

# Bartlett Regional Hospital

AGENDA  
PLANNING COMMITTEE MEETING  
Friday September 2, 2022 – 12:00 p.m.  
Zoom Video Conference

This virtual meeting may be accessed via the following link:  
<https://bartlethospital.zoom.us/j/94747501805>

or call 1-888-788-0099 and enter meeting ID 947 4750 1805

- I. CALL TO ORDER
- II. APPROVAL OF AGENDA
- III. PUBLIC COMMENT
- IV. APPROVAL OF THE MINUTES
  - [August 9, 2022 Draft Planning Committee Meeting Minutes](#) (Pg.2)
- V. OLD BUSINESS
  - 1. Family Practice Building Update – David Keith
  - 2. Catholic Community Services update – David Keith
  - 3. [Master Facility Plan and Timeline](#) – Jeanne Rynne (Pg.5)
  - 4. [Current Projects Update](#) - Jeanne Rynne (Pg.8)
  - 5. [BOPS/Crisis Stabilization Project Update](#) – Jeanne Rynne (Pg.9)
  - 6. ED Expansion Project Update – Jeanne Rynne
  - 7. [Strategic Goal Initiatives](#) (Pg.14)
    - [Strategic Plan Update](#)- Nate Rumsey (Pg.16)
- VI. COMMENTS
- VII. NEXT MEETING – 12:00pm, Friday, October 7, 2022
- VIII. ADJOURN

# Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 [www.bartlethospital.org](http://www.bartlethospital.org)

Planning Committee Meeting Minutes  
August 9, 2022 – 4:00 p.m.  
Zoom Videoconference

**Called to order at 4:00 p.m., by Planning Committee Chair, Brenda Knapp.**

**PLANNING COMMITTEE\* AND BOARD MEMBERS PRESENT:** Brenda Knapp\*, Mark Johnson\*, Max Mertz\*, Deb Johnston, Hal Geiger, Lisa Petersen and Iola Young

**ALSO PRESENT:** Bob Tyk, Kim McDowell, Tracy Dompeling, Dallas Hargrave, Marc Walker, Sara Dodd, Nate Rumsey, Nathan Overson, Jeanne Rynne, and Anita Moffitt

**APPROVAL OF AGENDA – Mr. Johnson made a MOTION to approve the agenda as written. Mr. Mertz seconded. There being no objections, agenda approved.**

**PUBLIC PARTICIPATION – None**

**APPROVAL OF THE MINUTES – Mr. Johnson made a MOTION to approve the minutes from the June 13, 2022 Planning Committee meeting. Mr. Mertz seconded. There being no objections, minutes approved.**

## **NEW BUSINESS:**

**Operating Room Remodel –** Mr. Tyk was experiencing audio difficulties and unable to provide update at this time.

## **OLD BUSINESS:**

**Family Practice Building Update –** Mr. Tyk unable to provide update due to audio difficulties. Mr. Walker reported the building is in good condition but he is unable to speak to the zoning of it. Discussion with the CBJ Zoning Committee or City Manager needs to be held. Mr. Mertz raised questions about previous zoning of this property. He suggested tabling this conversation until the next meeting. Questions should be organized prior to that meeting to allow a more thorough discussion. Mr. Johnson noted it would be helpful to know what the total cost of the recommended upgrades would be. The hospital also needs to identify what they will use the building for before talking to CBJ.

Mr. Tyk joined the meeting at 4:15 and reported the following: There is to be a BRH & Assembly Joint Committee meeting on the 16<sup>th</sup> of this month to discuss zoning of the Family Practice property so this topic will be tabled until the next Planning meeting. Mr. Solomon-Gross may be able to provide an update during his report at the Board meeting.

**Operating Room (OR) Remodel -** Mr. Tyk identified plans for adding lights and booms in the existing ORs. He expressed concern about having to undo that work in the future when we try to bring the rooms up to speed to make them more efficient than they are now. He noted we currently have 2 ORs in operation and one used as storage. For this facility to generate revenue, we need to have 3 functioning ORs and bringing in a Davinci robot should be considered. He suggests the new CEO and the Board Planning Committee look at moving the OR remodel up in the ranks in terms of what we need to do. Ms. Knapp stated recommendations from Mr. Keith and staff regarding what the costs are, and what should be moved down the list of priorities will be needed. Mr. Johnson is in support of this suggestion. The vast majority of surgical residents are taught robotics so having this available could help recruitment efforts in the future. Mr. Tyk reported the Davita robot now offers a leased program. They have provided proformas to BRH for oncology gynecological procedures as well as urological procedures. Mr. Keith will work with staff to provide information for the Board to help determine if we should move ahead with this suggestion.

