



COOK COUNTY HOSPITAL DISTRICT

BOARD MINUTES FOR SEPTEMBER 15, 2016

Call to Order –Kay Olson called the meeting of the Cook County Hospital District Board of Directors to order on September 15, 2016 at 8:58 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 August 2016 and Medical Staff Reports from 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 9:28 a.m.

Roll Call

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

Others Present: Kimber Wraalstad, Milan Schmidt (p), Casey Bronikowski, Sandra Barkley, Amy James (p), Amy Lacina (p), Barb Heideman, Rita Plourde (p), Brian Larsen (p), Josh Christensen (p), Brian Miller (p), Josh Kostiuk (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 August 18, 2016 – J. Mueller made a motion to approve the minutes for August 18, 2016, S. Bloomquist 2nd. All ayes.

Updates:

- a. **Clinic Board:** Rita Plourde presented a Sawtooth Mountain Clinic update. The Clinic is currently working with Stratis Health on a Minnesota Department of Health/Centers for Disease Control grant regarding a colo-rectal screening pilot program. The Clinic has scheduled their Flu-Shot Clinics. The first ones will take place on September 27, October 4, and October 6, 2016 in the lower level of the Clinic. The Flu-Shot Clinic places and dates will be announced in the News Herald. The Lieutenant Governor will be in Grand Marais next week at the Library Grounds. We anticipate Lieutenant Governor Smith will have approximately 30 minutes to discuss the Great Place Project and Moving Matters.

- b. **County Board:** No Report.
- c. **North Shore Health Care Foundation:** Barb Heideman stated that the Foundation is beginning their strategic planning process. The Annual Golf Scramble will be held on Sunday, October 2, 2016 at Superior National.
- d. **Board Members:** Sharon Bloomquist commented she has been working towards creating a Family Council. On the second Tuesday of each month at 2:00 p.m., there will be a Family Council meeting with the purpose of creating the best "Home" possible for the Care Center Residents.
- e. **Correspondence:** None

Board Presentation – Nursing Leadership Symposium – Amy Lacina, RN and Amy James, RN. Ms. Lacina and Ms. James were selected to attend a Nursing Leadership Symposium that was offered through LeadingAge Minnesota. The program was designed for emerging nurse leaders. In attendance were 25 nurses from throughout Minnesota. The Symposium took place from April 2016 through August 2016 in Little Falls, MN. Topics included budgets, quality, reimbursement, nursing scope of practice, professionalism, survey readiness, to name a few. The nurses discovered their individual leadership and management styles, effective forms of communication and how to transition to their role of nursing leader. They also learned about culture change and visited Long Term Care facilities in Little Falls and Perham. Ms. James and Ms. Lacina shared their experiences, including scope and standard of practice, tools of effective leadership, and noted they gained a large supportive network. The 'Home Model' that has been implemented at nursing homes across the state was a large topic. Ms. James stated that our facility is far ahead of other facilities with our culture change advancements. Many sites are still at the beginning stages, while we are about one year into this process. Ms. James and Ms. Lacina have been sharing the information that they learned with their peers. Ms. Lacina feels that it is very important for all employees to be aware of our mission and vision statements and to strive to fulfill the mission and values in their daily work.

Old Business

- a. **2015 Strategic Plan Update:** Strategic Initiative 2. Facilities was reviewed and discussed.
- b. **2016 – 2017 Strategic Plan Update:** The 2016 – 2017 Strategic Plan Update is complete. The Board reviewed the proposed Strategic Plan. Following discussion, H. Abrahamson made a motion to accept the 2016 – 2017 Strategic Plan Update, J. Mueller 2nd. All ayes.
- c. **Facility Update:** Ms. Wraalstad reported a headwall mockup has been created in a new hospital room. This has allowed staff to review the placement of the electric outlets, oxygen hookups, light switches and computer stand.
- d. **Other:** None

Financial Reports

Vera Schumann was out of town attending an educational class so Ms. Wraalstad provided the Board with the August 2016 Executive Summary and Financial Report. North Shore Health had an income from operations of \$155,574 performing \$236,086 ahead of budget. Gross hospital patient revenues of \$1,491,800 are \$439,885 or 29% greater than budget. Care Center revenues are at 7% ahead of budget. With the non-operating income and tax levy monies, there was a net gain of \$225,503 for the month. August acute patient days of 28 are at budget with swing bed patient days of 87 running 34 days or 64% ahead of budget. Care Center resident days of 898 are 4% ahead of budget with occupancy of 78%. At or ahead of budget are Observation 0%, Emergency visits 74%, Colonoscopy 20%, PT/OT 21%, Lab 24%, CT/MRI 54%, and Ambulance 46%. It was noted we will now be entering the months with historically poor utilization and operating losses.

