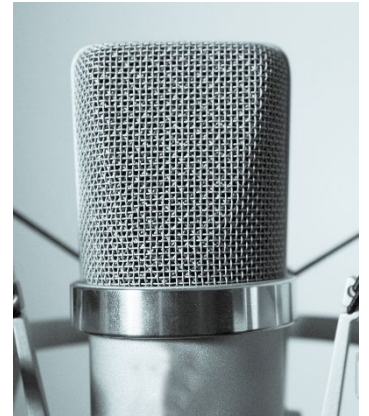


# Reception Room

- **Good evening!** The meeting will start shortly.
- **Participants are muted** on entry.
- **Check the chat box:** Information about the hearing, including information about how to access captions and view the slides, is available there.
- **To view captions for this event:** You can view captions in Teams by clicking the More (...) button in the Teams window, then “Language and Speech,” and choose "Turn on live captions." You can also view the captions on the web at: <https://www.streamtext.net/player?event=MNDOH&start=0>.
- **If you have any technical issues,** please visit the [Microsoft support page for Teams](#) or email [Health.HRDCommunications@state.mn.us](mailto:Health.HRDCommunications@state.mn.us).





# Lakewood Health System Public Hearing

Cessation of Inpatient Behavioral Health Services  
May 14, 2024

PROTECTING, MAINTAINING AND IMPROVING THE HEALTH OF ALL MINNESOTANS

Your moderator for today's hearing:



**Stacy Sjogren (Show-gren)**  
Management Analysis  
and Development  
Senior Consultant

# Tennessean Warning

- **The Minnesota Department of Health is hosting this public hearing to inform the public as required by law.**
- **Your comments, questions, and image, which may be private data, may be visible during this event.** You are not required to provide this data, and there are no consequences for declining to do so.
- **The virtual presentation may be accessible to anyone** who has a business or legal right to access it. By participating, you are authorizing the data collected during this presentation to be maintained by MDH. MDH will be posting a transcript of this meeting to the website.
- **To opt out of the presentation, please exit now.**

6:05 p.m. – Introductions

6:10 p.m. – Welcome from MDH Health Regulation Division Director

6:15 p.m. – Overview

6:20 p.m. – Lakewood Health System presentation

6:50 p.m. – Public comments and questions

7:20 p.m. – Lakewood Health System closing remarks

7:25 p.m. – Conclusion

7:30 p.m. – Public hearing ends (subject to change)

# Introductions



**Maria King,**  
Health Regulation  
Division Director  
Minnesota  
Department of  
Health



**Lisa Bjerga,**  
President  
& Chief Executive  
Officer  
Lakewood Health  
System



**Christine Albrecht,**  
**MD**  
Chief Medical  
Officer  
Lakewood Health  
System



**Corrine Neissess,**  
VP of Nursing  
Lakewood Health  
System



**Alicia Bauman,**  
VP of  
Performance,  
Excellence & Talent  
Lakewood Health  
System

# Public Hearing Overview

- **The Minnesota Department of Health serves as a neutral host** to ensure there is public discussion and engagement for any proposed closure, reduction of services or relocation of services for a hospital or hospital campus as outlined in [Minnesota Statutes Sec. 144.555](#).
- This statute gives MDH the authority to host the meeting to ensure the public has an opportunity to hear about the hospital's decision and to have their feedback heard. **MDH does not have the authority to change, delay, or prevent the proposed changes, closures or relocations.**
- The facilitator for this hearing is contracted from Minnesota Management and Budget and is **not** part of MDH.



# Lakewood Health System Presentation

**Lakewood Health System will provide information** on its cessation of services at its inpatient behavioral health unit.

- **An explanation by the hospital's representatives of the reasons for cessation of inpatient behavioral health services at Lakewood Health System.**
- **A description of the actions that Lakewood Health System will take** to ensure that residents in the hospital's service area have continued access to the health services being modified.





Lakewood Reflections Inpatient  
Behavioral Health Unit Closure

# Presentation Topics

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1. Lakewood Health System Overview
  2. Lakewood Reflections Inpatient Behavioral Health Unit
  3. Awareness and Consideration
  4. Difficult Decisions
  5. Thank you
-

# Lakewood Health System Overview



Founded in 1936, Lakewood Health System is:

- Owned by the United Hospital District - a special taxing district authorized to acquire, improve, and operate medical facilities necessary to meet the healthcare needs of the community. The district is comprised of ten local townships and the City of Staples and Motley.
- A charitable hospital organization.
- Recognized by the IRS as claiming exemption under section 501(c)(3).
- Required to uphold Community Benefit Standards, which includes:
  - Providing benefits to a class of persons that is broad enough to benefit the community, and
  - Operating to serve a public rather than a private interest.



