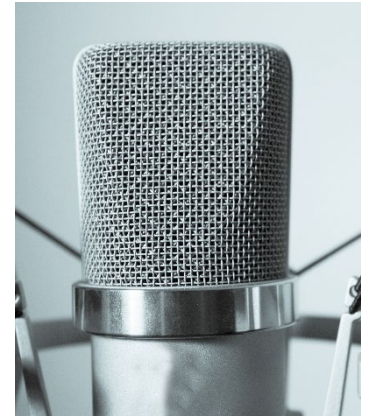


Reception Room

- **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.





Lake Region Healthcare Public Hearing

Cessation of Volunteer Inpatient Mental Health Unit
February 20, 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. – Lake Region Healthcare Presentation

6:50 p.m. – Public Comments and Questions

7:20 p.m. – Lake Region Healthcare Closing Remarks

7:25 p.m. – Conclusion

7:30 p.m. – Public Hearing ends

Introductions



Maria King,
MDH Health
Regulation Director



Kent Mattson
CEO
Lake Region
Healthcare



Patty Roth, RN
MSN RN CNO
Lake Region Healthcare



Deb Pelch
Assistant VP
Ambulatory,
Professional &
Cancer Center
Services
Lake Region
Healthcare

Public Hearing Overview

- **The Minnesota Department of Health serves as a facilitator** 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 hold the meeting and to inform the public** but not to change, delay or prevent the proposed changes, closures or relocations.



Lake Region Healthcare Presentation

Lake Region Healthcare will provide information on the cessation of its of volunteer inpatient mental health unit.

- **An explanation by the hospital's representatives of the reasons for ceasing** their cessation of its of volunteer inpatient mental health unit at Lake Region Healthcare.
- **A description of the actions that Lake Region Healthcare will take** to ensure that residents in the hospital's service area have continued access to the health services being modified.

Lake Region Healthcare

Bridgeway Inpatient Behavioral Health Unit Closure



Lake Region
HEALTHCARE

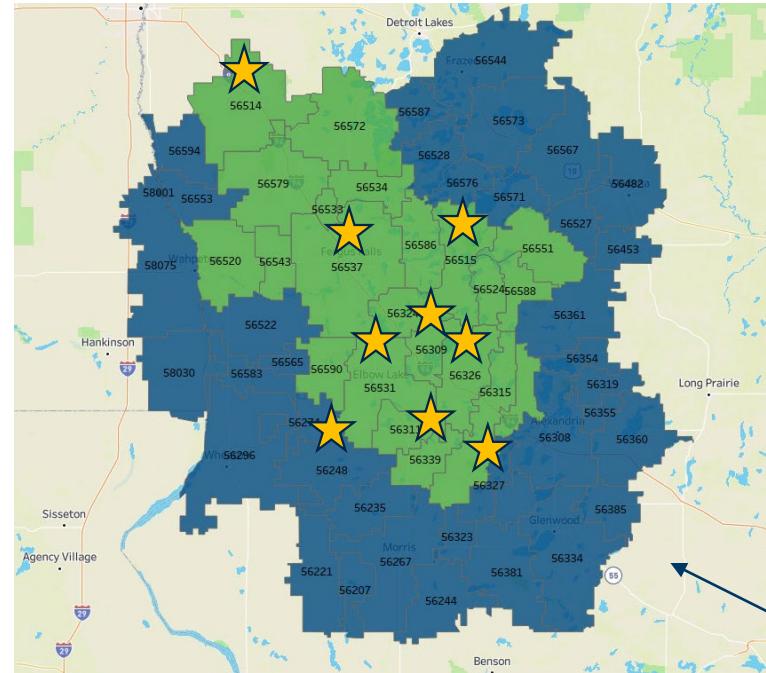
Primary Topics

- LRH background + how and why of Bridgeway decision
- Our commitment to our communities and to meeting the ongoing needs of mental health patients
- Support and gratitude for our staff