New Business

- a. **Care Center Transformation Update – Amy James:** Ms. James presented an updated Household Model Transition Status with information through August 2016. The opportunity for the greatest change was in the Environment Artifact category. As of the end of August, 19 Care Center Residents were relocated from the old facility into their new rooms in new construction. We already receive full points in Family and Community Artifact with the exception that we do not provide a daycare for employees. There was an increase in Workplace Practice Artifact. There are more points available if employees are designated to specific households. There is room for improvement in the Employee Recognition category. Staffing Outcomes and Occupancy has remained constant. Ms. James stated that we have a very low level of staff turnover, which adds points to the Artifact. Ms. James then reviewed the Culture Change Road Map. In July, the Flex Med Pass policy and procedure was refined. In August, the residents made their move. Other items completed and ongoing included the following: Resident well-being improved; Team Two for Self-Led Teams continued; policy and process development, job description development, performance evaluation development are proceeding; and Culture Change Group meetings are consistently held. Ms. James noted the Care Model Delivery for the Care Center was evaluated and modified. The Vision and Mission statements for the Care Center are being developed. Following the move, employees have commented Residents are sleeping better at night and they are overall more 'at Home.' Currently in September, everyone is working through developing their new work flow per their role and direct care staff is identifying problems and suggesting solutions as the new work flow develops. Each shift of employees is working with the previous or following shift to make sure that patient care is their primary priority and the result is a smooth transition between shifts and residents are much more comfortable. We hope to begin to pilot the medications at resident rooms and will continue with the items on the Road Map. Other departments are beginning to blend their roles. For example, the housekeepers will take time to attend to a Resident and their needs by taking them outside for a stroll or providing them with requested food or beverage.
- b. **District 5 – Board Member Replacement:** It was noted Cook County Hospital District has two excellent candidates to complete the remainder of Tom Spence's term. J. Mueller made a motion for Randy Wiitala to join the Board for the District 5 Board Member Replacement, S. Bloomquist 2nd. All ayes. Ms. Wraalstad will notify both candidates of the decision.
- c. **Other:** Ms. Wraalstad sent a 'Thank You' to Tom Spence for his years of dedication to the Cook County Hospital District. She shared that he responded gratefully and thanked the Board. Ms. Olson commented and the remainder of the Board agreed that we should encourage and expect new Board Members to attend Minnesota Hospital Association New Member Boot Camp.

Management Report

The mammography service of North Shore Health received our Food and Drug Administration Mammography Quality Standards Act (MQSA) Inspection on July 21, 2016. All observations were in compliance and no adverse observations were identified. North Shore Health meets all key MQSA requirements. Congratulations to Caroline Hanford on an excellent survey. The results of the Bridge to Health Survey conducted in 2015 have been received. Bridge to Health is a regional health status survey conducted every five years since 2000 in northeastern Minnesota and northwestern Wisconsin designed to gather information about the following: Prevalence of medical and mental health conditions, health-related behavior (obesity, diet, exercise, smoking, and alcohol use), preventative health screenings,

access to health and dental care, social determinants of health, and emergency preparedness. A summary of the survey results for Cook County has been compiled and is currently being reviewed with various groups within the community to identify possible programs and services to address identified health issues. The implementation process of the Human Resources Information Technology program has begun. ADP has been provided with both Human Resource and Payroll information and they are in the process of building files. The ADP project leader and module analysts have not yet been assigned but it is anticipated the implementation team will be in place by the middle of September.

Construction Update –

Josh Christensen, Brian Miller and Josh Kostiuk from Boldt Construction and John Geissler from DSGW were present to provide a construction update. Mr. Christensen, Mr. Kostiuk and Mr. Miller presented the September 2016 Progress Report. The following areas were highlighted and discussed in detail:

- Safety Risks and Concerns – No new reportable incidents. The Chase Level 3 OSHA Inspection went very well. Mr. Kostiuk discussed the partnership with OSHA as a Chase Level 3 project.
- Lost time – None
- Project Update
 - Phase 1 - Care Center (southeast and northwest)
 - Occupancy Obtained
 - Awaiting Delivery of Replacement Doors
 - Phase 2 - Care Center
 - Started Demolition
 - Site
 - Completed Grading of the Berm Adjacent to Sawtooth Ridges
 - Phase 1 – Hospital (North)
 - Completed Exterior Metal Studs and Sheathing
 - Started Installation of AVB Membrane
 - Started Interior Metal Studs
 - Started Mechanical and Electrical Interior Rough-Ins
 - Started In-wall Backing Installations
 - Continue Underslab Utilities
 - Continued Footing Installations for Remaining Columns
 - Completed Roofing Installations
 - Phase 1 – Hospital (Kitchen)
 - Completed Interior Metal Studs
 - Continuing Mechanical, Electrical and Plumbing Rough-Ins
 - Completed Installation of Exterior Windows
 - Completed Exterior Sheathing Installation
 - Completed Installation of AVB Membrane
 - Completed Roofing Installations
 - Started Drywall Installations
- Planned work
 - Phase 1 - Care Center (southeast and northwest)
 - Replace Damaged Doors
 - Complete Punchlist Items

- Phase 2 - Care Center
 - Install New Footings for Shear Walls
 - Begin Rough-in for New Underground Plumbing
 - Pour-Slab on-Grade
 - Install Exterior Metal Framing and Sheathing
 - Install Trusses
 - Start Roofing Installations
 - Phase 1 – Hospital (North)
 - Install Remaining Footing Pads Between Kitchen and In-patient Wings
 - Complete Structural Steel Installations
 - Start Demolition of 300 Wing
 - Complete Roofing Installations
 - Phase 1 – Hospital (Kitchen)
 - Install Remaining Footing Pads Between Kitchen and In-patient Wings
 - Complete Structural Steel Installations
 - Start Demolition of 300 Wing
 - Install Air Handling Unit Curbs
 - Complete Roofing Installations
 - Install Walk-in Cooler/Freezer
- RFIs – 104 requests for information to the Architect, 1 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 – 46
 - Equipment Onsite – Reviewed
 - Communication plan and blog site – Reviewed
 - Financial Update
 - Pay application #13 (08-01-2016 to 08-31-2016) for \$1,137,799.77 was approved on September 8, 2016 and has not yet been paid.
 - Contingency Usage – The contingency log was reviewed in detail
 - Communication Plan – 22 Notes from Boldt have been sent and the average Blog Site views are 16.8 per day.

Adjourn

The regular meeting adjourned at 12:07 p.m.

Kay Olson
Chairman

Sharon Bloominguit
Clerk