Open  
Emergency  
Room



Community  
Board



Open  
Medical Staff  
Policy



Care for All  
Able to Pay



Surplus  
Funds



Financial  
Assistance



# Lakewood Health System Community Benefits



## Community Benefits:



## Community Benefits Spending:

6.9%  
of total operating expenses

\$612,000  
investments that exceeded the IRS definition of a "Community Benefit."  
- Unrecoverable Debt  
- Community Building Activities

# Lakewood Health System Mission



## MISSION

To provide quality,  
personalized  
healthcare  
for a lifetime



## VISION

Empower  
health and  
well-being  
together



## VALUES

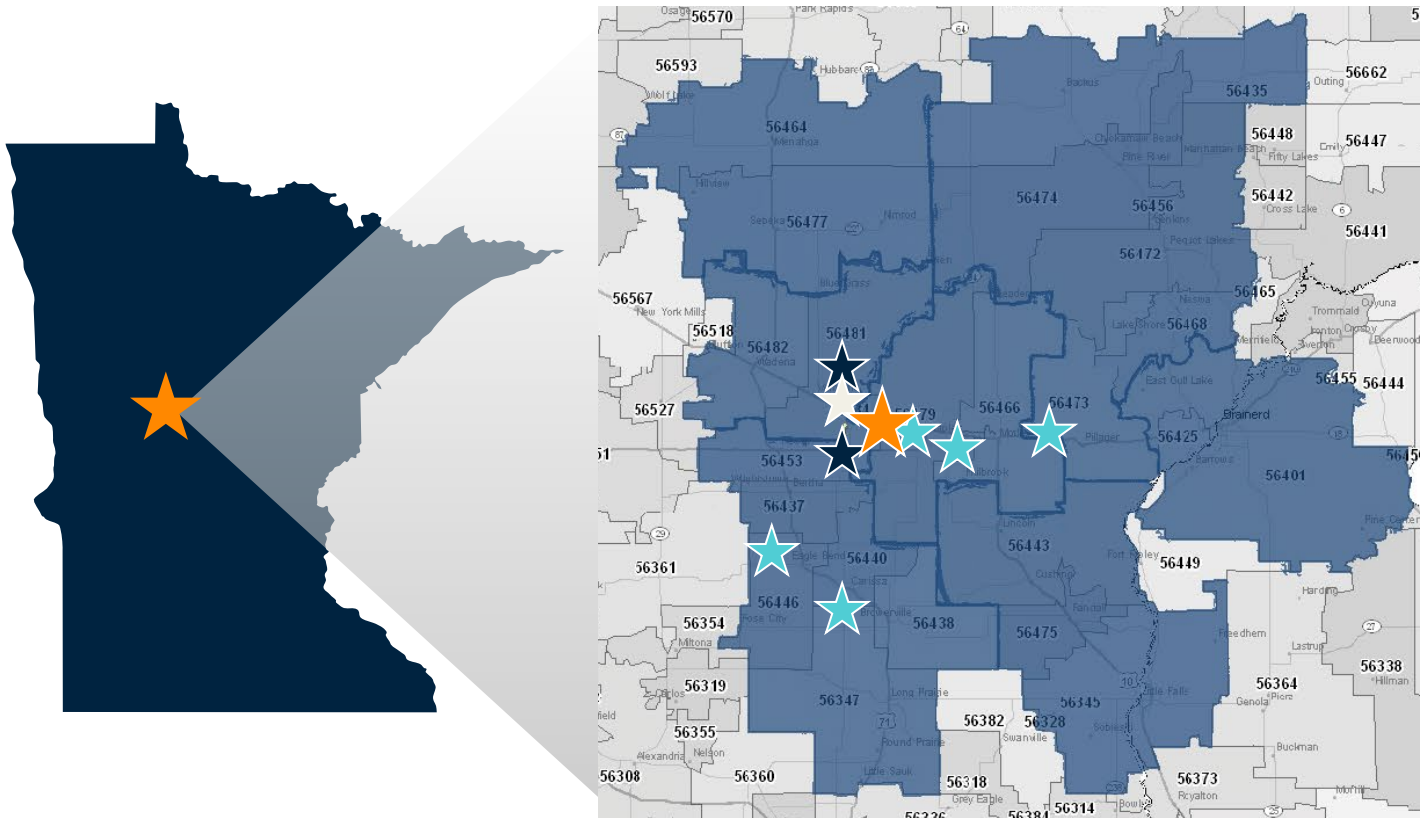
Integrity  
Compassion  
Accountability  
High Quality  
Innovation