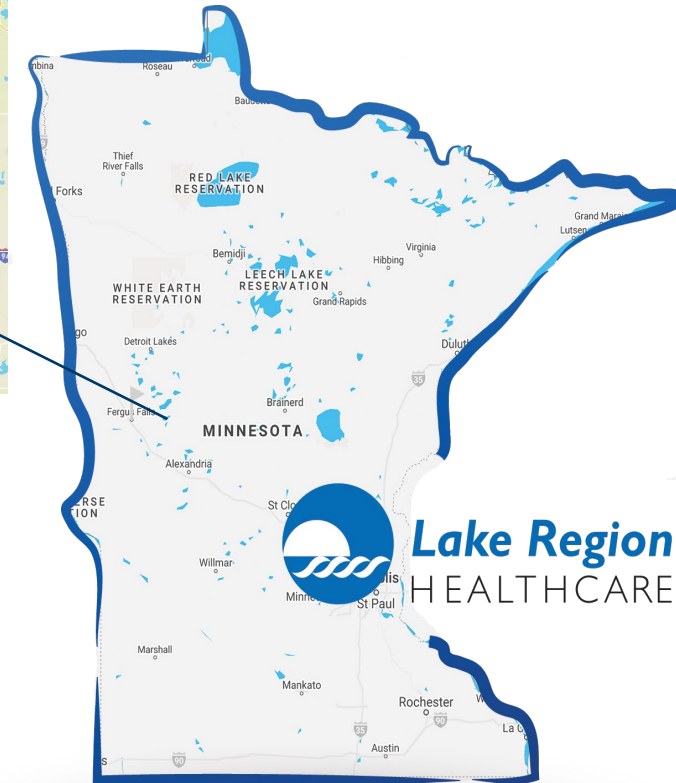


Who & Where We Are

- Non-Profit, Community Governed 501(c)3 Charitable Healthcare Organization
- Mid-sized Minnesota Rural Health System
- Geographical Service Area: West Central Minnesota and Easterly North Dakota
- Key Stats
 - 2 Hospitals
 - 10 Clinic Locations
 - 1 Cancer Care and Research Center
 - 1 Senior Living Community
 - ~1,100 Employees
 - ~120 Physicians/Advanced Practice Providers
 - Headquartered in Fergus Falls, MN
 - Community Owned/Community Governed



★ Locations



OUR MISSION:

We partner **to enrich life** through health.

OUR VISION:

We will create an exceptional, **innovative**, and **personal** healthcare experience that allows **people** to excel and our communities to thrive.

OUR VALUES:

Excellence | Person-Centered | Integrity
Collaboration | Stewardship | Innovation | Respect



The Decision

- Effective March 15, 2024, our voluntary admission inpatient mental health unit (called Bridgeway) will be closing.
- We will continue arrangements to partner with other inpatient units at area facilities to place patients in need of inpatient services.
- We will continue to offer out-patient mental health services and programming for continued access to mental health services.

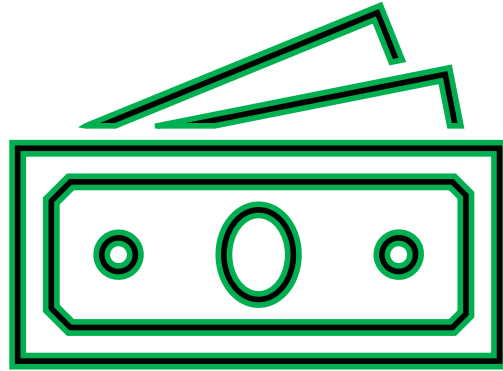


Consideration: Professional Staffing

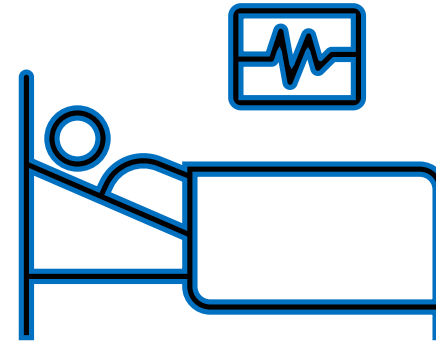
- Prior to 2022, the unit was staffed by our own Board-Certified Psychiatrists
- Due to resignations & retirements, we began to rely primarily on Locum/temporary provider staffing
- This is not a sustainable professional staffing model



Consideration: Affordability - Stewardship



Staffing with Locum/temporary provider support cost LRH nearly \$1 million in 2023 and was on track to cost \$1.3 million in FY2024. This is for professional staff only.