**Master Facility Plan and Timeline** – Mr. Walker reported the facility plan and timeline, included in the packet, are up to date. The OR lights and booms listed on the spreadsheet under future projects, has a very rough estimate of \$3 Million. On the timeline, it is something that should be considered sooner rather than later. Planning and design is currently projected to take place in the 4<sup>th</sup> quarter of 2022 but can easily change. Supplies and equipment currently stored in the 3<sup>rd</sup> OR suite would be cleared out to allow for the renovation, electrical upgrade and installation of lights and booms. **Mr. Johnson made a MOTION to move forward to the Board for consideration; to conceptually approve the recommendation of developing the 3<sup>rd</sup> OR Suite. Mr. Mertz seconded.** At Mr. Johnson's request, Mr. Walker provided clarification of the project. The initial budget only included replacement of the lights and booms in surgical suites. The proposed project includes an upgrade to electrical infrastructure to support things like the Davinici robots in the future. It wouldn't make sense to replace lights and booms now only to have to remove them again when the inevitable upgrades to electrical infrastructure is done in the future. \$3 Million is a very rough estimate that includes the lights, booms, electrical upgrade and other finishes that will allow us to be ready to implement projects of the future. Ms. Knapp stated there is a motion on the floor to move forward to the Board for consideration; to conceptually approve the idea of accepting the recommendation of developing the 3<sup>rd</sup> OR suite. Staff is to bring relative costs, timeline and cost benefit information to Planning and Finance Committees for consideration and a final recommendation to the Board. There being no objections and no further comments, *MOTION* approved.

Mr. Mertz asked for clarification on the dates on the timeline header and what process was used to identify the projects and dates in the timeline. Mr. Walker stated the 2021 noted on the header is a mistake and should be 2022. He then explained that Jensen Yorba Wall had been solicited to help develop the Master Facility Plan. They conducted staff interviews, a market analysis and an analysis of our existing facility. A list of projects was developed that had been identified during this process and presented to Senior Leadership to prioritize. This is a dynamic document and has been modified significantly over time. It is regularly brought to the Planning Committee and modified as needed.

**Current Projects Update** – Mr. Walker provided an overview of the project update list included in the packet. The ASU-11/ Endoscopy Fan system rebalance was completed, TAB report being reviewed. Underground work has been completed for the water main and RRC waste line repair. We are hopeful that the paving that was scheduled to take place on Saturday will be able to take place tomorrow if the weather cooperates. Site improvement projects continue to move ahead and paving the roadway may possibly take place within the next three weeks. Some of the doors that arrived for the fire door replacement project were damaged, putting this project 12-16 week out. Working with a contractor on a rough phasing plan for work to begin soon on the non-damaged doors. Contractor on board for the underground fuel line replacement. A third party inspection revealed the underground emergency generator fuel lines need to be replaced as well so will be added to the scope of work. A preconstruction meeting was held with Anderson Brothers on the surge protection project. Work will begin when parts and pieces are here. The CT Scanner/MRI project is currently out for bid.

**Bops / Crisis Stabilization Project Update** – Ms. Rynne reported construction is moving along and still on schedule for completion by March of 2023. Almost all interior wall framing, rough in plumbing and rough in mechanical completed. Electrical is still getting their rough in work done. Sheet rocking has begun on the walls on the basement level. Weather barrier up on outside of the building and they are finishing up on the last part of the roof. Working with Tracy Dompeling on procurement of furnishings and equipment for the building. We are on track with the current timeline and budget. Trying to expedite getting door frames here to avoid challenges with installation if not delivered on time.

**Emergency Department (ED) Expansion Project Update** - Ms. Rynne reported we just achieved schematic design. The design team, client group has been reviewing the designs. The schematic design construction estimates came in at \$10.7 Million. It had come in at \$10.2 during the concept phase. She does not feel it warrants increasing the budget at this time since another estimate will be provided when we are at 65% complete. We are currently at 35% complete. The city attorney does not feel that we should move forward with the GCCM (General Contractor/Construction Manager) process, previously approved by the Board, until a Certificate of Need (CON) determination is obtained. Due to this recommendation, the GCCM process has not been presented to the Assembly for approval. Because of this delay, it could be too late to use this process which would allow a contractor to come on in an advisory role early in the design phase.

The project can proceed the traditional way (design, bid, build) to keep it on schedule but won't have the added value of the contractor's input. At Ms. Rynne's suggestion, Mr. Overson provided an update on the CON. BRH has taken a parallel approach in submitting a Request for Determination. An argument was made to the State that BRH does not need to go to a full application for a CON, knowing that there is a reasonable likelihood that it will be declined. BRH is working with a CON expert to start the application process, but not submit it yet, in the event we do get declined for the Request for Determination. He reported the Commissioner's Office requested a second round of information yesterday making Mr. Overson cautiously optimistic that this is a positive sign. They have 30 days to make a determination, each time information is requested, it resets the 30 days. The state knows we're interested in getting this information sooner rather than later but it has to go through the Assistant Attorney General's office as well. Mr. Johnson initiated discussion about the use of the 3 additional rooms in the ED. The behavioral health room should be waived from the requirement that it would have 1,500 patients per year. The other two non-typical exam rooms are a triage negative pressure room and an airborne infection isolation room. Mr. Mertz asked what the risk is if the CON is not approved by the State. Mr. Overson would like to speak with CBJ Law about the ultra-conservative approach about the timing and letting us move forward. Every indication is that this would move forward under the current administration, the Office of Rate Review and the Commissioner's Officer are in full support. Mr. Mertz stated the GCCM process would be the most cost effective way of doing this project. Because we are being precluded from this process, he agrees that Mr. Overson should speak to Legal. Mr. Overson stated that Alexandria Hicks, the CON Program Coordinator from the state would probably be amenable to have a conversation with Mr. Palmer and Mr. Overson about some of the risks involved. Ms. Rynne volunteered to sit in on the conversation to answer any questions that may come up about the project. The Committee requests that Mr. Overson work with Alexandria Hicks and the City Attorney to try to move forward with the GCCM process precedent to having a CON determination. Ms. Rynne is to assist.

