

Lake Shore Hospital Authority Meeting 5/26/22

1. GREETINGS

2. HIGHLIGHT COMMUNITY NEEDS (HOW ARE WE USEFUL? WHY SHOULD BOARD LISTEN?)

a. **We are tackling the strategic priorities as identified by Columbia County Department of Health to achieve between 2019-2023 which include:**

- i. Access to care
- ii. Mental health promotion
- iii. Tobacco prevention and awareness
- iv. Physical and Nutritional Wellness

3. BENEFITS TO COMMUNITY

i. **Strategic Priority 1: Access to Care** – will use main hospital and clinic to increase appropriate use of healthcare services and access to healthcare services

- Main hospital building
 - 40 bed hospital operated by ACE Medical
 - 110 beds for Veterans (phase 1, available now)
 - 130 additional beds (phase 2, requires build out)
- Clinic building
 - Primary care and specialists provided in collaboration with ACE Medical

ii. **Strategic Priority 2: Mental Health Promotion** – use of specialty building to increase awareness of services for behavior health, substance treatment, and prevention, improve to access to substance use treatment and recovery

- Specialty building (formally cardiology and women center) - future detox and rehab/mental health services

iii. **Strategic Priority 3: Tobacco prevention and Awareness** – Use community outreach to lower rates of tobacco use and prevention among youth

- Community outreach partners to provide tobacco prevention/awareness

iv. **Strategic Priority 4: Physical and Nutritional Wellness** – increase physical activity, improve management of chronic disease management, and increase access to food

- Community wellness in collaboration with Hype Health (presentation to follow by Kay Donaldson)

4. REQUEST FOR FUNDING

a. Proposed improvement budget – one-time costs

- i. Campus improvements and renovation \$10 million, details to explained by contractor (Randall to give presentation for details)
- ii. Veteran furnishings (furniture, fixture, and equipment) \$180k

- iii. First month operations of hospital \$917k x 3 for contingency = \$2.7 million (ACE Medical present to answer questions)
- b. Preventative Community Outreach
 - 1. Tobacco Prevention and Awareness- \$203k/annually (presentation available)
 - 2. Physical, chronic disease, and nutritional Wellness \$112k/annually (Hypie Health LLC Kay Donaldson presentation to follow)
- c. 10-year lease without payments

5. BENEFITS TO COMMUNITY

- i. Access to care – will use main hospital and clinical
- ii. Mental health promotion – use of specialty building
- iii. Tobacco prevention and awareness - community outreach
- iv. Physical and Nutritional Wellness – physical activity, chronic disease management, access to food

Hope Bridges LLC

965 Fox Chapel Lane

Jacksonville, Florida 32221

850-673-8057

Lake Shore Hospital Authority

259 NE Franklin St

Lake City, Florida 32055

Hope Bridges LLC is thankful to the Lake Shore Hospital Authority for allowing us the opportunity to meet their objectives and vision. After meeting with the Hospital Authority and fully grasping the goals for the location, we found it necessary to proceed with a company best suited to meet every requirement. Hope Bridges LLC is a consortium of professionals hand-selected to meet the objectives and mission of the Lake Shore Hospital Authority. We have been conducting extensive research on the physical plant in order to find the most efficient and cost-effective methods to resume operations. Upon review of the Health Improvement Plan, we will ensure the goals of each strategic priority are completely met.

Hope Bridges LLC is willing to relocate its corporate headquarters to the physical address of the Hospital Authority to establish a constant local presence and become fully involved within the community. We have secured the commitments of several companies and organizations so that we may be fully equipped to meet the needs of our community. In addition to an entity committed to reestablishing a hospital presence, Haven Detox, Land Developers Consortium, River Region, First Coast Community Development, and Dr. Michael White (of Lake City Hospital) are examples of those who are committed to ensuring that all of our endeavors are successful. We are also reaching out to the local Department of Health in addition to local civic and religious organizations to solidify our standing in the community. Hope Bridges LLC is excited to partner with as well as employ members of the local community. All of our partners have agreed to give hiring priority to the local pool of applicants.

Executive Summary

Lake Shore Hospital Authority (LSHA) is left to maintain a vacant healthcare campus without the receipt of any associated revenue. The community is facing challenges is at pertains to access and affordability to health care related services. By entering into a JV with Hope Bridges LLC (Hope Bridges) that allows Hope Bridges to acquire and utilize:

Building 2: Main Hospital Building

Our proposal for the Main Hospital Building is to house: 1) Substance Use Disorder ("SUD") treatment at the residential and detox levels of care. These levels of care are for patients who require medically-assisted detoxification services, along with transitional services. Patients' typical stay will be from 5-30 days, at which point patients will be transferred to lower levels of care at facilities of the patients' choosing. 2) Mental Health treatment facility for intense inpatient treatment and therapies, group therapy and acute episodic events where we can receive patients from hospital emergency rooms or correctional facilities. 3) Veteran Resource Programs pertaining to mental health/PTSD, suicide prevention, SUD and housing challenges that are unique to this group who have sacrificed in service of our country.

Building 7: Physical Therapy Building

Our proposal for the Physical Therapy Building is to house: 1) a dialysis clinic. In our dialysis facility, United Dialysis Center, we perform dialysis services for cash pay, Medicare, Medicaid, and private insurance payers. 2) Out-patient rehabilitation therapy program (speech, occupational therapy, physical therapy) 3) Educational Programs to support our internship, externship, fellowship and other clinical or ancillary training programs. We would also collaborate with related community educational partners to allow them assess and utilization of these training facilities. 4) Home Health related services.

Building 8: Medical Plaza

Our proposal for the Medical Plaza is to house: 1) A Federally Qualified Healthcare Center ("FQHC") modeled clinic. The clinic would serve the underserved populations of Columbia and surrounding areas. This would include patients who are pregnant or may become pregnant, at high risk of contracting or spreading HIV, STD, hepatitis, and tuberculosis. We would have a specific interest in providing urgent and primary care for patients facing access due to cost, transportation or other logistical barriers. 2) Dental Care to provide preventive and basic dental care. 3) Health and Wellbeing services to promote a healthy lifestyle through education and risk reduction strategies.

Hope Bridges will be able to efficiently and effectively utilize the facilities in order to meet the diverse needs of the community particularly those marginalized and lacking access to affordable housing, medical, dental, vision, wellness and mental health

- Offer urgent and primary care, preventive services, and referral options at no charge to uninsured adults through our clinic. *(Our primary and urgent care services enable patients to receive care for pressing medical concerns without an expensive trip to the emergency room. In addition to keeping community members healthy, our center will also relieve the burden on emergency room personnel, leaving them to concentrate on the most dire medical cases.)*
- Offer basic dental care services on a sliding fee scale
- Partner with local, regional and state educational institutions to acquaint medical, dental, nursing (to include advance nursing practice), pharmacy, physician assistant, speech, occupational and physical therapy and health care administration students early in their training to the nuances of providing culturally competent patient care to an ever evolving population.
- Foster inter-professional cooperation of students, health care professionals, and members of the community in addressing and resolving health care disparities.
- Understand community health care needs through service to the underserved.
- Provide the full range of supportive services to veterans (housing, substance abuse treatment, mental health).
- Provide training and employment opportunities for underserved and economically disadvantaged citizens.
- Collaborate with local, state and national governmental agencies and community based organizations to enhance the provision and expansion of services to reduce health care disparities.
- Promote healthy living and health lifestyles through physical, wellness and nutritional programs and access to healthy affordable food.

