



**COOK COUNTY HOSPITAL DISTRICT**

**BOARD MINUTES FOR NOVEMBER 16, 2017**

**Call to Order** – Kay Olson called the meeting of the Cook County Hospital District Board of Directors to order on November 16, 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, Medical Staff Report and negotiations update.

**Closed Session Summary** - The Quality Improvement/Peer Review Report from October 2017 and the Medical Staff Reports from October 2017 were discussed. An update on negotiations with SEIU was provided.

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

**Roll Call**

**Members Present:** Sharon Bloomquist, Kay Olson, Justin Mueller, Randy Wiitala (p) and Steve Nielsen (p)

**Others Present:** Kimber Wraalstad, Vera Schumann, Casey Bronikowski, Sandra Barkley, Jennifer Dowden (p), Heidi Doo-Kirk (p), Rita Plourde (p), Bob Willis (p), Rory Smith (p), John Geissler (p) and Patrick Loughrin (p)

**Approval of Agenda** – S. Nielsen made a motion to accept the meeting agenda, S. Bloomquist 2<sup>nd</sup>, all ayes.

**Public Comments:** None

**Approval of Minutes for October 19, 2017** – J. Mueller made a motion to approve the minutes for October 19, 2017. S. Nielsen 2<sup>nd</sup>, all ayes.

**Updates:**

- a. **Clinic Board:** Rita Plourde stated that funding for Community Health Centers has been included in the Children’s Health Insurance Program (CHIP) reauthorization Bill passed by the House of Representatives. The proposal is to reauthorize CHC funding for two years. Ms. Plourde explained how the Health Resources and Services Administration (HRSA) will authorize grants for Health Centers with fiscal years in January and February. If no decisions are made by March, Health Centers will be closing doors and/or reducing services. Due to SMC’s fiscal year, their grant requests are due by December 13, 2017. Ms. Plourde explained the importance of

these grant dollars, along with the decisions made by Congress. Ms. Plourde is hopeful that funding will be maintained if not increased. Ms. Plourde also commented she feels the collaborative effort between the Clinic and the Hospital with Dr. Schmidt serving as the Interim Emergency Medical Director has been very successful.

- b. **County Board:** Heidi Doo-Kirk stated that the Truth in Taxation meeting will be held at 6:00 p.m. on November 27, 2017. There will be information on tax statements showing where tax dollars are going. The County Board will likely be deciding on the 2018 budget at their November 28 meeting. Allison Plummer accepted Allison McIntire's vacated position, leaving Ms. Plummer's position vacated. There was a survey mailed out to select community members regarding taxes in our community by a group concerned about taxes. The results are currently being tallied.
- c. **North Shore Health Care Foundation:** None
- d. **Board Members:** None
- e. **Correspondence:** A letter was received from Ben Silence, on behalf of the Cook County Fire Chiefs Association, regarding instances of Fire Department members being contacted to drive the ambulance for transfers. We currently have two full-time EMT positions and one part-time position open. A full-time EMT resigned due to personal issues and a position was offered to an individual who was unable to find housing. The Fire Chiefs Association has agreed to meet with Mr. DuChien and Ms. Wraalstad on Monday, December 18. Ms. Wraalstad has requested the Fire Chief Association consider meeting in Grand Marais to allow other individuals to participate in the meeting including Dr. Schmidt and Dr. Terrill. Lengthy discussion followed.

#### **Board Presentation – Budget Update Presentation – Vera Schumann, CFO**

Ms. Schumann reviewed the 2018 Preliminary Budget in detail. Ms. Schumann provided detailed information on the proposed capital budget, statistics, revenue and expenses and then answered several questions. The final proposed budget will be presented during the December Board Meeting.