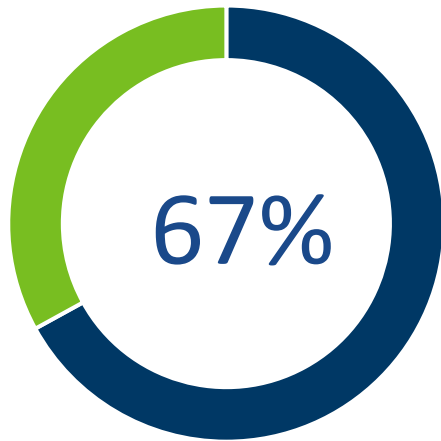


Inpatient days declined from **2300** in 2019 to **1200** in 2023
Result: revenue decline of over \$2 million.
Avg Reimbursement < 40%



Healthcare Landscape

MN Hospitals Reporting
Operating Losses in 2023*



**2023 Minnesota Hospital Association Survey*

Median MN Hospital
Operating Margin*



55%

of rural independent
hospitals nationally are
operating in the red

** Chartis Center for Rural Health
2024*

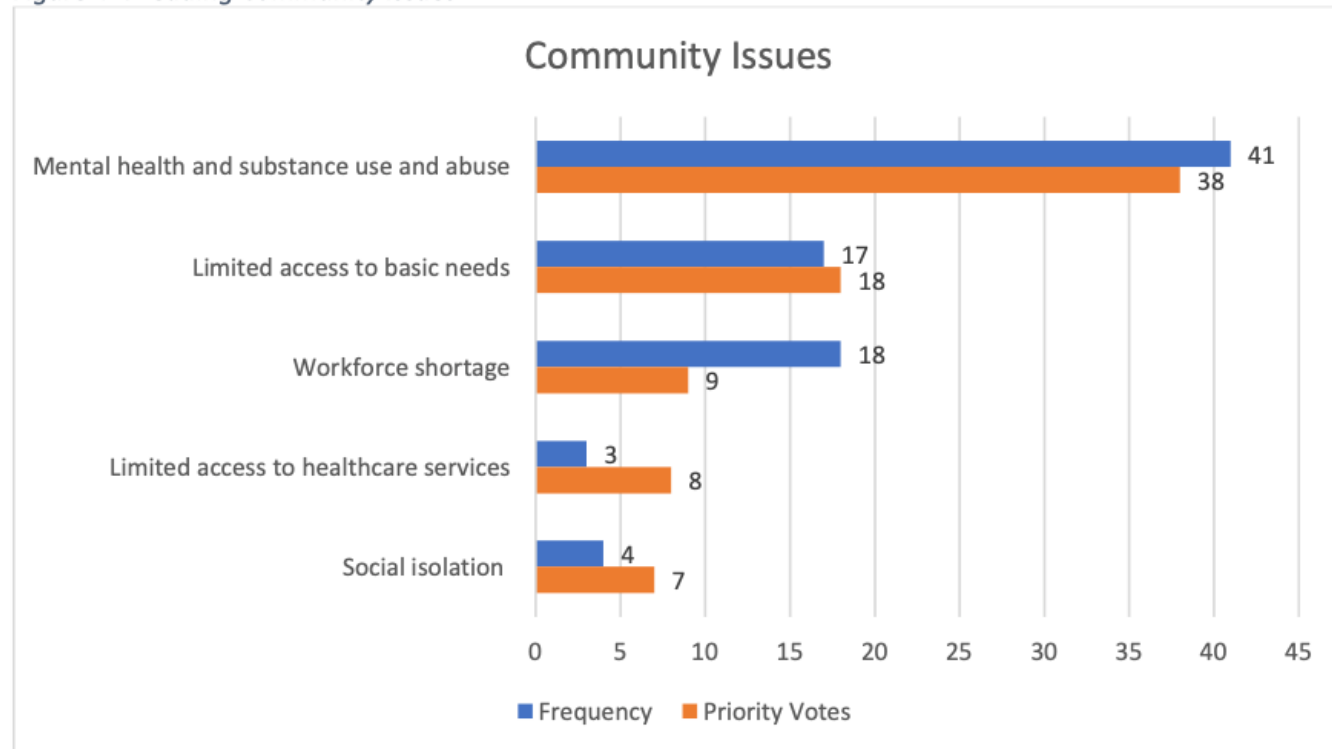


Consideration: Community Need

There is a critical and growing need for mental health care services. Bridgeway is not meeting the demand.

*

Figure 42: Leading Community Issues



Source: LRHC Focus Group Session, 2022.