In response to Ms. Knapp, Ms. Rynne reported that the parking study has been assigned to a project manager. An RFP needs to be issued for consultant services. We are currently waiting for Long Building Technologies to submit a cost proposal for the Juneau Medical Center ventilation improvements.

**Strategic Goal Initiatives** – Ms. Knapp reported a thorough update had been provided by Mr. Humphrey at the last meeting and is reflected in the minutes. Mr. Keith will need to familiarize himself with the strategic plan and initiatives. He will provide support to the staff for recommendations to bring back to the committee and the full board. There is nothing else to be added at this time.

**Comments** – Ms. Knapp thanked everyone for their questions and input.

**Next Meeting** – 12:00 p.m., September 2, 2022

**Adjourned** – 5:12 p.m.

Project	Type	Estimated Cost	Primary Cat.	Priority	Notes	Funding	Status
<b>A. Bidding / Under Construction</b>							
A1	Ventilation Improvements to Surgery (Endoscopy) SF11 Replacement	Reno	\$400k	Surgery		BRH	Construction Winter 20/21
A4	BOPS Replacement Building	New	\$18M	Behavioral Health	May impact ED Addition	BRH	Under Construction
A5	Rainforest Recovery Center Exterior Upgrade	Reno	\$460k	Infrastructure		Def Maint Fund	Under Construction
B5	Fuel Oil Tank Supply Line Upgrade	Site	\$609k	Infrastructure		Def Maint Fund	Ready to Bid
B3	Phase 1 Sidewalk Replacement	Site	\$1.8M	Infrastructure		Def Maint Fund	Under Construction
B4	Southwest Asphalt Replacement (Combined with B3)	Site		Infrastructure		Def Maint Fund	Under Construction
NEW	Campus Door Upgrades	Reno	\$1.1M	Infrastructure		Def Maint Fund	Awarded In Submittal Phase
NEW	Chiller 2 Replacement	Reno	\$465K	Infrastructure		Def Maint Fund	Awarded In Submittal Phase
C9	Power Conditioning	Site	\$1.8M		Comprehensive surge protection & power cond.	Def Maint Fund	Phase 2 Surge Suppression Ready To Bid
<b>B. In Design</b>							
C1	Emergency Dept. Addition & Ventilation Upgrade	Reno	\$18M	Covid		Bonding / BRH	In Conceptual Design
	<i>ED - Expanded ED. incl. new Exam, Triage, &amp; Pysch Rms (3,675 sf)</i>			ED			
	<i>ED - New 24-hour Pharmacy (1,215 sf)</i>			ED			
	<i>ED - Reconfigured, relocated and possibly expanded ED Waiting Room</i>			ED	Enlarge for patient separation. Relocate to Entrance.		
	<i>2005 Bldg - OB/Nursery/Special Care. Convert 1 room to +/- pressure</i>			Covid	Requires ventilation system modification		
	<i>2005 Bldg - CCU. All patient rooms with negative/positive pressure</i>			Covid	Requires ventilation system modification		
	<i>2005 Bldg - MHU. Convert 2 rooms for negative/positive pressure</i>			Covid	Requires new ventilation system		
	<i>Pre-2005 Bldg - Med/Surg. Entire back wing negative/positive pressure</i>			Covid	Requires new ventilation system		
	<i>Pre-2005 Bldg - Med/Surg. Add bariatric isolation room with +/- pressure</i>			Covid	Requires new ventilation system		
NEW	Phsician Sleep Rooms (Redesign and rebid in August 2022)	Reno	\$500K	Physician		Def Maint Fund	Redesign/Rebid August 2022
NEW	CT/MRI Replacement	Reno	\$6M	DI		BRH	In Design
<b>C. Future Projects</b>							
B6	New South Site Access	Site	\$1.5M	Access		BRH/CBJ	
NEW	OR Lights/Booms and required infrastructure upgrades	Reno	\$3M	Surgery		BRH	Working with vendor on ROM
C2	North Addition - Phase 1 (34,600 sf 2-story or 51,900 sf 3-story)	New/Reno	\$30-50M		Where majority of dominos could go	Bonding	
	<i>Physician Services rental to replace Juneau Medical Center (8,200 sf)</i>			N. Addition			
	<i>Facilities Offices to replace Juneau Medical Center (950 sf)</i>			N. Addition			
	<i>Expanded Phys. / Occ. / Speech Therapy to replace 1988 Add. (6,880 sf)</i>			N. Addition			
	<i>Expanded Cardiac Gym to replace 1988 Add. (980 sf)</i>			N. Addition			
	<i>Expanded Infusion to replace 1988 Add. (760 sf)</i>			N. Addition			
	<i>Expanded Cafeteria / Kitchen, incl. dedicated Loading Dock (8,625 sf)</i>			N. Addition	Kitchen must move before 1st Floor Reno	BRH	
C2B	Proper Changing Rooms and Areas to deal with PAPR's etc.	Reno	Small	Covid	Requires new ventilation system	BRH	
C2C	Permanent IT Room	Reno	Medium				
C3	1st Floor Renovation	Reno	\$12M		Requires moved Kitchen (North Addition)	Bonding	
	<i>Abatement / Replacement of ductwork and mechanical in Main Shaft</i>				All individual 1st Floor projects could be phased		
	<i>Expanded Materials Management w/ dedicated Loading Dock (4,250 sf)</i>			1 <sup>st</sup> Floor			
	<i>Expanded Facilities, including Shop space (4,040 sf)</i>			1 <sup>st</sup> Floor			
	<i>Expanded Facilities-Biomedical Shop (300 sf)</i>			1 <sup>st</sup> Floor			
	<i>Expanded Facilities – Laundry (2,470 sf)</i>			1 <sup>st</sup> Floor			
	<i>Reconfigured Shared Staff Space (300 sf)</i>			1 <sup>st</sup> Floor			
	<i>New Diagnostic Imaging Women's Clinic (2,580 sf)</i>			1 <sup>st</sup> Floor			
C4	South Addition over Cafeteria (2,800 sf, 5,000 sf, or 10,000 sf)	New	\$3-10M	S. Addition	New Lab space would allow reno of extg. Lab	Bonding	
	<i>Relocate Lab or partially relocate and renovate (2,800 sf or 5,000 sf add.)</i>						
	<i>Create new direct cooridor from ED elevator to Surgical Services</i>						
	<i>Relocate Med Surge patient rooms to exterior, add core (10,000 sf add.)</i>						
C4B	Lab Renovation, including Ventilation Upgrade	Reno	Medium	Lab	Not clear how to renovate without domino space	BRH	
C4C	Ventilation Upgrade - Boiler Room	Reno	Small	Infrastructure	May not totally solve heat problem in Lab	BRH	