#### **Old Business**

- a. **2017 Strategic Plan Update:** Updates in the area of Strategic Initiative 1- Quality and Initiative 2 - Access were reviewed and discussed.
- b. **Facility Update:** A Change Order Log was reviewed. CSI Testing will be returning on November 29 to inspect the hazardous pharmacy hood. Ben Zwart, Minnesota Department of Health Engineering Division is tentatively scheduled for December 6 but that date might be postponed to the following week. It was determined the occupancy survey by the Minnesota Department of Health Survey Division following Mr. Zwart's visit can be an announced survey. Yesterday, Care Center Residents selected three different fire places for the Care Center, which will be ordered today in hopes of installing them prior to Christmas. There will be an additional facility updated provided later by Pat Loughrin and John Geissler.
- c. **Works of Art Project:** A Committee meeting has been scheduled for 3:30 on November 30 with Tim Young and Bonnie Gay Hedstrom. We are recruiting an additional member.
- d. **Other:** None

## **New Business**

### **a. 25 Questions – “What are the Needs of Seniors in the Community?”**

To what degree – in strategic planning processes – have we identified the needs of the seniors within our community? The needs of seniors within the entire community and not just within the four walls of North Shore Health were discussed. There was a lengthy discussion regarding what services and options could be potentially provided to our seniors. The demographics and factual information regarding Cook County Elders will be included in the 2018 strategic materials.

### **b. Other: None**

## **Financial Reports**

Ms. Schumann presented the October 2017 Executive Summary and Financial Report. North Shore Health generated loss from operations of \$247K for the month of October, performing \$107K behind budget. Gross patient revenues of \$1,412K are \$92K less than budget with Hospital revenues of 1,137K, 12K less than budget. Home Care revenues of \$23K are \$8K or 26% below budget. Care Center revenues are \$72K less than budget for the month of October. With the non-operating income and tax levy monies, there was a net loss of \$90,319 for the month. October acute patient days of 25 are 1 or 10% greater than budget. Swing bed patient days of 69 are 16 or 30% greater than budget. Care Center resident days of 910 are 237 days or 21% less than budgeted with occupancy at 79% compared to a budget of 100%. Care Center days were budgeted assuming Care Center phases 2 and 3 would be completed. Volumes at or ahead of budget for the month are PT/OT 11, Laboratory 3%, CT/MRI 6% and Ambulance 63%. Volumes behind budget are Observation 27%, Emergency 11%, Colonoscopy 40%, and Home Care 30%.

## **Management Report**

Ms. Wraalstad, Mr. Nielsen and Ms. Olson attended the Visit Cook County and the Cook County Chamber of Commerce Fall Gala and reported that it was a very nice experience. A Milestone Celebration took place on Monday, November 13 recognizing employees with anniversaries of 5, 10, 15, 20, 25, 35 years. Together, these employees celebrating milestone anniversaries have dedicated 205 years of service to North Shore Health. On Wednesday, October 25, North Shore Health was pleased to host a visit by Senator Tom Bakk, Representative Rob Ecklund, IRRRB Commissioner Mark Phillips and IRRRB ED/Development Steve Peterson. They toured our newly renovated space and the space still under construction. Following the tour, they joined us for lunch in the Café seating area. Ms. Wraalstad commented they seemed interested in North Shore Health and willing to listen to our comments. Included in the Board Packet is the Executive Summary completed by the American Hospital Association regarding regulatory overload. The document highlights the major findings, general opportunities to reduce burden and AHA recommendations for immediate regulatory relief. Currently, our facility has provided the flu vaccine to 86.5% of employees. We hope to achieve at least 90% participation to protect our patients, residents, and co-workers. The 2018 Minnesota Hospital Association Winter Trustee Conference is scheduled for January 12 – 14, 2018 in Brooklyn Park. The theme for the conference is *“Connecting Caring & Communities”*. Those Board Members interested in attending should provide their registration form to Ms. Wraalstad by Friday, December 15. A tentative schedule for 2018 Board Meetings is included with the Board Packet. The final dates will be included in next month’s management report.

## **Break for Lunch – 12:02 P.M.**

**Leadership Education** – Bob Willis, HR Director – The Abilene Paradox Case Study  
Mr. Willis presented 'The Abilene Paradox Case Study' to the Board. The Abilene Paradox is about managing agreement and groupthink. Individuals fail to accurately communicate their desires and/or beliefs to each other. They do just the opposite and lead others into misperceiving the collective reality. Other examples of groupthink, such as the Bay of Pigs incident were reviewed. It was noted the way to avoid group think is through respectful disagreement.

**Construction Update –**

Pat Loughrin from Boldt and John Geissler from DSGW provided a construction update.