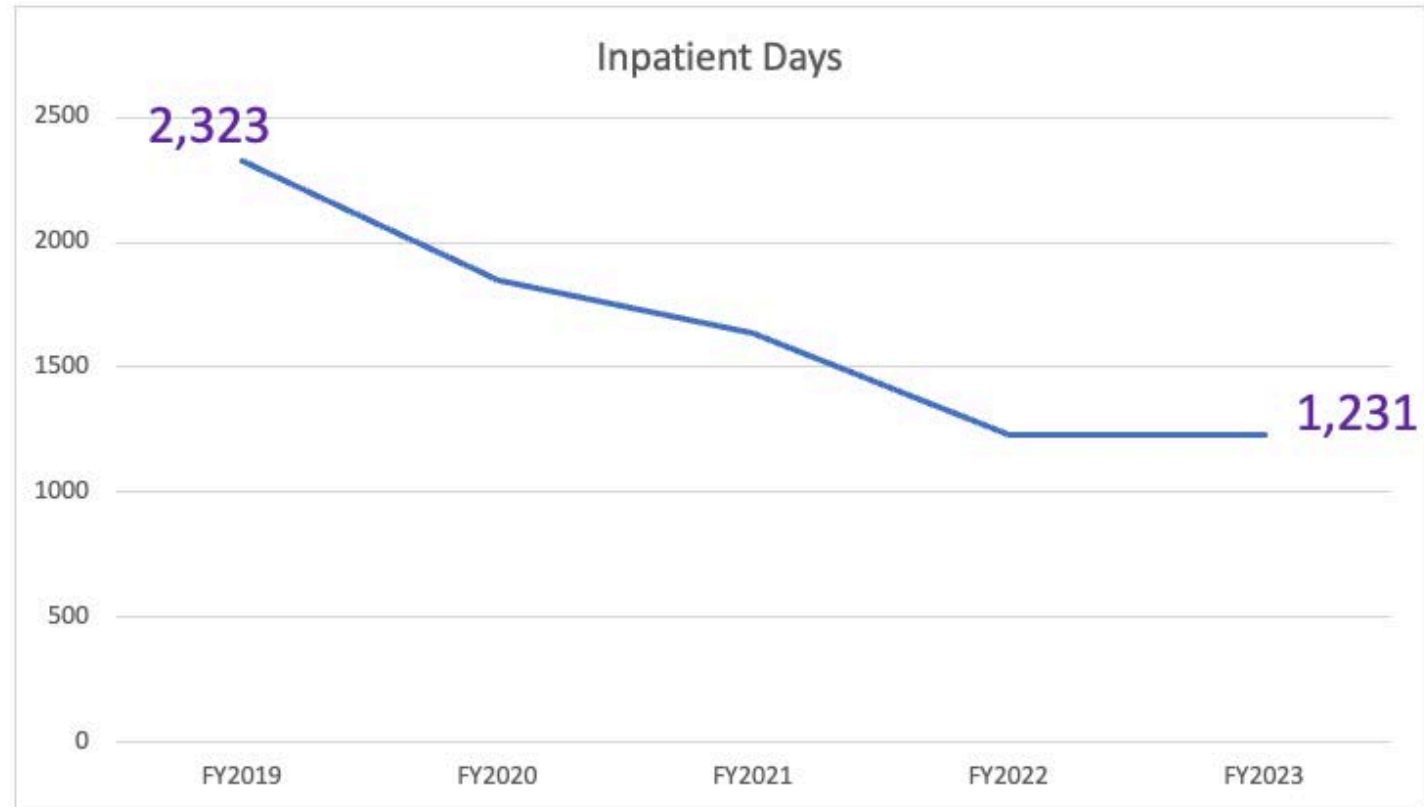
*2022 Community Health

Needs Assessment



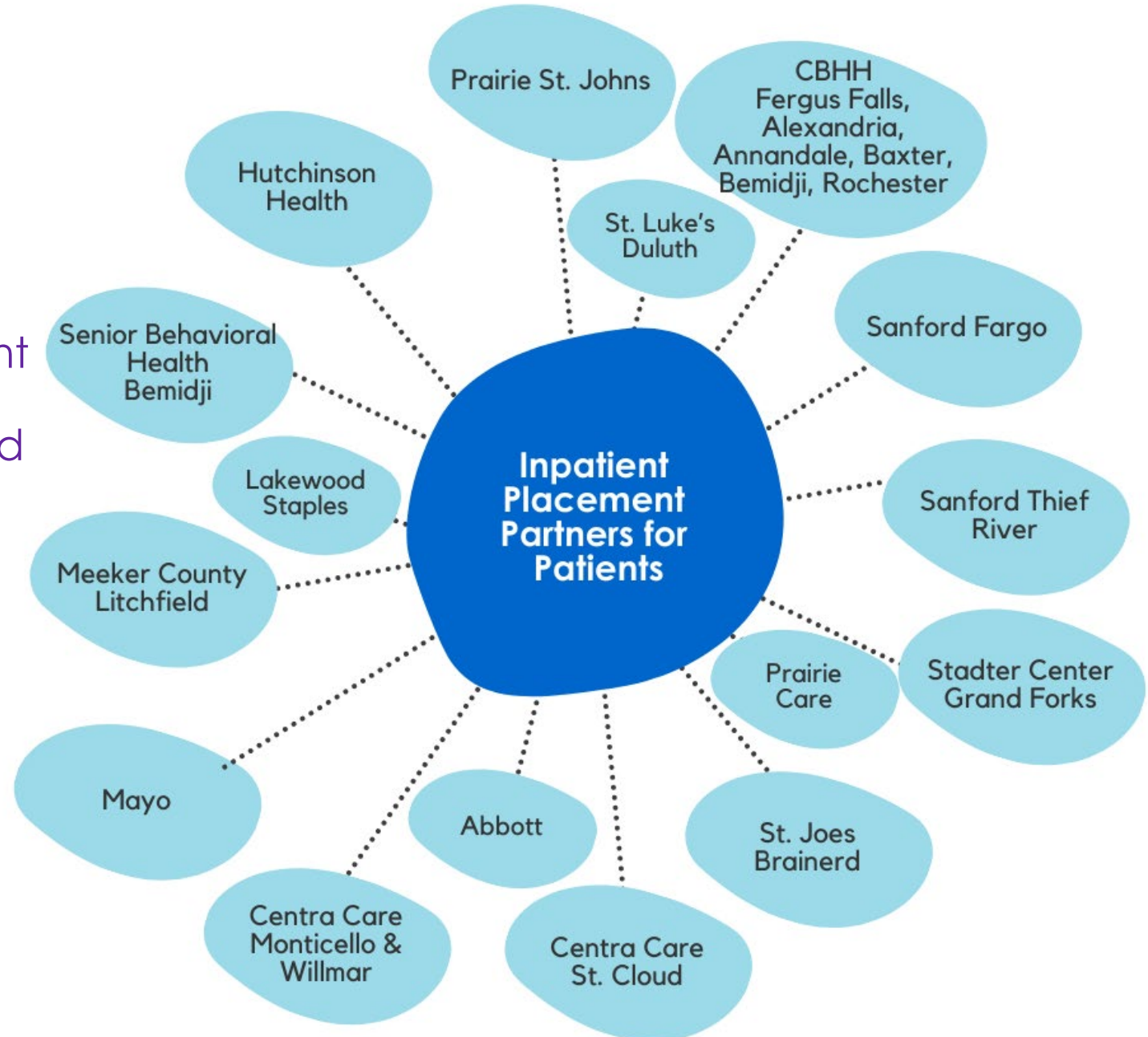
Conclusion: Bridgeway is not meaningfully meeting community need and could not be feasibly reconfigured

- Model of care
- Configuration of unit
- Admission criteria



Serving patients going forward

Closure of Bridgeway will not leave the region without access to inpatient care. We will continue to work with these Regional inpatient partners and others to place patients in need.



Beyond Inpatient Partners: Meeting Mental Health Needs

Community Resource Partners

- Otter Tail County Public Health – Zero Suicide Framework Grant & Partnership
- Lakeland Mental Health
- Crisis Stabilization Unit
- Freedom Resource Center
- Generations, Inc.
- Lutheran Social Services
- Mobile Mental Health Crisis Response
- Private Practice Partners
- The Village Counseling Services

Our Clinic Outpatient Services

- Improving & increasing timely access to outpatient services for all ages in our clinics