**Bartlett Regional Hospital**

**Facilities Master Plan - Project Priorities List**

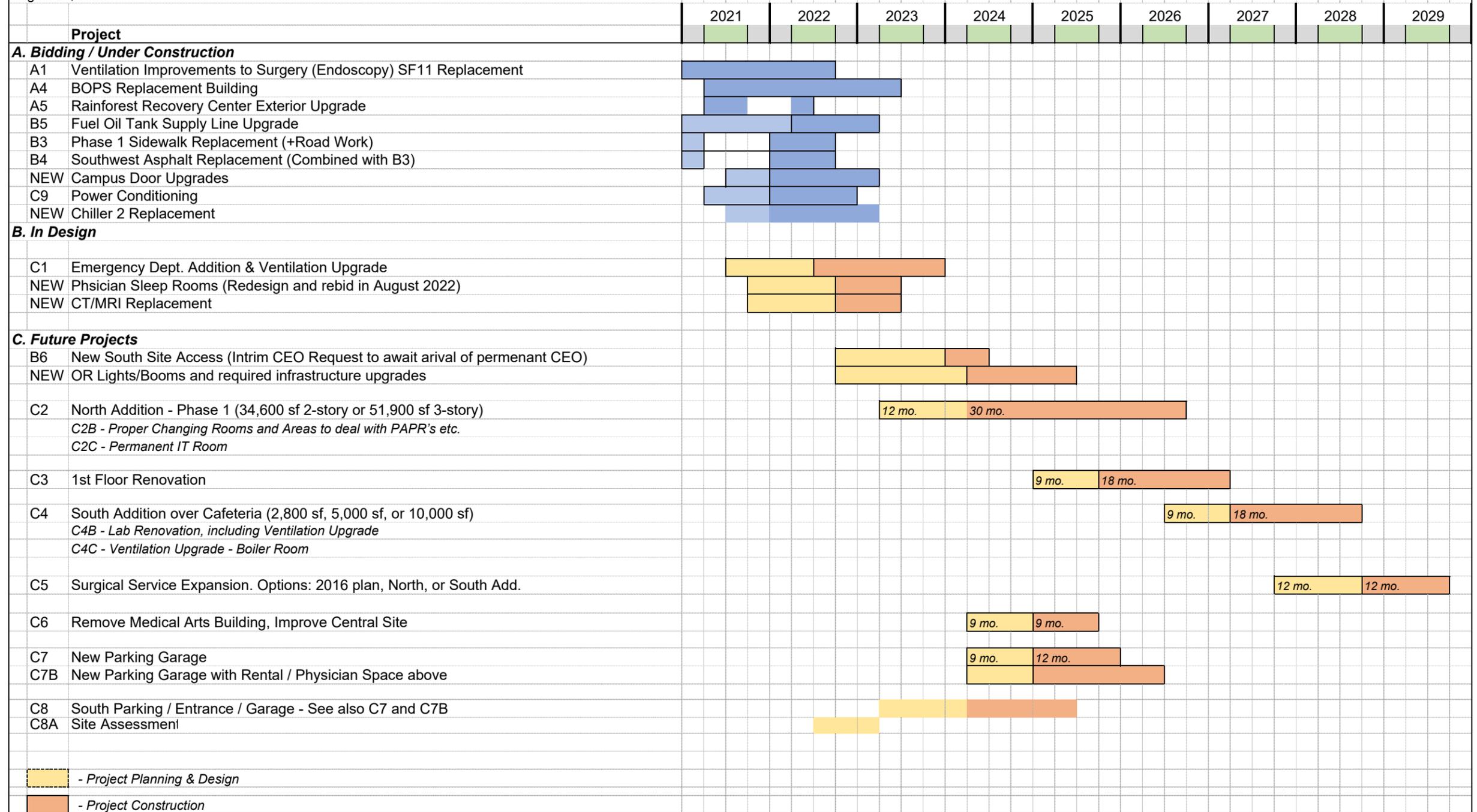
August 29, 2022

Originally Prepared by Jensen Yorba Wall, Inc.  
586-1070 corey@jensenyorbawall.com

			Estimated					
	Project	Type	Cost	Primary Cat.	Priority	Notes	Funding	Status
C5	Surgical Service Expansion. Options: 2016 plan, North, or South Add.	New	Large	Surgery		Some or all could be in North Addition	Bonding	
C6	Remove Medical Arts Building, Improve Central Site	Site	Medium	Med. Arts Bldg		Requires Admin. room elsewhere (North Addition)	BRH	
C7	New Parking Garage	Site	Large	Parking		Requires temporary parking loss	Bonding	
C7B	New Parking Garage with Rental / Physician Space above	Site	Large	Parking		Requires temporary parking loss	Bonding	
C8	South Parking / Entrance / Garage		Medium	Parking		Required by ED expansion, South Site Access		
C8B	Site Assessment		\$150K	Assessment			Transfer from Deferred Maint to CIP	
	List does not include basic equipment and small changes like crash carts and lunch room/sleep room needs, small changes to allow better social distancing in PT/OT/ST etc							
	Project Size: Small < \$500k, Medium \$500k - \$2M, Large \$2M - \$10M, Major > \$10M							

**Bartlett Regional Hospital**  
**Facilities Master Plan - Project Priorities Project Timeline**  
 August 29, 2022

Originally Prepared by Jensen Yorba Wall, Inc  
 586-1070 corey@jensenyorbawall.com



## BRH Project Updates

August 25, 2022

### Close-out

- **RRC Siding and Window Replacement:** Project is in closeout phase.
- **BRH New Water Main and RRC Waste Line Repairs:** Project is in closeout phase.

### Under Construction

- **ASU-11/Endo Fan:** Final TAB report has been reviewed by consultants. Discussing next steps with consultants and BRH.
- **Behavioral Health Facility:** Rough-in of mechanical and electrical systems is approximately complete. Installation of sheet rock has begun on the first floor. Site work at new parking island is underway. Exterior cladding system expected to begin early September. The final completion date is anticipated to be mid-March of 2023.
- **BRH Site Improvements:** Admiralty Construction is finishing up the lighting in the back parking lot this week. Progress on the Access Road concrete is going very well. Paving should be complete by the first week of September, weather permitting.
- **Campus Door Upgrades:** Contractor should begin work on site this week or next week. Approximate completion date for work 11/30/2022.
- **Chiller #2 Replacement:** Chiller arrival time approximately 9/30/2022. ACM abatement in electrical rooms in support of Chiller replacement work tentatively scheduled for early September.