Through the provision of the following services and/or programs

- Primary and Urgent Care
- Dental Care
- Mental Health
- Dietary
- Veterans care (housing, medical and subsequent abuse prevention)
- Patient Education
- Women's Health
- Immunization and Vaccine related programs and services
- Credit Education
- Tobacco and Smoking Cessation Programs

services. Additionally, we will offer employment opportunities to local citizens further increasing the economic impact of this venture.

Background and Approach

Hope Bridges is a healthcare management company specializing primarily in management and operation of substance use disorder ("SUD") and mental health treatment facilities. Hope Bridges has recently partnered/contracted with a diverse team of experts (many of which are veterans, women or other under represented minorities) This team possesses deep experience in the following areas to include but not limited to:

- Primary, urgent and acute care services and operations
- Dental clinic services and operations
- Veteran Resource and Supportive Service Operations
- Reduction in health care and related verticals disparities as it pertains to access or provision of services
- Health and Well-being program development, deployment and operations
- Developing and fostering coalitions/partnerships with Community Based Organizations
- Establishing internship, externship, fellowship and other educational/job related training programs

Prior to becoming involved in healthcare management, Hope Bridges, its affiliates and subsidiaries operated laboratories, dialysis centers, pharmacies, SUD and mental health facilities. With a strong background in direct and indirect provision of services, we have built a health management company that is capable of managing and operating virtually any size healthcare facility. Hope Bridges is always looking for new opportunities to expand its capabilities; and thus we have determined we can be a quality partner with LSHA. It should be noted that Hope Bridges financial position is extremely strong and has ready access financial, people and technology resources to rapidly scale or innovate endeavors it may become involved through acquisition/JV or other type of business arrangement.

We are confident we can partner with LSHA and other community, state and national agencies to develop and implement plans to address and solve disparities in health care and veteran resources, create better more timely affordable access to mental health, dental, urgent care, therapeutic and supportive services thereby creating a healthier community We will accomplish this in part through the following high level efforts:

- Housing Assistance and Education
- Referrals
- Suicide and Violence Prevention

Capital and Operating funding and Service Projections

Currently LSHA is spending approximately \$84K per month to maintain the vacant campus out of a \$22M operating fund. Hope Bridges's initial research and experience forecasts that an approximate \$10.5M an initial capital infusion is required to help remediate the campus for the provision of new services, recruit, train, orient and onboard staff in addition to infrastructure modifications, repairs and equipment. As well as implement the needed Information technology systems (clinical, financial, people, facility maintenance).

Hope Bridges will further develop relationships with granting organizations and other revenue producing services to eliminate any future subsidies from LSHA in order to maintain operations. Creating these collaborative partnerships will ensure sustainability for the property and the healthcare management organization prior to 2027.

Currently LSHA is serving the needs of approximately 38 clients monthly. Haven is confident that based upon clearly identified needs, in year one, we will be able to grow this number to 1,000 encounters monthly by enhancing existing services and the addition of new services to include telemedicine and tele-therapy. These numbers are forecasted to increase each year and by year five project to have 5,000 monthly encounters. Through our collaborative efforts we can supplement and help reduce the strain placed on emergency rooms, community social services organizations and the correctional care system by preventive or early intervention efforts.

To ensure we are meeting the needs and providing compassionate, competent, high quality services, we will work with LSHA and other key stake holders to develop and measure key performance indicators to include client and community perception data.

01 PROPOSAL

Florida Gateway College and The Foundation for Florida Gateway College request the Lake Shore Hospital Authority transfer ownership of the Main Hospital Building, Land, and \$12 million to The Foundation for Florida Gateway College for repairs and development of the FGC Downtown Campus by December 31, 2022.

Florida Gateway College will seek funding from other sources of approximately \$3 million for repurposing areas of the building to create the FGC Downtown Campus.

Florida Gateway College will seek operating costs for the campus from the Florida State Legislature. It is estimated that \$2.3 million will be needed for recurring operational expenses per year.

02 POTENTIAL PARTNERS

All potential partners have existing ties to Columbia County.

Healthcare provider who could relocate its Occupational Health Care Clinic and operate an exclusive Sick Clinic for Lake Shore Hospital Authority clients.

Pharmacy to operate on regular hours

Inpatient medical research clinic for both Lake Shore Hospital Authority Clients and entire regional population.

Medical examiner's office

Charter School for Health Sciences

03 FGC CONTRIBUTION

FGC will seek out additional funding for repurposing areas of the hospital. A total of approximately 400 students will attend the downtown campus. It is anticipated that additional healthcare and non-care programs will be added at this campus.

In addition, 19 current FTE's (full time employment) will be moved to this campus. Also, an additional 8 FTE's will be added to this campus.

04 ECONOMIC IMPACT

It is estimated that the initial project (renovations and repurposing building) will bring in \$13.5 million in direct economic impact to the community. With the number of contractors working on building, the multiplier effect is approximately \$30 million.

Once the Downtown Campus opens (estimated 2024), the direct economic impact on the downtown Lake City Community is approximately \$7.7 million per year.



05 RECORD OF ACHIEVEMENT

Olustee Campus - \$6 million of expansions and renovations leveraging federal, state, local and private donors. This initiative has led to a significant increase in enrollment at this campus.

STEM Building - \$12.8 million project opening on June 30, 2022. This project will be completed two months earlier than expected and within budget.

Boys Club of Lake City - \$200,000 renovation after receiving the neglected property through a donation to The Foundation for FGC. The property is utilized for underrepresented children and will host FGC summer camps and potential after school programs.

FGC Lake City full Campus renovation and energy savings program for HVAC. Over the past two years the entire HVAC system has been replaced for \$8.3 million.

HCA Florida Lake City Hospital

HCA Florida Lake City Hospital has provided quality healthcare to Columbia, Suwannee and Hamilton counties for over 60 years. We are a 113-bed comprehensive facility offering medical and surgical programs including 24/7 emergency care, heart care, orthopedics, cancer care, imaging and rehabilitation services. We are an Accredited Chest Pain Center. We have also been named a Joint Commission Top Performer on Key Quality Measures for four consecutive years.