# Lakewood Health System Service Area



## Geographic Service Area:



## Facilities:

- ★ 1 - Critical Access Hospital
- ★ 5 - Rural Health Clinics
- ★ 1 - Skilled Nursing Facility
- ★ 2 - Assisted Living Facilities

\* Lakewood Health System also operates a Dermatology Clinic in Sartell, MN.

# Lakewood Health System Services



## Service Lines:

- **Primary Care**
  - Certified Health Care Homes Provider (a.k.a. Medical Home)
  - General and Preventive Care; Family Medicine; Geriatrics; Women's Health; Quick Care; and Chronic Conditions Management.
- **Acute Care**
  - Ambulance; Anesthesia; 9-bed Emergency Department; Laboratory; Radiology; and Rehabilitation; and Surgery - General and Orthopedic.
- **Specialty Services**
  - Cardiology; Ear, Nose and Throat; Audiology; Dentistry; Dermatology; Nephrology; Obstetrics and Gynecology (OB-GYN); Oncology; Ophthalmology; Orthopedics; Pain Clinic; Pediatrics; Pharmacy; Podiatry; Pulmonology, Rheumatology; and Urology.
  - Provided by both internal and contracted providers.
- **Senior Services**
  - Skilled Nursing - including Memory Care; Assisted Living; Home Care; Hospice; Palliative Care; Care Van Transportation; and Social Services with Chaplaincy Services.

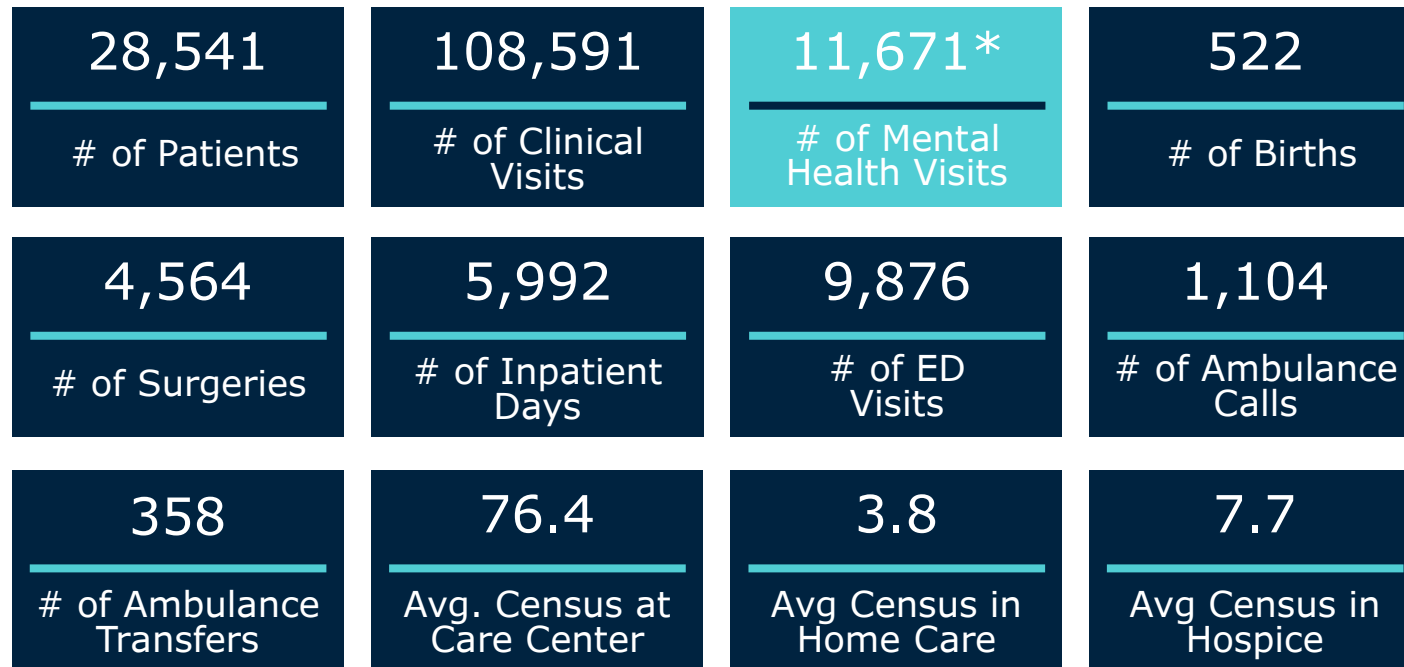
## Clinical Behavioral Health Services:

- Certified Behavioral Health Home Service Provider
  - Psychotherapy Services
  - Psychiatry Services
  - Clinical Social Work
  - Clinical Counseling
  - Medication Management
  - Nursing Home Consultations
  - Memory Care
  - Emergency Department Consults
- 2** - Psychiatry Providers  
**11** - Behavioral Health Providers

# Lakewood Health System Patient and Employee Data



## 2023 Patient Data:



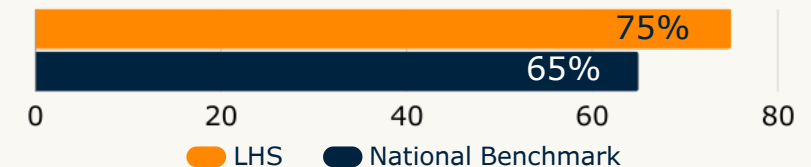
\* Clinical Mental Health visits increased by 10.4% since 2022.

## Skilled Health Professionals:

- 611- Direct Patient Care Staff
- 279- Non-Clinical Care Staff
- 59- Providers, NP's & PA's
- 3- Best-in-Class Partnerships
  - Minneapolis Heart Institute
  - Twins Cities Orthopedic
  - Holistic Pain Management

## Top Workplaces Awards:

### 2024 Energage Results:



USA Awards: 2021-2024



MN Awards: 2020-2023

Source: Energage



# Inpatient Behavioral Health Unit



## Lakewood Reflections:

- Intensive inpatient behavioral health unit for older adults (aged 55 years and older) who suffer from psychiatric, emotional or behavioral disorders.
- Licensed for 10 patient beds.
- Treated an average of 100 patients per year.
- Average daily census in 2023: 6 patients
- Average length of stay in 2023: 22 days

## Care Team:

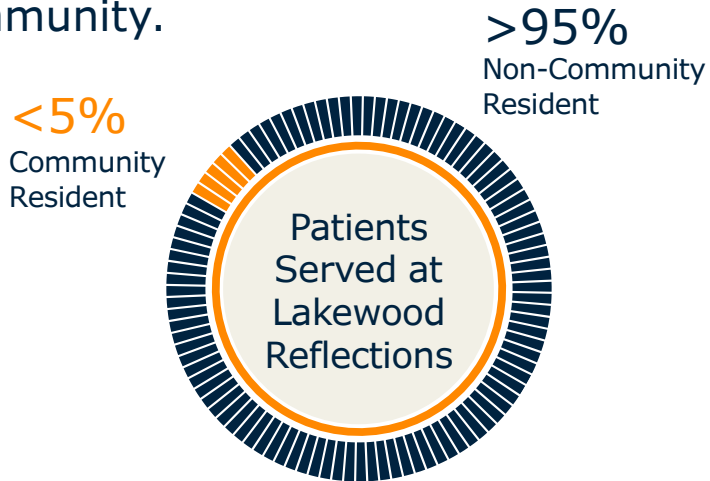
- Program Director - contracted
- Referral Specialist - contracted
- Social Worker
- Support Services:
  - Environmental Services
  - Dietary
  - Maintenance
  - Quality

# Awareness and Consideration



## Community Commitment:

Lakewood Health System is using healthcare and community benefit resources to meet the needs of patients who live outside its hospital community.



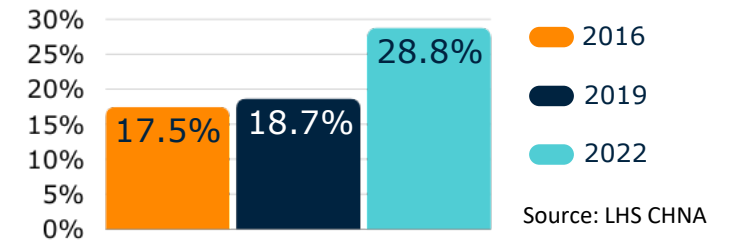
## Prioritizing Community:

Lakewood Health System redeployed BHU staff in areas that will help to address the unmet physical, mental, and social health needs of its community and patients.