- **Underground Fuel Line Replacement:** Bids opened June 28. Bid was awarded to Schmolck Mechanical for \$431,217; the Notice to Proceed was issued July 18. Schmolck has been informed that the underground emergency generator fuel lines now need to be replaced as well and will submit a cost proposal for the additional work. Completion date is December 15, 2022.
- **BRH Surge Protection Campus TVSS (Transient Voltage Surge Suppression) Upgrades:** Notice to Proceed has been issued to Anderson Brothers Electric on 7/22. Preconstruction conference was held 7/28. Long lead times were verified for TVSS devices and circuit breakers, installations are anticipated to begin early November. Substantial completion set for April 2023.
- **Valiant Administration Building Window Replacement:** Carver Construction has nearly completed the investigatory phase that will inform the ultimate remediation contract that will be bid separately. Evidence of moisture was discovered in the plywood substrate. Windows and storefront system were poorly flashed. JYW is recommending installation of a rain screen – holding the siding out from the plywood surface after a proper vapor barrier is installed.

### In Design

- **CT Scanners/MRI Infrastructure Upgrades:** Bid opening was held 8/17. Architect's construction estimate range was \$1.1M-\$1.3M. Two bids were received. The apparent low bidder was Cornerstone Contracting with a Base bid of \$2,259,494 and an Additive alternate cost of \$70,204. Construction planned to begin September 2022 with completion in November 2023.
- **ED Addition and Renovation:** Architects Alaska (AA) is scheduled to submit Design Development (65%) documents mid-September. We have no new information on the Request for Determination, which is in review by the state nor the CON application HPD is preparing. Request to use the GC/CM (General Contractor/Construction Manager) alternate procurement method for construction is slated to go to the Assembly on September 12 (first reading) and October 24 (public hearing). CBJ has determined this project requires a City State Project Review (CSP). The application is in progress.
- **Hospitalist Sleeping Quarters Renovation (AKA Physician Call Room):** Currently revising scope and value engineering the project in order to reduce construction cost. Planning to advertise bids early September for a late September 2022 bid opening.
- **BRH Surge Protection Phase 2 UPS (Uninterruptable Power Source):** Fee proposal for UPS and other surge protection design scope have been approved. Design for Phase 2 is estimated to be complete in April 2023.