700 +

Current number of employees



169

New positions budgeted with expansions



25 +

Total new graduates hired YTD



39,754

Uninsured or underinsured ER visits and admissions in 2021

Expanding care close to home

- ✓ Opened in July 2021, \$5.6 million inpatient expansion to add 12 additional beds and 13 full-time employees
- ✓ Completed in 2022, \$3.2 million inpatient MRI upgrade
 - \$41.4 million expansion project including increased inpatient care, emergency department growth and patient support services expansion to add 10 additional beds and 69 budgeted full-time employees
 - \$103 million tower development to add 28 additional beds including 10 ICU beds, cath lab expansion, surgical services growth and 86 budgeted full-time employees

Strengthening the workforce

- Creating 169 full-time employee positions in the workforce
- Providing support for educational opportunities in the healthcare industry
- Hiring new graduates from Florida Gateway College

Supporting the community

- Relocation plans for occupational health program
- Potential exclusive sick clinic for authority board clients
- Fostering patient education and direction to authority board supported primary care clinics
- Expanding services to potentially provide 24/7 STEMI, increase vascular procedures and introduce ortho spine procedures

Sonja Markham

From: ALTON HINES <alh4fsu@comcast.net>
Sent: Thursday, June 2, 2022 9:41 AM
To: Sonja Markham
Subject: Lakeshore Hospital Authority

Dear Chairman Beil, Director Williams and Board members,

As you face the important task of deciding the future of Lake Shore Hospital, I'd like to share my thoughts on the issue. Decisions made today will have a critical impact on the future of our community.

Of the three options presented in the Lake City Reporter recently, the one that makes the most sense would be the partnership with Florida Gateway College for a nursing program. This option would bring the most value to the citizens of Lake City/Columbia County. Not only would this provide immediate jobs, but it would also provide fulfilling careers for graduates of the program.

There is a critical shortage of nurses nationwide. This program would help fill that need. And what better way to train these future medical professionals than in an actual hospital setting? Under the right direction, this program could become a model for other communities across the nation. And I have confidence that Dr. Barrett and the board of FGC would be capable of providing the leadership to make this partnership a tremendous success.

This option would also benefit the city by bringing hundreds of employees and students to downtown Lake City on a daily basis, providing potential customers to downtown shops and restaurants. And that's a win for all of us.

Thank you for your service to our community.

Regards,

Alton L. Hines
1487 SW King Road
Lake City, FL 32024

Sonja Markham

From: Regina Brown <rlb1216@gmail.com>
Sent: Thursday, June 2, 2022 11:58 AM
To: Sonja Markham
Subject: School for Nursing

To Members of the Lakeshore Hospital Authority

From some acquaintances of mine in the area, I heard you are considering the conversion of an old hospital into a school to train nurses. I have numerous friends and family members who are nurses, and I am keenly aware of the nursing shortage in our state, especially in our more rural areas. Since you already have a local hospital and access to other major hospitals in Gainesville and Jacksonville, creating a school for nursing seems to be an ideal solution that will serve your local community well into the future.

Regina Brown
727-243-0128

Sonja Markham

From: Raymond Johnson <rayscampaigning@yahoo.com>
Sent: Thursday, June 2, 2022 12:00 PM
To: Sonja Markham
Subject: Lake Shore Hospital Authority

To Whom it my Concern,

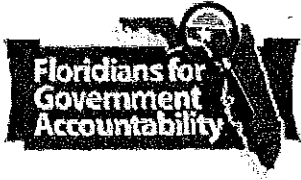
Through some pastors and friends of mine who know some people in the area, I have been made aware of an important decision you are about to make. I am sure you are well aware of the medical workforce shortage we are facing in our state. Especially nurses and physician assistants. Columbia County can take a huge and leading step forward by converting the old hospital into a school for training medical personnel. This would be a great idea for workforce development in a rural part of our state.

Thanks and God bless,

Raymond Johnson II
Biblical Concepts Ministries
904-338-4751

Sonja Markham

From: Brett Doster <fl4govacct@gmail.com>
Sent: Thursday, June 2, 2022 12:14 PM
To: Sonja Markham
Subject: Lake Shore Hospital Authority



June 2, 2022

Lake Shore Hospital Authority,

As a government watchdog organization, we have become concerned with the various taxing authorities around our state that have powers of taxation without elected representation.

We have become aware of an opportunity before you that, with serious and unbiased resolve, your authority could move forward with which would be in the best interest of your community.

A logical and effective approach to dealing with your assets and authority would be to convert your old hospital into a college for nurses and physician assistants to meet the medical workforce shortage needs in your area. Then, take your existing \$20 Million surplus and convert it into an indigent care fund or return the money to the taxpayers of Columbia County. Finally, for the benefit of your community, change the Authority to cease its power to tax.

Thank you for your thoughtful consideration.

Jim Hart, Chairman
7371 Cox Road
Bascom, Florida 32423

Sonja Markham

From: Karen Sapp <standnfl@gmail.com>
Sent: Thursday, June 2, 2022 1:45 PM
To: Sonja Markham
Subject: Lake Shore Hospital Authority,

June 2, 2022

To the Lake Shore Hospital Authority,

There is a serious shortage of nurses in our state, which can especially be found in north Florida and panhandle area. Columbia County has a wonderful opportunity to take some leadership in addressing this problem.

I understand you are contemplating the conversion of an old hospital into a college for nursing. Since there is already an existing hospital locally for immediate emergencies, and with easy access to more technical hospitals in Tallahassee, Gainesville, and Jacksonville, this would be a great idea for local workforce development and attending to the local nursing shortage.

We are hoping you decide to take the course to help improve the future of healthcare in Florida's rural areas.

Sincerely,

David Biddle, Board Member
5579 SE 91st Trail
Trenton, FL 32693





Meridian Behavioral Healthcare
at
Lakeshore Hospital



We are here to help.



Page 1 of 20



**#More moments
like these!**

Meridian

- Meridian has been providing services in North Central Florida since 1971.
- In 2022, Meridian celebrates 50 years of operations and continues to grow to meet the ever-growing needs of our communities
- Meridian provides services utilizing evidence-based approaches to the treatment of mental illnesses and substance use disorders. Our services also address the social determinants known to adversely affect healthcare outcomes such as housing, employment and medical care.
- Meridian currently has offices in 13 counties and provides services to residents from most all of Florida. Outreach and treatment services touch over 36,000 annually with 430,000 services to individuals.
- Meridian's expenditures for services last year were over \$55 million. We employ 650 individuals from across the region.