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

- Safety Risks and Concerns – None since the previous meeting.
- Lost time – None
- Project Update
  - **Phase 3 - Care Center**
    - Metal Stud framing and MEP rough-in is 98% complete.
    - Drywall installation is 99% complete. Taping and finishing is 70% complete.
    - Painting and Tilework began late last week.
    - November focus:
      - Completion of MEP rough-in, insulation, drywall finishing and painting.
      - Installation of tile and floor finishes.
      - Installation of casework, door and hardware installations.
      - MEP finishes.
      - Exterior siding.
      - Exterior sidewalks and courtyard concrete work.
      - Ben Zwart (State Public Health) scheduled for occupancy inspection on December 6.
  - **Phase 2 – Hospital (ER)**
    - Pharmacy Department moved into the new area on 9-13 through 9-15.
    - A new 1H.P. motor has been ordered for Exhaust Fan # 8 to increase capacity for the pharmacy hazardous hood. CSI Testing will be scheduled in follow up for final certification.
  - **Phase 3H – Hospital (Radiology)**
    - Completed the steel and Unistrut overhead support for the x-ray area.
    - Above ceiling MEP rough-in is complete.
    - Interior walls and painting is 95% complete.
    - 50% of flooring is installed.
    - ACT Grid installation is 90% complete.
    - November focus:
      - Completing wall and floor finishes.
      - MEP finishes.
      - Casework, doors and hardware installations.
      - Ben Zwart (State Public Health) scheduled for occupancy inspection on December 6.


- **Phase 4H - (Physical Therapy):**
  - Interior metal studs and wall blocking and MEP rough-in is 95% complete.
  - Floor grinding for floor leveling is complete.
  - Removal of the old rooftop AHU and installation of the new AHU -3.
  - Completed reframing exterior wall and installation of the new windows and exterior EIFS finish.
  - November focus:
    - Completion of floor leveling, drywall finishing and painting.
    - Completion of in-wall and above ceiling MEP finishes.
    - Implement plans for temporary relocation of the main reception desk for use with the opening of the radiology, lab and new main corridor.
  
- **Phase 6H – (Lab)**
  - Completed underground plumbing and floor patching for de-ionized water requirements.
  - Partial installation of interior walls, drywall and MEP rough-in.
  - Completed roofing above the lab area to allow completion of drywall.
  - Lab analyzer equipment was installed for initial calibration and start-up on 10-24 in room # 1094 Lab storage.
  - November focus:
    - Completion of in-wall and above ceiling MEP rough-in.
    - Completion of floor leveling, metal framing and drywall installation and finishing.
    - ACT grid and MEP finishes.
    - Ben Zwart (State Public Health) scheduled for occupancy inspection on December 6.
  
- **Main Entrance/Canopy Area**
  - Completed excavation, site grading and concrete work.
  - Erected the remainder of the steel structure and metal decking.
  - Installation of the exterior wall and roof framing and sheathing.
  - Sheet membrane roofing is 95% complete.
  - Stone exterior installation
  - November focus:
    - Completion of roof framing and shingle sloped roofs.
    - Exterior siding and Canopy beam/column cladding.
    - Complete masonry exterior.
  
- **Sitework**
  - Completed installation of the retaining wall and site backfill of the main entrance area.
  - Completed the concrete curbing and base course of asphalt paving @ the main entrance area.
  - Masonry work @ the exterior sign bases.
  - November focus:
    - Installation of exterior concrete @ facilities areas.
    - Completion of concrete sidewalks @ CC-3 courtyard.
    - Installation of exterior metal railing @ CC-2 area.

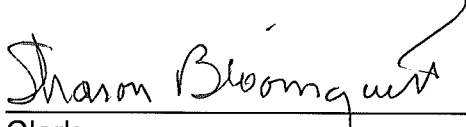
- Stone Landscaping @ the Main Entrance area.
  - Installation of the New Exterior Signs.
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- RFIs – 228 requests for information to the Architect, 4 RFIs open at this time
  - ASIs – Twenty-eight Architect's Supplemental Instructions
  - RFPs – 109 requests for proposals
  - Submittals – Log reviewed
  - Risks/Opportunities – Reviewed
  - Field Manpower – Jobsite total – 75
  - Equipment Onsite – Reviewed
  - Financial Update
    - Pay application #27 (10-01-2017 to 10-31-2017) for \$0 was approved on November 9, 2017.
  - Change Orders – Eighteen 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 14 per day.

Photos of the project and the project phasing were reviewed.

**Adjourn**

The regular meeting adjourned at 1:45 p.m.

  
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 Chairman

  
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 Clerk