



COOK COUNTY HOSPITAL DISTRICT

BOARD MINUTES FOR NOVEMBER 18, 2021

Call to Order – Kay Olson, Chair, called the meeting of the Cook County Hospital District Board of Directors to order on November 18, 2021 at 9:15 a.m. on Zoom and in the Board Room.

Adjourn to Closed Session – Mary Sanders made a motion to adjourn into closed session for the Quality Improvement, Medical Staff, Credentials Committee Reports and Litigation update. The motion was seconded by Steve Nielsen and the motion carried with all eyes.

Closed Session Summary - The Quality Improvement/Peer Review Report from October 20, 2021; the October 20, 2021 Medical Staff Report; and a litigation update were reviewed.

Reconvene - The North Shore Health Board reconvened in regular session at 9:31 a.m.

Roll Call

Members Present: Steve Nielsen, Kay Olson, Mary Sanders, Randy Wiitala, and Patty Winchell-Dahl

Members Absent:

Others Present: Kimber Wraalstad; Paul Goetti; Milan Schmidt, MD (p); Greg Ruberg; David Mills (p) and Martina Johnson (p)

Due to the COVID-19 Pandemic members of the Board (Steve Nielsen, Kay Olson, Mary Sanders and Randy Wiitala); Kimber Wraalstad, Milan Schmidt, MD; Greg Ruberg, Dave Mills and Martina Johnson Moe attended the meeting via Zoom technology with the ability to hear and see the other participants. Ms. Winchell-Dahl and Mr. Goetti attended the meeting in the Board Room of North Shore Health.

Approval of Agenda: Patty Winchell-Dahl made a motion to accept the meeting agenda as presented; it was seconded by Randy Wiitala. The motion carried unanimously.

Public Comments: There were no public comments.

Approval of Minutes from October 21, 2021 – Mary Sanders made a motion to approve the minutes from the October 21, 2021 meeting as presented and the motion was seconded by Steve Nielsen. The motion carried unanimously.

Updates:

- a. **Clinic Board:** Due to another conflict, Kate Surbaugh was unable to join the meeting. She provided a written update about Sawtooth Mountain Clinic activities. Kaylan Dix, CNP joined the Clinic as a new and additional member of the Provider team. Ms. Dix is a Family

Nurse Practitioner, who will allow the Clinic to expand their capacity. COVID testing continues to be busy operating at a high volume and takes a great deal of time from Clinic staff. COVID vaccine boosters and pediatric doses are available and local events have been very successful. So far over 20% of eligible children ages 5-11 have been vaccinated! Booster events continue to be popular as well, and more capacity is being added for November and December. It is expected that MDH will authorize boosters for all adults who have received the vaccine more than 6 months ago. The county website at www.cookcountycovid19.org is the place to watch for the latest on COVID vaccine events and appointments

- b. **County Board:** Commissioner Mills reported that the Housing and Redevelopment Authority (HRA) board held its first meeting last evening. The following were individuals were selected to serve on the board:

District 1: Lawrence Doe
District 2: Chris Skildum
District 3: Mary Somnis
District 4: Chris O'Brien
District 5: Bill Gabler

Ms. Somnis was selected to be the Chairperson. The County granted tax abatement to two projects in Tofte that are mixed use with retail and housing. One project will receive a 15 year abatement and the other will receive a 20 year abatement. Efforts are moving forward to address housing issues in Cook County. However, Commissioner Mills commented that child care is also a concern for workforce development. Workforce is an ongoing issue at Cook County with 12 positions currently posted.

- c. **Board Members:** None.

- d. **Correspondence:** None.

Board Presentation – Transportation Barrier Survey – Martina Johnson

Martina Johnson, Adult and Home & Community Based-Services Supervisor with the Cook County Public Health & Human Services, shared the Transportation Barrier Survey. The survey was conducted by Sarah McLeod who served as an Intern with Cook County. Ms. Johnson commented that issues with transportation have been identified as a barrier for individuals receiving health care. The community survey was conducted from May to June 2021 with questions specific to transportation and lodging. A copy of the survey was included with the meeting information. Ideas for enhancement of the survey were discussed. Ms. Johnson discussed an idea to obtain a vehicle that could be used by several different organization that would provide transportation options and stated that work will continue to address transportation concerns.

Financial Reports:

October 2021 Financial Report: Mr. Goettl presented the October 2021 financial statements. Patient days in the Acute Hospital were 2 days or 28.6% more than budget with inpatient revenue for the month being \$38K more than budget. Swing Bed days were 73 less than budget with revenue \$30K less than budget. Care Center days were 3 less than budget and revenue was \$18K less than budget. Outpatient revenue of \$1,467K is \$174K or 13% more than budget. Net Operating Revenue of \$1,634K is 10.4% less than budget. Deductions from Revenue are \$346K more than budget; as a percent of Gross Patient Revenue, Contractual Adjustments are 17.1% compared to a budget of 11.6%. It was reminded that with the increase in gross patient revenue in the inpatient and outpatient area, compared to budget, an increase in Contractual Adjustments

should be anticipated. A detailed Contractual Adjustment analysis with actual revenue and expenses information is completed each month using the model developed by CLA. Total Operating Expenses of \$1,624K are 4.0% less than budget. The Net Income for the month of October 2021 of \$87K is \$89K less than budget. The year-to-date Loss from Operations is \$1,096K, which is \$536K better than budget. Gross Patient Revenue is \$1,653K higher than budget year-to-date. The year-to-date Net Gain is \$3,275K, \$4,412K more than the budgeted loss. Year-to-date FTEs are 103.8, 9.7 less than budget. Days' cash on hand increased to 264 days. The current ratio is 3.95 and the YTD payer mix is slightly more favorable with commercial being up 3.0% while Medicare is down 4.0%.