Licensing and Accreditation

- Currently, Meridian has been accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF) for over 17 years in Behavioral and Opioid Treatment Programs, obtaining the best possible outcome of a 3-year accreditation during the most recent survey in 2021.
- 55 Substance Abuse licenses have been granted by the Department of Children and Families
- 6 Licenses has been given by The Agency for Health Care Administration (AHCA) for the following programs:
 - Crisis Stabilization Unit
 - Residential Treatment Facilities
 - Health Care Clinics

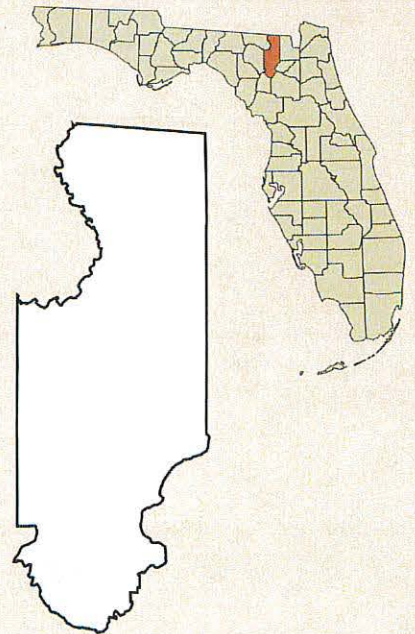


Community Needs & Information

- According to 2019 WellFlorida Community Needs Assessment, *"In 2017, Columbia County residents visited emergency rooms for mental health reasons at rates higher than for the state as a whole."*

-2019 Columbia County Health Improvement Plan by WellFlorida Council.

- According to Mental Health America, nearly 2.9 million Florida adults -about 17% of the population have some form of mental illness.
- The last two years have led to an increase in people seeking help for mental illness, particularly anxiety and depression.



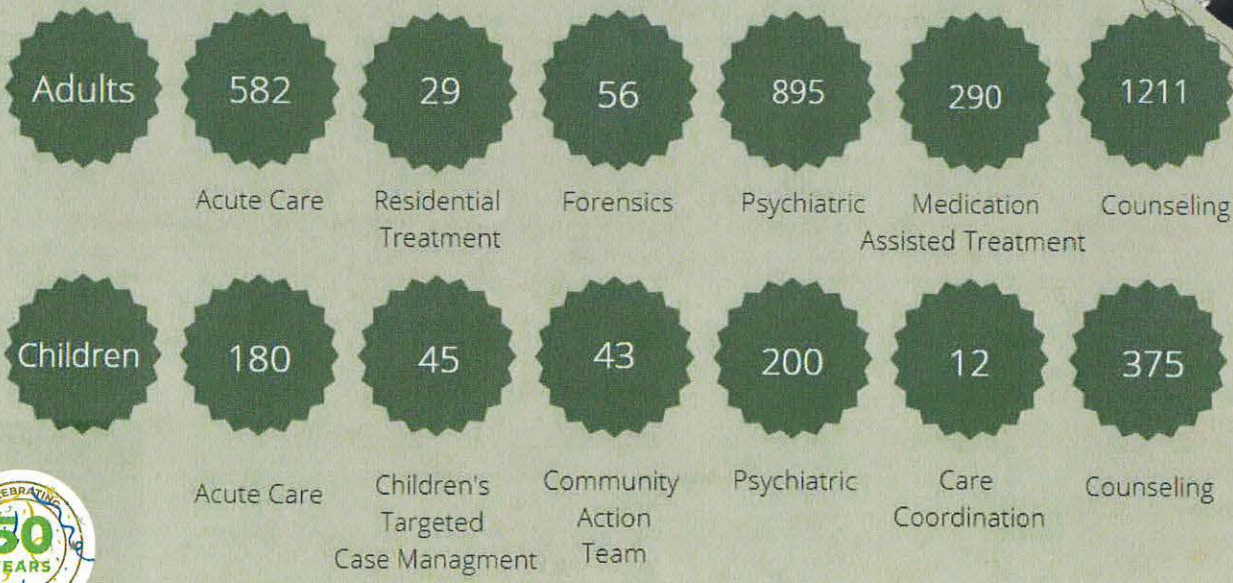
Meridian in Columbia County

- Meridian currently serves as the Central Receiving Facility for Columbia County and plans to expand this best practice model to Alachua County.
- With plans to open a 16-bed residential treatment facility in July 2022, Williams Manor by Meridian will provide another level of care addressing the needs of the community. This facility among others will be accredited by Commission on Accreditation of Rehabilitation Facilities (CARF).
- Meridian has added Primary Care Services in Columbia County in 2021 and continues to expand on this service to meet the growing demands of the community.



Services We Provide to Columbia County Residents

July 2021 through May 2022



Improved functioning and reduction of symptoms

75% of Adults

75% of Children

National Benchmarks

- Recovery rates for severe mental illnesses range from 40-60%
- Recovery rates for addiction range from 40-50%
- Recovery rates for diabetes, hypertension, and other chronic illness range from 40-60%



95%

Would return to Meridian if they experience behavioral health needs in the future