### Planning

- **Parking Study:** CBJ Contracts is currently generating an RFP to post in the next two weeks. After consultant selection, final report is expected mid-January of 2023.
- **Juneau Medical Center Ventilation Improvements:** Long Building Technologies is the contractor selected through the term contract to provide cooling capacity to suite B of the Juneau Medical Center. Currently waiting for Long to submit cost proposal.



## Daily Observation Report

**ENGINEERING DEPARTMENT**  
**CIP Engineering, Third Floor**  
**230 So. Franklin Street, Marine View Center**

**Project:** BRH Behavioral Health Facility, CBJ Contract # BE21-149  
**Contractor:** Dawson Construction  
**Date/Time** Friday, August 26, 2022 08:35 a.m.  
**Weather:** Showers, Calm, 55 degrees (ground surface – wet)  
**Report by:** Rod Wilson, Project Manager, (907) 789-4867 (landline)  
 X Jeanne Rynne, CBJ City Architect, 586-0800, x4186

### Onsite Workforce/Equipment:

Trades	# of Persons	Major Equipment / Notes
General – Dawson Construction (DC)	6	Site supervisor (Jason) + 5
Mechanical/Plumbing – Inside Passage (IP)	0	Plumbers
HVAC – Metal Works Inc. (MW)	0	
Fire Suppression – Harri's, Inc. (HFS)	0	Not on project at time of site visit.
Electrical – Ever Electric (EE)	3	Electricians
Drywall – Compass Construction (CC)	0	
Site Work – Southeast Earth Movers (SEEM)	2	operator, laborer
Pipe Wrap – Alaska Insulation Supply (AIS)	0	Insulator (Tom)

On Site Equipment	# of Pieces	Major Equipment Listing
Equipment, active (DC)	1	-Telescoping forklift (GEHL RS10-55 GEN 3)
Equipment, active (EE)	1	- dump truck
	1	- Bobcat Excavator E55
Equipment, active (SEEM)	1	- Small Volvo (VE8182) excavator - BOMAG 70/70 Compactor

**Purpose of site visit: Routine, daily site visit.**

### Observation:

At time of visit, above noted (DC, MW, CC, SEEM, and EE) workforces are on site.

**Dawson Construction:** DC workers working on exterior framing at entry, transporting insulation foam from lower site, installing plywood backer board at window opens, fluid flashing at window openings in progress.

**SEEM:** Preparing driveway and concrete subsurface at building entry.

**Ever Electric:** Robert and Brian roughing in fire alarm conduit at Level 1. Bret working on siting north light pole in parking island.

**Departed site at 9:00 a.m.**

Copies to: Owner, Project File

**MAILING ADDRESS: 155 SOUTH SEWARD STREET, JUNEAU, ALASKA 99801**

1. Photos 8615 and 8614: Bret with EE found the "needle in the haystack", i.e. a location for the north light pole in the parking island that does not conflict with other underground utilities! Light pole will remain in the island landscaped area as shown on the drawings. Existing ACS shown in photo 8615 just south of new light pole location.



2. Photo 8616: View of parking island site prep work in progress looking south.



3. Photo 8618: SEEM at work prepping drive and concrete walk area at building entry.



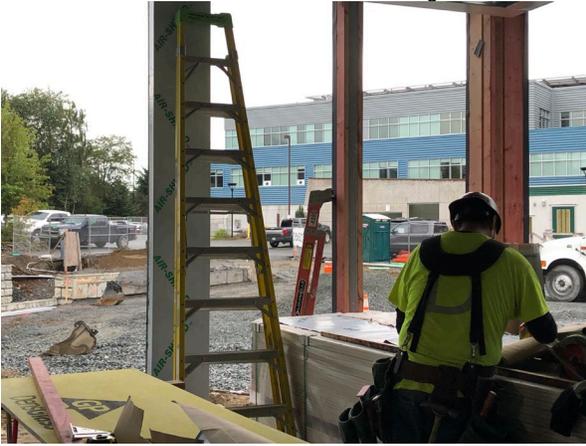
4. Photo 8630: DC worker installing air-shield wrap at backside of post.