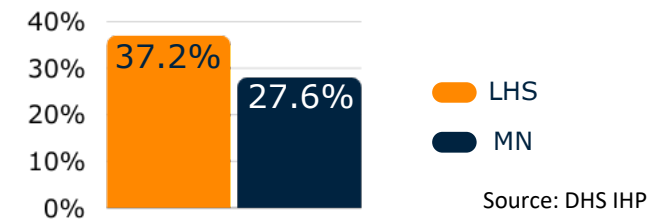
## Community Needs:

Community Health Needs Assessment (CHNA) results and claims/encounter data demonstrate there is a strong need for outpatient behavioral health services, as opposed to geriatric psychiatric care.

> CHNA survey respondents diagnosed with a mental health illness or disorder.



> Medical Assistance (MA) patients diagnosed with a serious mental illness



# Awareness and Consideration Growing Needs

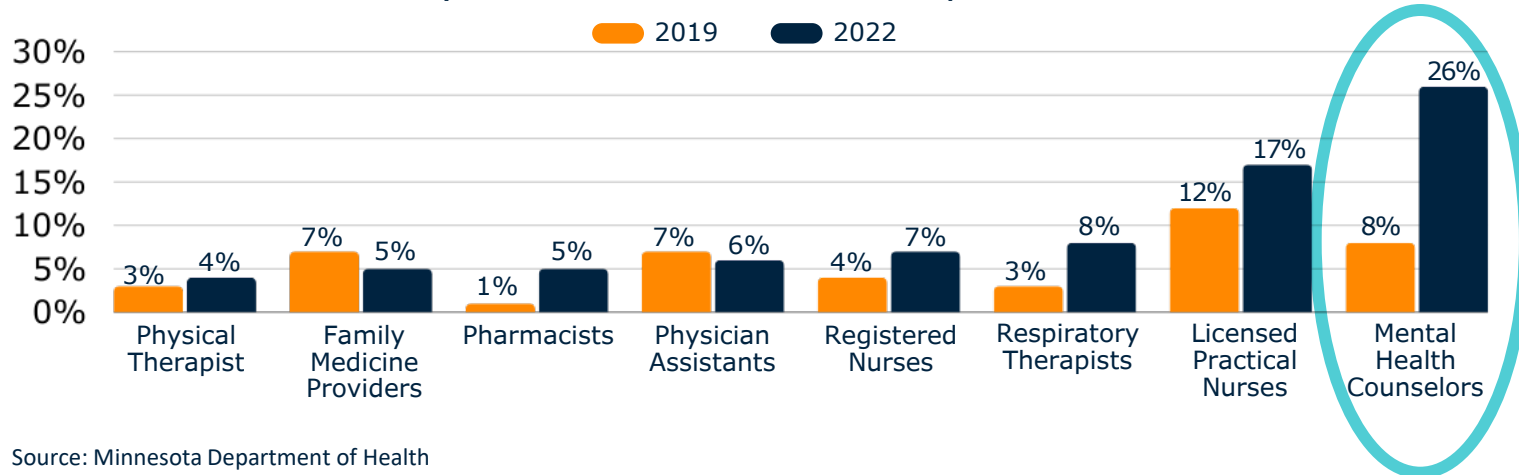
## Growing Needs, Declining Capacity:



1 in 5 adults in the U.S. struggles with mental illness.