96%

Indicate treatment was helpful

94%

Have become more independent

96%

Felt Meridian staff truly cares if they get better



96%

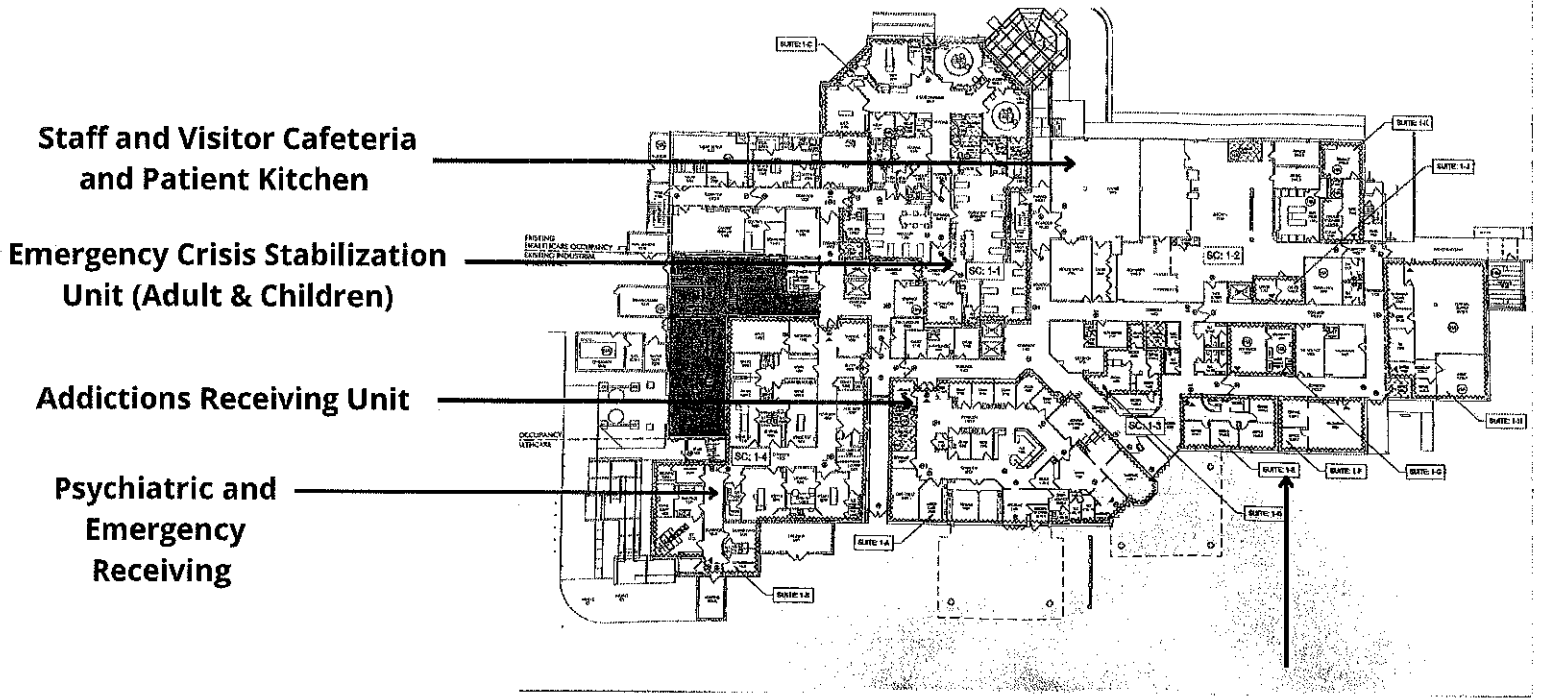
Would recommend Meridian to others

Meridian at Lakeshore Hospital

- **Approximately 117,000 square feet of planned space for in-patient and residential care for clients with varying levels of acuity.**
- **Meridian Behavioral Healthcare plans on utilizing the hospital building and surrounding grounds offered at Lakeshore Hospital to expand continuum of care that is a growing need for our community**
- **Meridian Behavioral Healthcare has outlined staffing allocations as well as an operational plan for the foreseeable future.**
- **Currently, Meridian does not have or anticipate to have any limitations or restrictions from complying with the Lakeshore Hospital Authority in the transitory process.**



First Floor



Primary Care

First Floor

Phase One

Psychiatric and Addictions Crisis / Emergency Receiving -SC 1-4

Moved from Current Campus

Baker Act and Marchman Act Receiving (Personal & Law Enforcement)
Walk-In

Hours of Operation: 24hours/7days for 365 Calendar Days

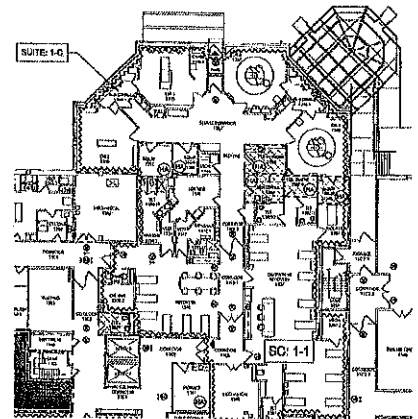
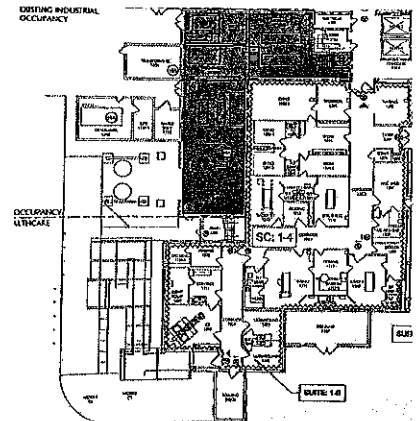
Emergency Crisis Stabilization Units (Adult and Children) – SC 1-1

Moved from Current Campus

Number of beds (expected) - 30

Average Length of Stay ~ 3.5 days

An in-patient facility that provides short term care and stabilization to individuals experiencing a mental health crisis.



First Floor

Phase Two

Addictions Receiving Unit - New

10+ Beds

Medically supervised withdrawal

Average Length of Stay: 5 days

Transfer to Residential / Stepdown Care

A medically supervised, inpatient, short-term, acute care detoxification and stabilization facility for adults with significant substance impairment or co-occurring mental health and substance abuse disorders.