5. Photo 8629 – DC installing insulation and WRB-1 at exterior face of storefront framing at entry.



6. Photo 8620: DC worker installing air-shield at interior face of storefront framing.



7. Photo 8625: Fire alarm rough-in in progress at Level 1 ceiling.



8. Photo 8619: Liquid applied flashing (green) applied at window openings, north façade.



9. Photo 8626: DC worker installing 5/8" plywood backing and window rough openings.



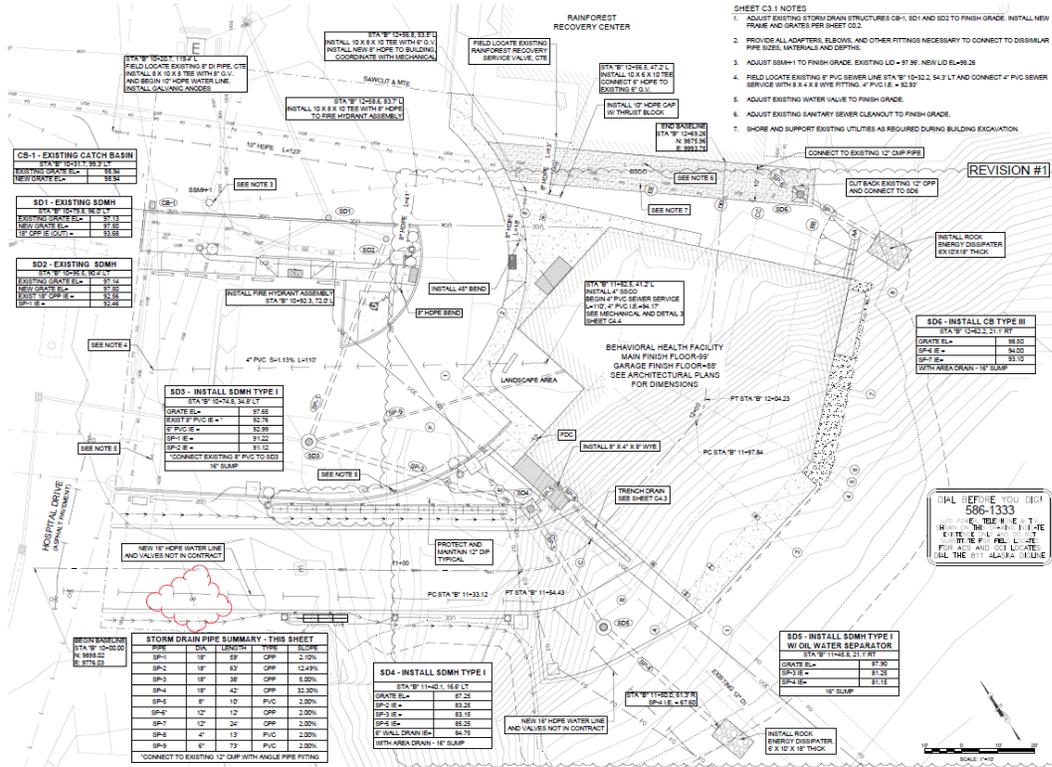
10. Photos 8622, 8621, and 8624 (left to right): Sight prep work in progress along east and south building perimeter. Center photo shows storm clean-out connecting to drain in right photo.



11. Photo 8632: New water valve at new 16" HDPE water line in future asphalt drive. Installed under separate contract. See excerpt of Sheet C3.1 below for location. Missing cap.



12. Photo 8633: Other water line valve locations with cap in place at access drive behind south side of main hospital.



13. Location of water valve pictured in item 11 above.

14. Photo 8634: Trench drain set in place at garage entrance. Will be tied in to 8" PVC drain line at left in photo.



15. Photo 8636: Trench drain, view looking northeast.



# Bartlett Regional Hospital Board of Directors

## 2022 Strategic Plan

<b>1. Services: Develop, maintain, and grow a sustainable service portfolio that is responsive to community needs.</b>		
	<b>Initiative</b>	<b>Owner</b>
1.1	Evaluate and expand affiliations and partnerships with other healthcare organizations.	Planning Committee
1.2	Develop a comprehensive telehealth department at Bartlett Regional Hospital to help develop new service lines.	Planning Committee
1.3	Recruit needed medical specialists.	Physician Recruitment Committee

<b>2. Facility: Maintain a comprehensive campus. Address major replacement needs and options for future service lines and revenue growth.</b>		
	<b>Initiative</b>	<b>Owner</b>
2.1	Develop a facility plan that provides for the efficient delivery of clinical services.	Planning Committee
2.2	Develop proformas for additional service lines, change of use, and acquisitions to properly evaluate return on investment so the board can move decisively.	1. Planning Committee 2. Governance Committee
2.3	Evaluate current Bartlett Regional Hospital technology and industry best practices to prioritize replacement and identify new equipment needs.	Governance Committee

<b>3. People: Create an atmosphere that enhances employee, physician, and stakeholder satisfaction to improve our ability to recruit and retain. Improve strategic alliances and communication to maintain a community continuum of care.</b>		
	<b>Initiative</b>	<b>Owner</b>
3.1	Resolve electronic medical record system concerns.	1. Finance Committee 2. Quality Committee
3.2	Expand workforce development programs.	1. Planning Committee 2. Quality Committee
3.3	Explore feasibility of hospital run clinics and hospital employed providers.	1. Planning Committee 2. Finance Committee