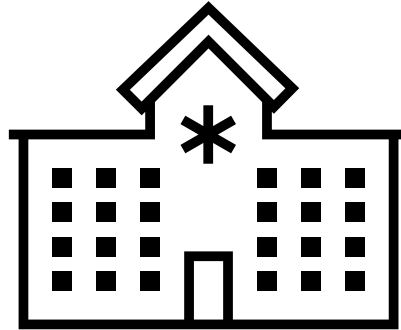
Exploring Future Solutions to Meet the Demand

Partnership with
Senior Life Solutions



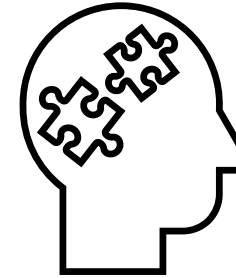
Intensive outpatient
therapy
for patients over 60

Adding Intensive
Outpatient Therapy



To our clinic services
offered in Fergus Falls
location

Integrating
Behavioral Health



With Primary Care
Services

Expanding
technology



to assist with
assessment and
placement in our
Emergency
Departments



Supporting our Staff

14

positions
impacted
by this
decision

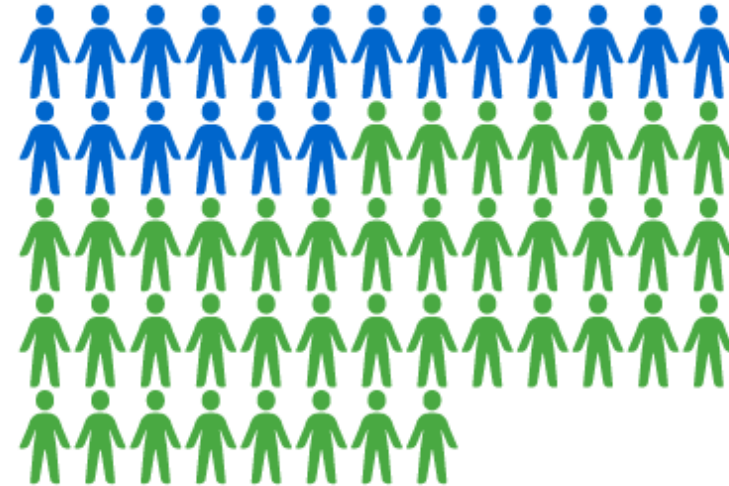


60+

open jobs in the organization

20+

open RN positions
+ several LPN openings



Gratitude

To the incredibly dedicated **staff** members and **providers** who have served in the Bridgeway Unit.

- **Dr. Bob Wasson** and **Dr. Dan Traiser** who both served as medical directors of the unit many years and to **Dr. Susan Meland** who was a consistent anchor and leader on the unit for many years.
- **Ken Swanson** for his instrumental role as the first nurse director leading through the launch and early years and development of Bridgeway.
- Current nurse manager **Julie Drews** for her dedication and passion.
- Along with the many **other experts** who have been dedicated to compassionate, person-centered care and who made Bridgeway an **award-winning** treatment facility with a **reputation for excellence**.



Closing Comments

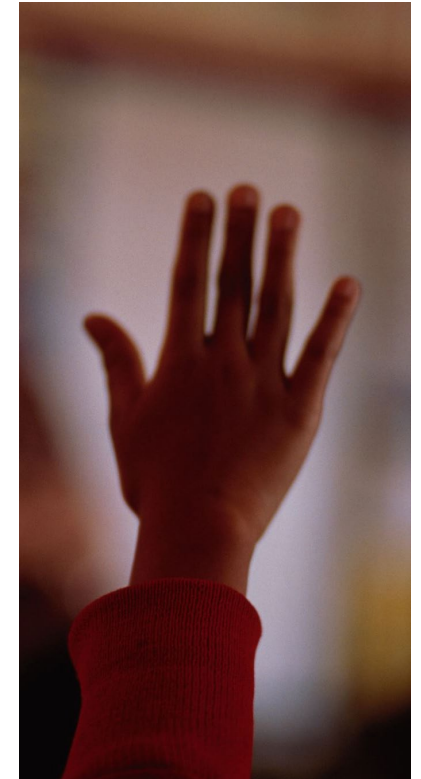
- There is a need for mental health services.
- We recognize that, and will continue to meet those needs, balancing resource limitations and financial considerations.
- The Bridgeway model is not meeting current needs, operationally is not feasible, and is not fiscally sustainable.
- We have regional partners who have access for inpatient care, and we'll continue to collaborate with them.
- We have a strong and growing outpatient mental health department.
- **We're committed to developing and implementing strategies to grow mental health services and make the most meaningful impact feasible.**