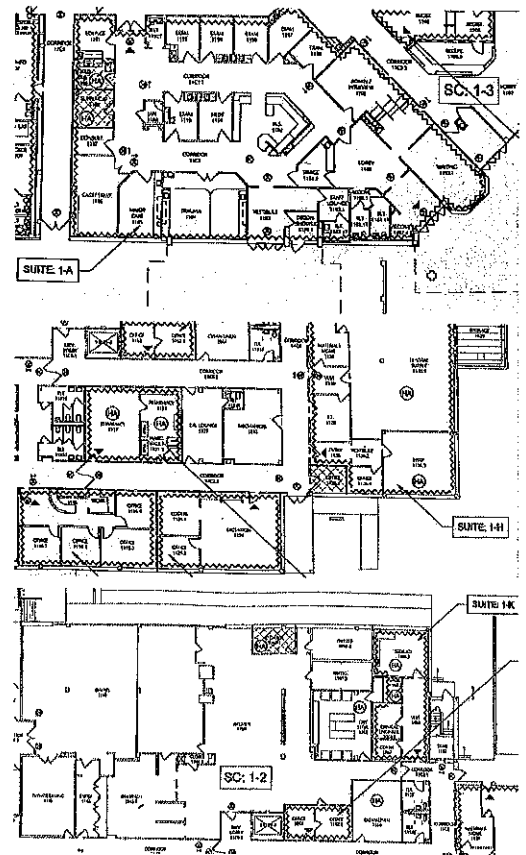
Primary Care & Pharmacy - Suites 1-D-J

Hours of Operation 8am - 5pm

(Weekdays) w/ 24 hour, 7 day On-call physician support

Medical Support for Patients on the Units

Staff and Visitor Cafeteria and Patient Kitchen

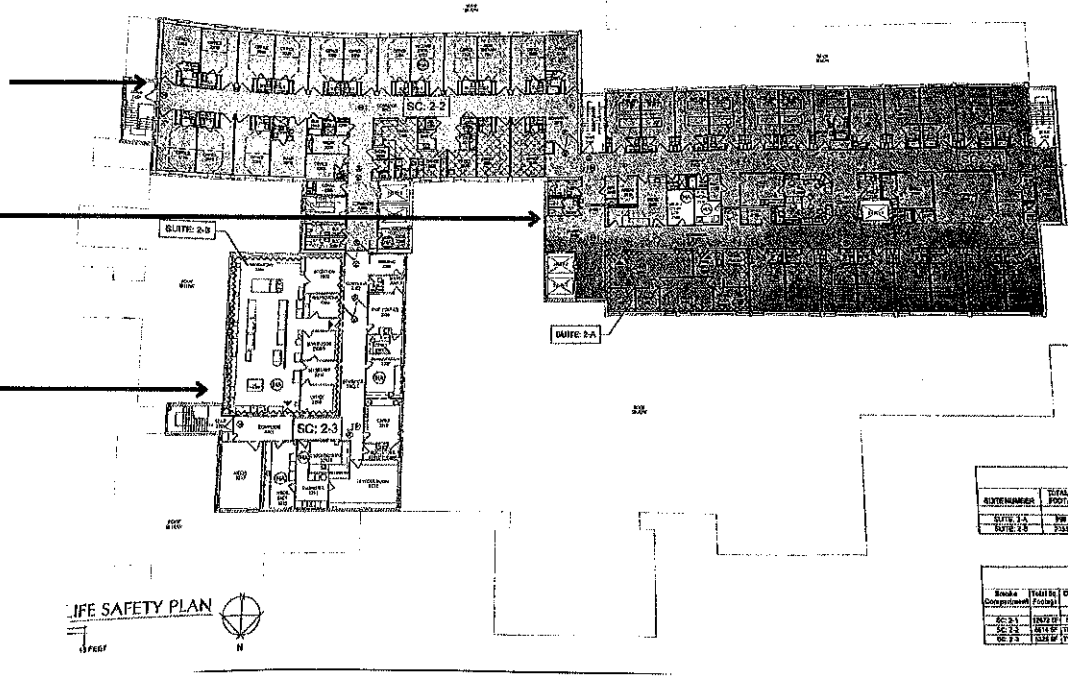


Second Floor

Short-Term Residential Treatment (SRT)

Forensic Beds

Counseling Offices



AREA NUMBER	TOTAL SQ. FOOTAGE
SUITE 2.9	29,000
SUITE 2.A	20,000

Smoke Compartment	Exit (to) Lobby	Occupant Use
SC 2.1	EXIT TO SUITE 2.9	
SC 2.2	EXIT TO SUITE 2.A	
SC 2.3	EXIT TO SUITE 2.A	

Second Floor

Short-Term Residential Treatment (SRT) - SC2-2

16-20 Beds

An adult inpatient unit providing services to individuals with a mental health diagnosis and/or co-occurring substance abuse diagnosis. SRT provides a high level of care for individuals who are no longer experiencing a psychiatric emergency but who are still in need of additional inpatient treatment prior to community placement. SRT also serves clients waiting for placement at the state hospital.

Average Length of Stay - 3 months

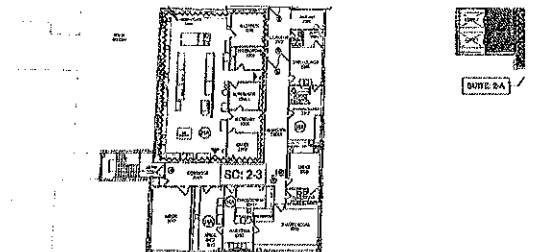
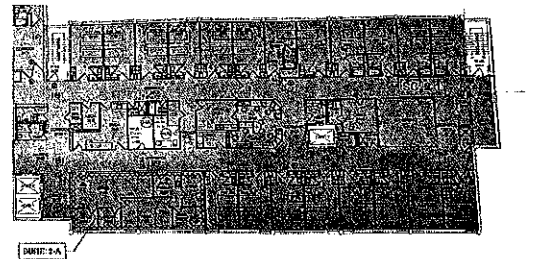
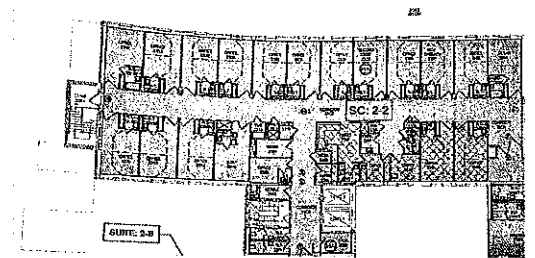
Forensic Residential Treatment Program -SC2-2

30 Beds

An adult residential treatment program for individuals with a mental health diagnosis and involvement in the judicial system. This program provides a less restrictive environment than the state hospitals and assists individuals with successful reintegration into the community.