# Bartlett Regional Hospital Board of Directors 2022 Strategic Plan

<b>4. Financial: Develop a revenue and net income stream that maintains cash reserves while facilitating above goals and objectives.</b>		
	<b>Initiative</b>	<b>Owner</b>
4.1	Evaluate current guidelines to identify the number of days of unrestricted cash on hand that are required.	Finance Committee
4.2	Ensure Bartlett Regional Hospital has the proper executive team to manage finances and assure adequate financial controls.	Finance Committee
4.3	Monitor inflation, provider shortages, and labor shortages impact on budget.	Finance Committee
4.4	Evaluate service line impact on revenues.	Finance Committee

<b>5. Quality and Safety: Provide excellent community centered care that improves outcomes, maximizes safety, improves access and affordability and is in compliance with national and state regulations.</b>		
	<b>Initiative</b>	<b>Owner</b>
5.1	Stay current on technology and resources to facilitate risk management, data security, and employee safety.	Quality Committee
5.2	Develop quality initiatives that exceed accreditation and regulation requirements.	Quality Committee

<b>6. Compliance: Continuously improve a robust, proactive compliance program at all levels while maintaining our strategic goals.</b>		
	<b>Initiative</b>	<b>Owner</b>
6.1	Maintain a robust education and training program at all levels to assure compliance goals are achieved.	Compliance Committee



# Strategic Initiatives Update:

Status and Next Steps

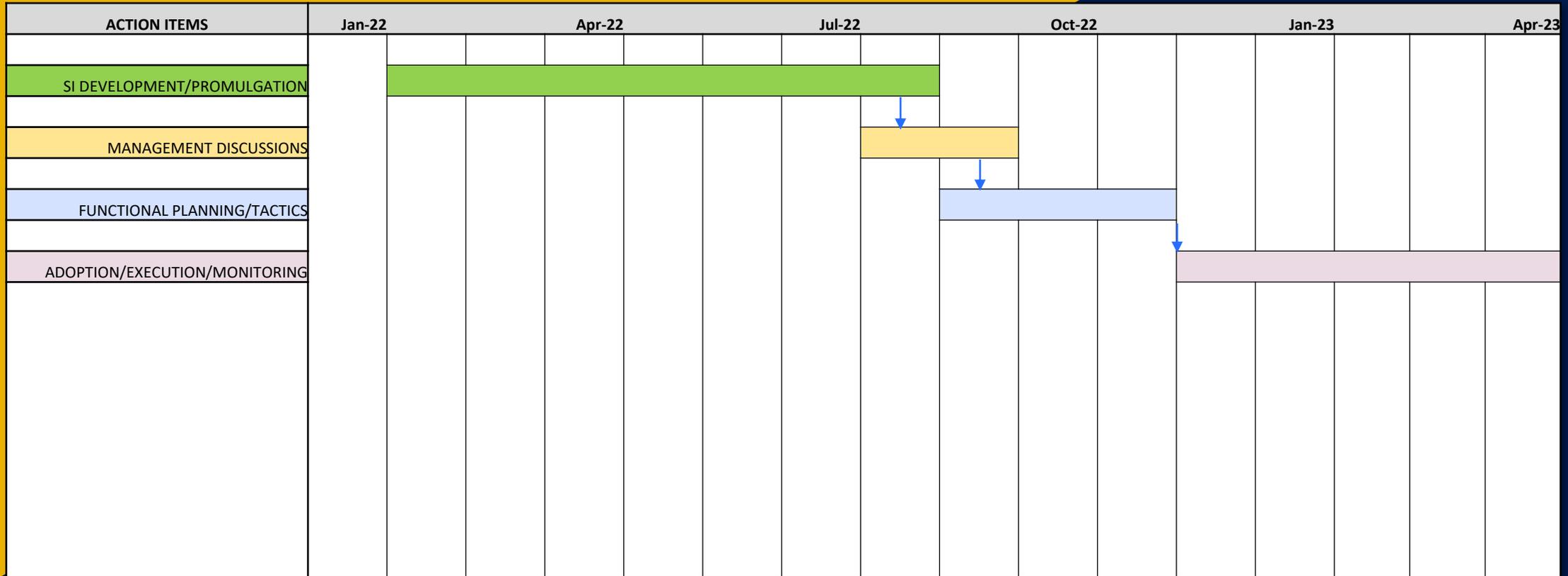
Nate Rumsey

September 2022

**MISSION:** *“Bartlett Regional Hospital provides its community with quality, patient-centered care in a sustainable manner.”*

**VISION:** *“Bartlett Regional Hospital will be the best community hospital in Alaska”*

# STRATEGIC INITIATIVES UPDATE



# STRATEGIC PLANNING CYCLE



- **PROCESS REQUIREMENTS**

- CONTINUOUS
- ITERATIVE
- CLEAR ROLES AND RESPONSIBILITIES

- **1 YEAR REFRESH CYCLE**

- ADJUST/ADAPT/STREAMLINE

- **3 YEAR REIMAGINE CYCLE**

- REVISE STRATEGIC THINKING AND STRATEGY DEVELOPMENT

# DESIRED OUTCOMES

- Create shared vision of Bartlett's future
- Instill a sense ownership of Strategic Initiatives across the organization
- Provide a systematic means of communicating responsibility, accountability and urgency
- Free the Board of Directors to focus on Strategic Thinking

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