Thank You



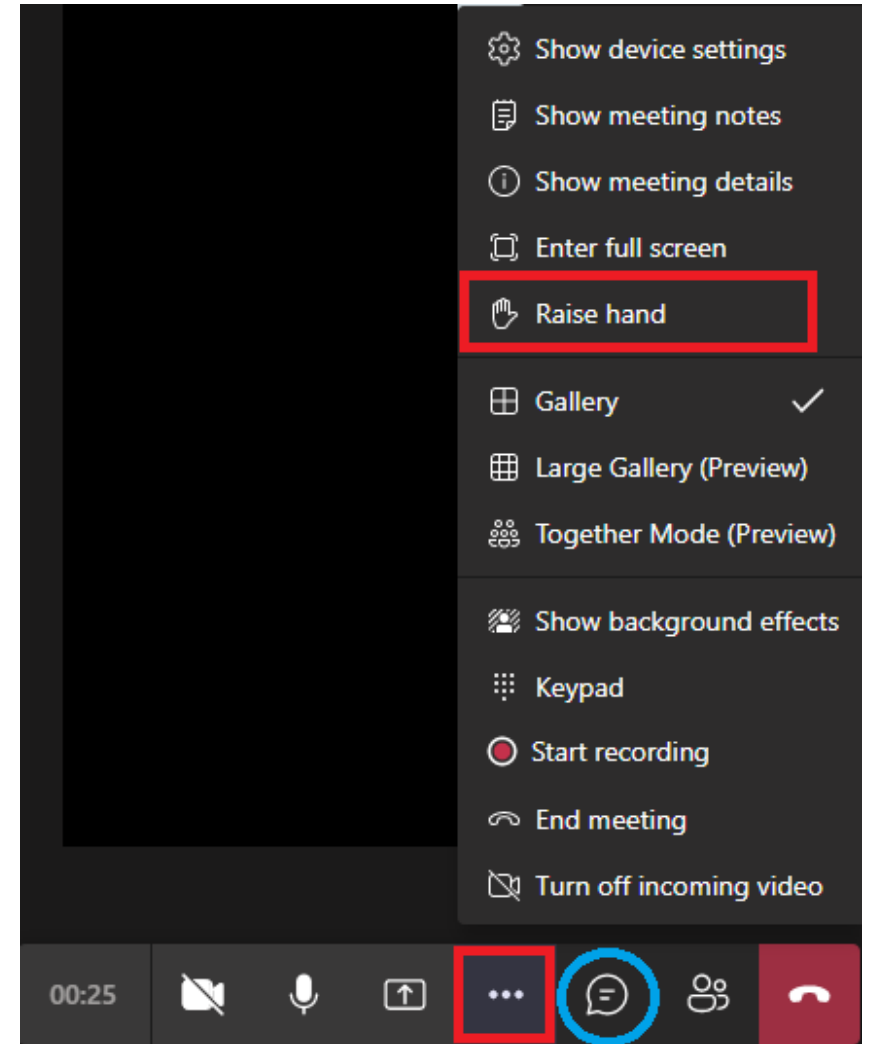
- **We welcome your comments and questions.**
- **Each person will have up to three minutes to ask a question or provide public comment.**
- **Please remember that the information you are sharing is being shared virtually for a public forum.**
- **Lake Region Healthcare will have up to three minutes to respond to each of 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



Lake Region Healthcare Closing Remarks



Kent Mattson
CEO
Lake Region
Healthcare



Patty Roth, RN
MSN RN CNO
Lake Region Healthcare



Deb Pelch
Assistant VP
Ambulatory,
Professional &
Cancer Center
Services
Lake Region
Healthcare

Conclusion

- Thank you for participating in the Lake Region Healthcare public hearing.
- The statute ([Minnesota Statutes Sec. 144.55](#)) gives MDH the authority to hold the meeting and to inform the public but not to change, delay or prevent the proposed changes, closures or relocations.
- You may provide comments or feedback on the [hearing website](#).
 - Comments for Lake Region Healthcare will be accepted until February 21, 2024.
- A transcript of the meeting will be available on the hearing website in 7-10 business days.



Maria King,
MDH Health Regulation Director

Thank you!

Health Regulation Division Federal Licensing Team

Health.HRD-FedLCR@state.mn.us