Average Length of Stay - 6 months

Counseling Offices -SC2-3

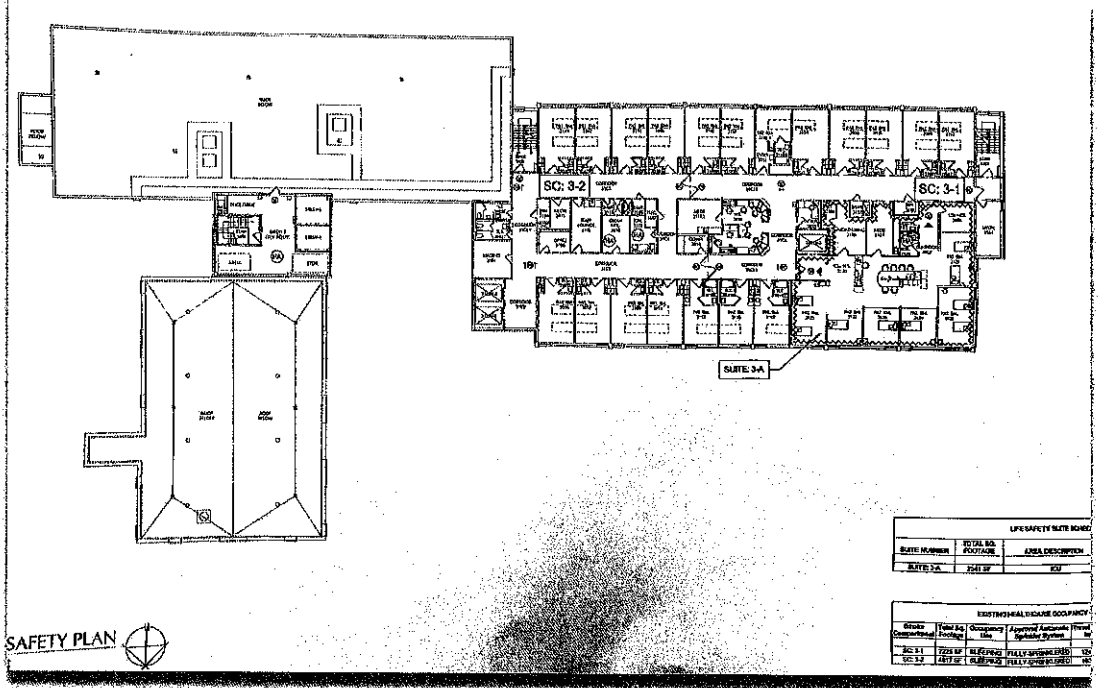


Third Floor

In-Patient Psychiatric Suite

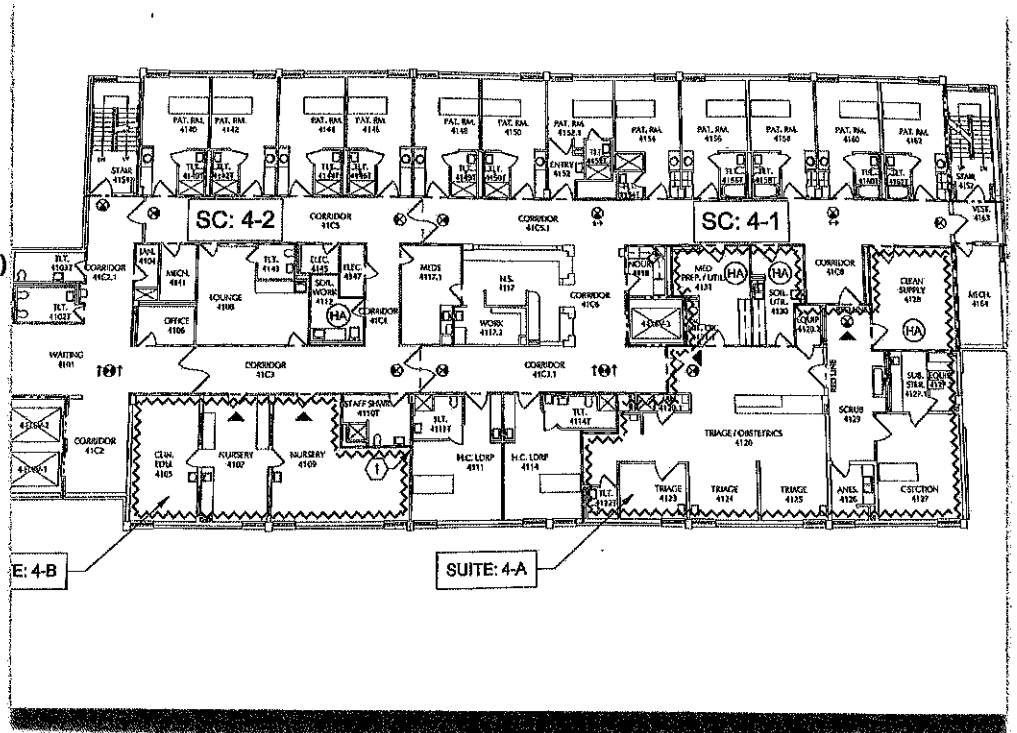
Suite 3-A Used for Dining groups and Group Therapeutic Activities

Largely Self-Contained Wing



Fourth Floor

- Mobile Response Teams
- Community Action Team (CAT)
- Clinical Administration
- Supportive Services for Veteran Families (SSVF)
- Certified Community Behavioral Health Clinic (CCBHC)
- Community Mental Health Center (CMHC)



Community Impact for Columbia County

- Meridian at Lakeshore Hospital provides hospital-level psychiatric care, which is currently only provided outside of the region. This would allow for individuals needing this care to remain within county and permit families to engage in treatment.
- Meridian plans on bringing over 86 FTE positions from the current Lake City campus, with plans to add an additional 98 personnel, for a total of 184 positions for Meridian at Lakeshore Hospital, and 252 for Columbia County.
- Meridian would address the growing need for substance use treatment with an addictions receiving facility, not currently provided in the region.



Meridian at Lakeshore Hospital Authority

Funding Options for Consideration

Lakeshore Hospital Authority Support-

- **Lakeshore Hospital Authority repairs the building to meet occupancy standards at its costs (actual costs) - estimates are above \$6 million +**
- **Meridian occupies hospital and surrounding grounds at no additional occupancy cost for between 7 and 10 years.**
- **Meridian to invest 1 to 3 million to bring internals of the building to licensing standards for services.**
- **Lakeshore Hospital Authority to provide indigent care funding at a minimum for primary care; other services at its direction**
- **Meridian will at its cost maintain the building to meet AHCA/DCF licensing standards throughout the period of the lease**
- **At the end of the lease period; the hospital building and surrounding grounds transfer ownership from Lakeshore Hospital Authority to Meridian at no additional cost**
- **Meridian continues to grow and operate facility for at least the next 50+ years**

Meridian at Lakeshore Hospital Authority

Funding Options for Consideration

Lease -

- LSA Repairs the building to meet occupancy standards at its costs (actual costs) – estimates from above \$6 million +
- Meridian occupies the hospital and surrounding grounds at a negotiated rate for between 7 and 10 years.
- Meridian to invest 1 to 3 million to bring internals of the building to licensing standards
- Lakeshore Hospital Authority to provide indigent care funding for at a minimum primary care; other services at its direction
- Meridian will maintain the building to meet AHCA/DCF licensing standards throughout the period of the lease and will deduct those actual expenses from any lease to Lakeshore Hospital Authority
- At the end of the lease period, the hospital building and surrounding grounds transfer ownership from LSA to Meridian at no additional cost
- Meridian continues to grow and operate facility for at least the next 50+ years

Meridian at Lakeshore Hospital Authority

Funding Options for Consideration

Lakeshore Hospital Authority Transfer of Ownership -

- **Meridian takes ownership of the hospital and surrounding grounds with a commitment to operate for its stated purpose for between 7 and 10 years.**
- **Lakeshore Hospital Authority provides \$10 million to repair the building – Meridian to handle the repairs and contractors**
- **Meridian to invest 1 to 3 million additional to bring internals of the building to licensing standards**
- **Lakeshore Hospital Authority to provide indigent care funding for at minimum primary care; other services at its direction**
- **Meridian will maintain the building to meet AHCA/DCF licensing standards throughout the commitment period.**
- **Meridian continues to grow and operate facility for at least the next 50+ years**



Meridian at Lakeshore Hospital



Our collective goal is to better the health and well-being for the communities we serve

While these are but three options; likely there are additional options we have not yet considered. It remains our commitment to partner with Lakeshore Hospital Authority and to find a path forward that supports the needs of both organizations and those we serve

We ask is for the opportunity to sit down and develop a mutually agreeable and supportive agreement that collectively will provide for the citizens of Columbia County for the foreseeable future



June 20, 2022

TO: LSHA Trustees

FR: Dale Williams

RE: June 23, 2022 Special Meeting

Please find attached information that may be of assistance to you in discussing an action plan for the Lake Shore Hospital Campus. Much of this information has previously been provided to you. I am consolidating this information, and any new information, here for your ease of use and reference. Please advise if you need any additional information.

Responses to the "RFP – Statement of Interest (SOI) – Lake Shore Hospital Campus" were received on Tuesday, February 22, 2022. The responses were divided into two (2) groups. Group 1 were the responses that, if accepted, would require the use of the main hospital and could require the use of other campus buildings. Group 2 were the remaining responses. These responses were not considered to be building specific and may require only a portion of a single building.

