County Road 7 was discussed by David Bolf, Rory Smith and Ms. Wraalstad. During the week of May 22, 2017, an issue regarding concerns about the Right of Way along County Road 7 and the proposed parking lot was expressed by David Betts, County Engineer. Multiple meetings and discussions have occurred regarding this issue. Due to the concerns regarding the Right of Way issue, work on the parking lot was basically suspended until a resolution was determined. Initially it was suggested the County has a 50' Right of Way. After research, it has been verified the Right of Way is 33' from the center of the road. Mr. Bolf discussed the multiple iterations of the site plan that had been developed during the design phase of the project in 2014 and 2015. One of the options at that time included a retaining wall. Due to value engineering, the retraining wall option was discarded. The design ultimately included perpendicular parking without a retaining wall and grading onto the Right of Way. In addition to his work with Northland Consulting Engineers, Mr. Bolf is also the City Engineer for Hermantown. There is not a statute, rule or regulation prohibiting grading on the Right of Way. As a result of this issue, Mr. Bolf spoke with the St. Louis County Engineer and representatives from the Minnesota Department of Transportation to verify his belief. Organizations work with the Authority of Jurisdiction, in this case the Cook County Engineer, to determine what is permissible. Grading onto the Right of Way creates concerns for snow removal. Mr. Bolf reviewed the revised options and cost, including the elimination of the parking. Eliminating the parking is not recommended because it will lead to routine parking on County Road 7 which is not safe and is not a good long term solution. A short, 4' tall by 190' long retaining wall located 1' from the Right of Way is being recommended at the cost of \$89,409. There was a lengthy discussion regarding the way the issue was identified, ongoing communications, how to proceed and funding options. The members of the Board also expressed their expectations that the County will work collaboratively with us, particularly regarding snow removal. Ms. Wraalstad and Mr. Smith recommended North Shore Health proceed with the option of adding a short retaining wall along the County Road 7 Right of Way and maintain approximately 17 parking spaces near the new front entrance. Steve Nielsen made a motion to proceed with the recommendation to add a short retaining wall at the cost of \$89,409. S. Bloomquist 2nd, 4 ayes (Bloomquist, Mueller, Nielsen and Wiitla) and 1 nay (Olson).

Adjourn

The regular meeting adjourned at 12:35 p.m.



Chairman



Clerk