Steve Nielsen made a motion to accept the October 2021 financial statements. The motion was seconded by Randy Wiitala and the motion carried unanimously.

2022 Budget: Mr. Goettl provided a preliminary review of the draft 2022 Capital and Operating Budgets. The initial draft of the proposed 2022 Capital Budget is \$463K. The 2022 Volume and Statistics budget was then reviewed by Mr. Goettl. Department Leaders participated in the review process and recommended 2022 volumes based upon past experience and attempting to determine the ongoing impact of COVID-19. Mr. Goettl created an FTE Budget for 2022 and a worksheet identifying the proposed revenue for 2022 by Department. It was just announced on Tuesday that the Minnesota Department of Human Services will not be offsetting the Care Center rates for Provider Relief Fund grants and the Paycheck Protection Program grants. The preliminary 2022 Operating Budget was then reviewed. Operating expenses were reviewed and it was noted that expenses are still being reviewed. Completing the 2022 budgets with the ongoing response to COVID-19 has been difficult. The finalized draft of the 2022 proposed Capital and Operating Budget will be presented at the December Board meeting.

Old Business:

- a) Other: None.

New Business:

- a) Other: None.

Management Report: The Management Report for November 2021 included in the Board materials was reviewed.

An overview of COVID-19 activity was discussed. As of November 11, 2021, there have been two hundred ninety-three (293) confirmed cases of COVID-19 affiliated with Cook County; this is an increase of 21 cases in the last seven days. There has been an increased demand for the monoclonal antibody therapy. The process for scheduling the monoclonal antibody treatment has been refined. North Shore Health provides the monoclonal antibody therapy Monday through Saturday for up to four patients per day. Patient transfers for higher level of care continue to be a concern. Many organizations are "boarding" patients in the Emergency Departments for several days until transfers can be arranged. The One Dose Vaccination Rate of the Total Population for Minnesota is 63.5% and for Cook County it is 79.1%. The vaccinate rate at North Shore Health remains at 90% for employees and 100.0% for Care Center residents. Due to the community transmission level for Cook County remaining in the High category, employees not fully vaccinated must continue twice weekly routine testing. Jennifer Backstrom continues to monitor the testing supply chain. The amount of reagents continues to hold steady. Labs throughout the State have expressed concern about supply chain issues for everything from vacutainers to urine cups. Mike Flack has also commented on the increasing prevalence of backorders for medical supplies and has also reported that the 3M N-95 small masks are difficult to obtain. After waiting for over a month, the Centers for Medicare and Medicaid Services released interim final rules regarding mandatory vaccination on November 4, 2021. The guidance was reviewed in detail.

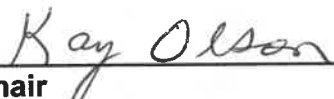
North Shore Health is in the process of reviewing the guidance and revising the policies and process regarding the mandate and exemptions. Department Leaders and Human Resources are beginning to have conversations with employees who are not fully vaccinated.

After 4 years of service, Chris Lange, Director of Maintenance, has resigned to relocate back to southern Minnesota so he can be closer to his family. We have hired Brook Lessard as the Maintenance Director. Brook is from Ham Lake, MN and is currently the Chief Building Engineer/Building Manager for JLL. In his role with JLL, Brook is responsible for the daily operations of the buildings housing medical device manufacturing. Brook will be joining North Shore Health full time in the beginning of January. The next Grand Marais clinic days for Dr. Lucarelli will be on Friday, November 19, 2021 and December 10, 2021. North Shore Health has finally received the flu vaccine. Troy Batchelor will be coordinating with the other members of the Nursing Leadership Council to distribute the vaccine to employees and Care Center residents. North Shore Health participated in the Community Stakeholder meetings with Senator Bakk, Representative Ecklund, IRRRB Commissioner Phillips and other community members on Saturday, October 30. The meeting was held in Grand Portage. Several other groups participated in the meeting including Sawtooth Mountain Clinic and Cook County Public Health and Human Services. Following the Community Stakeholder Meeting, we were honored to give Senator Bakk, Representative Ecklund and IRRRB Commissioner Phillips a tour of North Shore Health. They wore masks and eye wear just as our employees and essential caregivers wear and they experienced eye wear that continued to fog up. The Administrative Staff of North Shore Health have not had the opportunity to meet to develop priorities and goals for the next 24 months to address the five Strategies. We hope to begin our work on the Strategic Plan and have information to share with the Board in January for consideration and feedback. The Collaboration Committee for Sawtooth Mountain Clinic and the North Shore Health Board has been scheduled for Tuesday, December 7, 2021, at 11:30 a.m. using Zoom. Karen Halbersleben has agreed to serve as our facilitator. The Board Members discussed the goals of the meetings with the Collaborative Committee and how to maximize our collaborations. The 2022 meeting dates were reviewed. Since the September meeting is also at the same time as when the Minnesota Hospital Association and LeadingAge Minnesota Annual Meetings are generally scheduled the North Shore Health September 2022 was scheduled for September 15.

Adjourn:

A motion to adjourn the meeting was made by Steve Nielsen and seconded by Patty Winchell-Dahl. The motion carried unanimously. The next regular meeting will be held on December 23, 2021.

The regular meeting adjourned at 12:29 p.m.



Chair



Clerk