Group 1 – (No particular order)

- 1.) Haven Health d/b/a Hope Bridges
- 2.) Florida Gateway College
- 3.) Meridian Behavioral Healthcare

NOTE The last proposal publicly presented from each of the above respondents is attached to the June 23, 2022 Special Meeting agenda.

Group 2 – (No particular order)

- 1.) The Worship Room
- 2.) Your ER Solution, LLC
- 3.) James M Swisher, Clerk of Court
- 4.) SCP Health
- 5.) Remnant Ministries
- 6.) Multi-Specialty Research Associates
- 7.) Compass One Health Care
- 8.) Columbia County
- 9.) Columbia County Public Health Unit

NOTE I have not attached the responses received from Group 2. CARC also responded to the RFP. CARC was requesting temporary space to use while their current facilities are renovated.

The LSHA Trustees offered the Bedoya Building for this purpose. A lease for this purpose has been prepared by the Authority and submitted to CARC for review.

The Lake Shore Hospital Campus consists of three buildings: the main hospital, two story Women's Center, and the Physical Therapy/Reyes Building. The average monthly cost to keep these buildings in an occupiable condition is \$57,500. This includes maintenance salaries and a monthly allocation for insurance (\$16,500).

Group 1 proposals, as presented, would require building improvements/modifications to the main hospital. Depending on the proposer and the use, estimates for improvements and modifications would cost \$7 million to \$12 million. In all Group 1 presentations, the LSHA was expected to fund the cost for improvements and modifications.

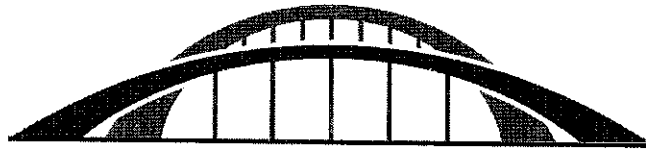
Last week I called all Group 1 proposers and asked if there was a scenario that would allow for them to use the hospital building without any subsidy from the Authority. I was able to speak with Hope Bridges and Meridian Behavioral Healthcare. I requested their response in writing. Hope Bridges and Meridian have responded (attached). As of this date, I have been unable to reach a representative of Florida Gateway College, I will continue to try and make contact.

The Lake Shore Hospital Authority has historically funded all operational cost of the Authority from revenue generated via building leases. All tax revenue was used to support medical assistance program costs. Assuming the intent of the Trustees is to continue with this funding strategy, it may be necessary to consider revenue from sources other than current building lease revenue. This may be required as one or more of the current campus buildings may have to be leased at a reduced rate or at no cost in order to avoid current monthly subsidies.

One possible consideration is to establish a Medical Examiners Office. Preliminary work on this proposal has been performed and indicates that under certain conditions, such a project could be profitable to the Authority. It should also be noted that such a proposal would require support from several agencies including the State Attorney, area Sheriff's, and area governing Boards.

ADDITIONAL INFORMATION

- 1.) LSHA - Current Cash Assets: \$21,329,459.73
- 2.) Estimated Cost to Raise Lake Shore Hospital: \$1.5 - \$2.0 million (Nonpaid estimate based on type of building, square footage, and 2020 disposal cost)
- 3.) LSHA staff has explored the cost of enhancing 9-1-1 medical transports to provide more options for residents. The evaluation process is not complete.



Hope Bridges

June 17, 2022

EXPRESSION OF INTEREST

Lake Shore Hospital Authority
259 NE Franklin St.
Lake City, FL 32055

Dear Hospital Authority,

Hope Bridges LLC., would like to provide a non-binding expression of interest in respect to the 368 NE Franklin St. Lake City, FL 32055, the main building at the Lake Shore campus for use as a transitional housing facility for veterans. We appreciate the time and energy the Authority has afforded us in discussing this opportunity and the information that has been provided thus far.

As we continue to spend time evaluating Lake Shore Hospital Campus, we believe that Hope Bridges will bring unique value and capabilities to the facility and surrounding community, accelerating the development and growth of the Lake Shore facility. We believe we could provide much needed services to Lake City and the surrounding community of Columbia County.

Transaction Overview and Structure

Based on our preliminary review of the information provided and subject to the conditions set forth below, Hope Bridges is pleased to submit this non-binding letter of intent (the "Proposal") for a transaction with Lake Shore Hospital Authority. We propose the Hospital Authority (donate or lease for a nominal fee) Lake Shore Hospital main building in as-is condition, including all assets and liabilities, in such a way that Lake Shore Hospital Authority is removed from the maintenance and liability of this vacant structure while putting it to good and effective use in servicing the community.

Hope Bridges once in possession of the building would like to operate as a one stop shop for veterans in need of transitional services to get back to civilian life after serving our country. Hope Bridges will not need or seek any funding from the authority to operate this facility and would like to take possession of said building as soon as possible. If this proposal is amenable to the Authority a letter of intent will soon follow. Thank you for your consideration

Respectfully,

Mike Peacock
Hope Bridges

Good afternoon Dale, just wanting to follow up from our call yesterday.

From our conversation you were inquiring for one of the trustee's if there is a way that Meridian would be agreeable to utilize the LSA Hospital building and surrounding grounds without the need for additional financial support from the Lakeshore Authority, including facility expense to bring the building to occupancy status.

Meridian is committing to \$1 million to \$3 million to renovate the wards and other internal areas of the building to meet AHCA/DCF programmatic licensing standards regardless of terms we work out for building occupancy. That leaves us with the need for a yet unknown amount for several crucial items before we could occupy and start operations. Items such as reroofing, brick repair, fascia, sealant for windows and doors, stucco repair, metal coping repair, etc. The estimates we have received (still in draft) are greater than \$5.3 million to date, however that will likely go up further after we receive the final report which will include mechanical engineering report which we have not yet received. (Meridian has invested \$35k for an updated engineering report)

In response, the two thoughts I have related to the question posed are:

1. I don't see a path where it would be advantageous for Meridian to invest greater than \$8 million dollars toward the renovation of a building that was not owned by Meridian; assuming LSA held ownership of the building. We would be making a major investment on a property that would be owned and retained as an asset of another corporation, LSA. Even if my board of directors was to consider this, I don't believe we could attain a loan for \$8million+ as any loan would need to be secured by the property to be renovated.
2. Second option and one that might be agreeable to both parties. If LSA were to agree to transfer ownership for the hospital building and surrounding grounds to Meridian. Meridian as a corporation would be in a position to use the property in question as collateral for such a loan to support required building repairs.

Please do share these thoughts with the trustee's and also please know that I am limited as CEO in my authority, any agreement that Meridian and the LSA were to reach would first need to be brought forward, discussed and approved by my board of directors.

Appreciate all your efforts and partnership as we move forward to support the growing needs of our communities. Thanks, Don

Donald P. Savoie
President / CEO
Meridian Behavioral Healthcare, Inc.
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Gainesville, FL 32608
Ph 352-374-5600 x8366