Source: CDC

### Job vacancy rates in healthcare occupations across MN

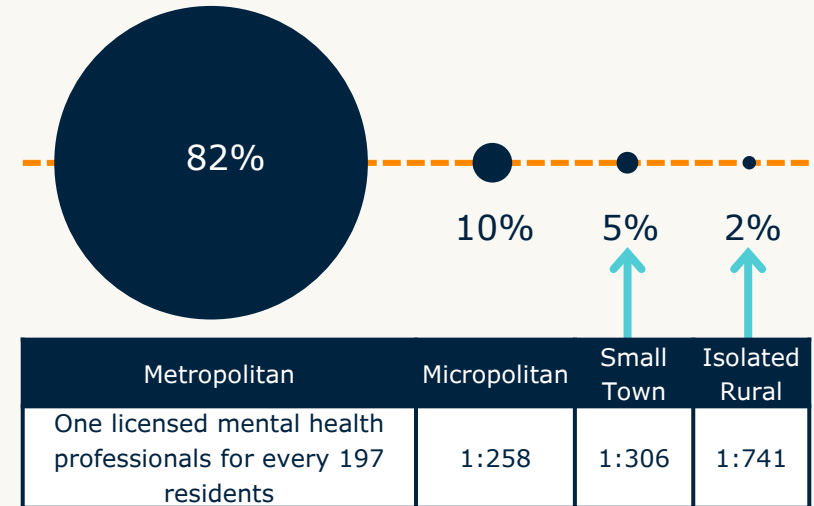


Source: Minnesota Department of Health



## Rural Disparities:

In December 2022, 82% of Minnesota's licensed mental health providers lived and/or worked in the Twin Cities seven-county region or one of the state's larger cities.



Source: Minnesota Department of Health



# Difficult Decisions

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## Announcement:

- On April 2, 2024, Lakewood Health System announced that its Inpatient Behavioral Health Unit was closing.

## Staffing

- 24 Lakewood Health System employees were impacted by this decision.
  - A plan was developed to transition Lakewood Health System employees to other appropriate roles across the organization.
  - All Lakewood Health System employees who elected to stay with the organization have been offered positions and redeployed to areas that directly serve community needs - assisted living, long-term care, and hospital services.
- 



## Patients:

- Census: When the announcement was made, there were four patients in the unit.
  - Discharged: Patients were provided quality care until they were all discharged.
-

# Difficult Decisions Next Steps

## Clinical Outpatient Services:

Lakewood Health System is committed to improving and increasing timely access to outpatient behavioral services for all ages in our region.

- Certified Behavioral Health Home Service Provider
- Medication Management
- Psychotherapy Services
- Psychiatry Services
- Clinical Social Work
- Clinical Counseling
- Nursing Home Consultations - including Memory Care
- Emergency Department Consults



## Community Resource Partners and Services:

- MTW Community Health Board – Zero Suicide Framework Grant & Partnership
- Region V+ Adult Mental Health Initiative
- Northern Pines Mental Health Center
- Lutheran Social Services
- Mobile Mental Health Crisis Response





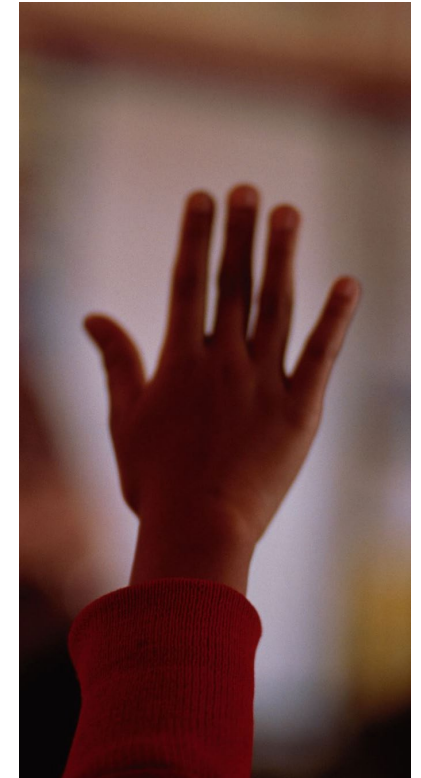
Thank you!

 [lakewoodhealthsystem.com](https://lakewoodhealthsystem.com)

 [@lakewoodhealth](https://twitter.com/lakewoodhealth)

 [@lakewoodhealthsystem](https://facebook.com/lakewoodhealthsystem)

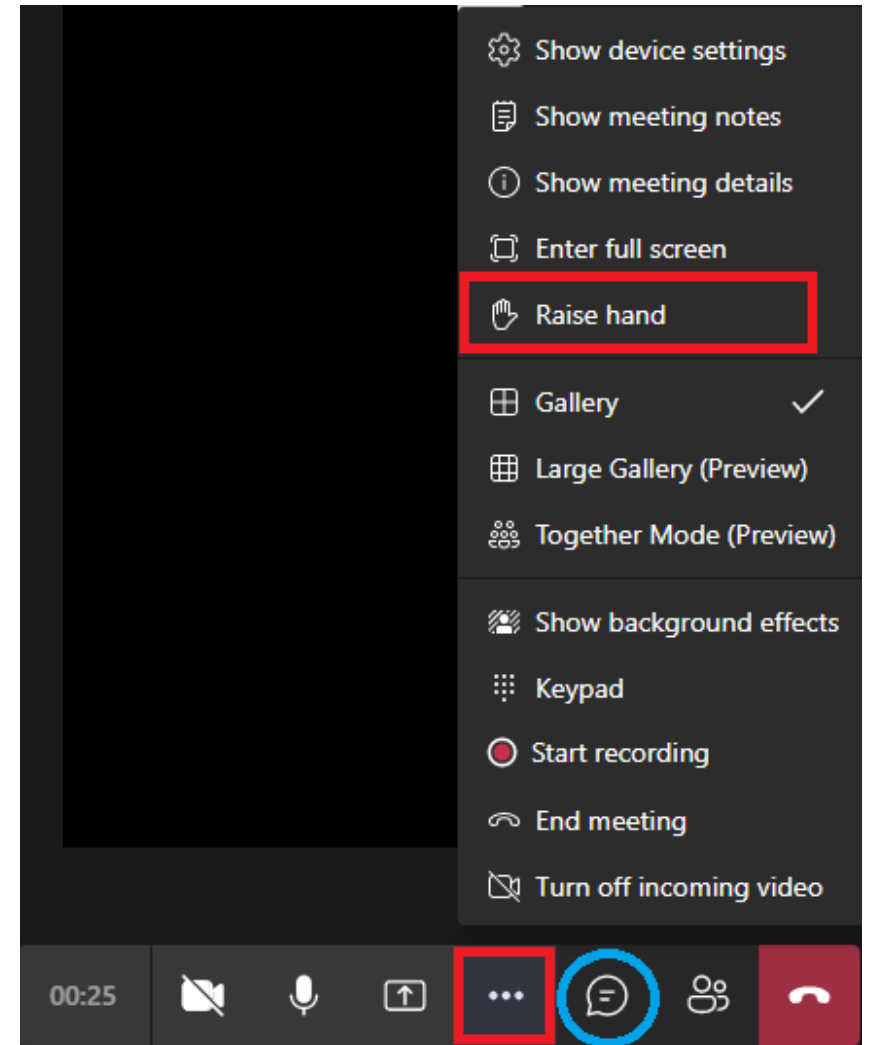
- **We welcome your comments and questions.**
- **Each person will have up to three minutes** to ask a question or provide public comment.
- **Please remember that the information you are sharing is being shared virtually for a public forum.**
- **Lakewood Health System will have an opportunity to respond** to the questions and/or comments.



# How to Comment

**Two ways to ask a question** or provide a comment:

1. Raise your hand (outlined in red).
  2. Click the Chat bubble (circled in blue) to open the chat.
- For phone attendees, press **\*5** to raise your hand, and **\*6** to unmute/mute yourself.
  - **We will select speakers** in order and add questions from the chat throughout the public comment period.
  - **Please be respectful.** Abusive, slanderous (comments meant to discredit or malign someone) and vulgar language will not be tolerated.





**Last question** with 5 minutes remaining



# Lakewood Health System Closing Remarks



**Maria King,**  
Health Regulation  
Division Director  
Minnesota  
Department of  
Health



**Lisa Bjerga,**  
President  
& Chief Executive  
Officer  
Lakewood Health  
System



**Christine Albrecht,**  
**MD**  
Chief Medical  
Officer  
Lakewood Health  
System



**Corrine Neissess,**  
VP of Nursing  
Lakewood Health  
System



**Alicia Bauman,**  
VP of  
Performance,  
Excellence & Talent  
Lakewood Health  
System

# Conclusion

- Thank you for participating in the Lakewood Health System public hearing.
- Statute [Minnesota Statutes Sec. 144.555](#) gives MDH the authority to host the meeting to ensure the public has an opportunity to hear about the hospital's decision and to have their feedback heard. **MDH does not have the authority to change, delay, or prevent the proposed changes, closures or relocations.**
- You may provide comments or feedback on the [hearing website](#).
  - Comments for Lakewood Health System will be accepted until 11:59 p.m. on May 15, 2024.
- A transcript of the meeting will be available on the hearing website in 7-10 business days.



**Maria King**  
Health Regulation Division  
Director  
Minnesota Department of  
Health

# Thank you!

Health Regulation Division Federal Licensing Team

[Health.HRD-FedLCR@state.mn.us](mailto:Health.HRD-FedLCR@state.mn.us)