

Community Health Improvement

Strategic Action Plan

Fiscal Year 2026 - 2028

CHI LakeWood Health – Baudette, MN

Board approved October 2025



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At-a-Glance Summary

<p>Community Served</p> 	<p>CHI LakeWood Health is located in Baudette, Minnesota. The hospital primarily serves Lake of the Woods County where Baudette is located and is the only hospital in Lake of the Woods County. Lake of the Woods County is considered the primary service area for this community health needs assessment. The following zip code is where 80 percent of patient admissions to CHI LakeWood Health reside: 56623.</p>
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's most recent Community Health Needs Assessment (CHNA).</p> <p>Needs the hospital intends to address with strategies and programs are:</p> <ul style="list-style-type: none">• Mental Health/ Substance Abuse• Access to Health Care Services: Dental/Vision
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take actions and to dedicate resources to address these needs, including:</p> <ul style="list-style-type: none">• Mental Health/Substance Abuse<ul style="list-style-type: none">◦ Support coalition identified strategies: public service campaigns, surveys, education.◦ Strategic Engagement with the Opioid Advisory Council to mitigate the opioid crisis within a community by providing multi-sectoral leadership and strategic guidance.◦ Enhance safety and security for patients seeking behavioral health services.◦ Invest in Community Solutions to address Mental Health.• Access to Health Care Services: Dental/Vision<ul style="list-style-type: none">◦ Total Health Roadmap - Identify patients' health related social needs and connect them to community resources.◦ Exploration of access to dental health services.◦ Exploration of access to vision services.

Planned resources and collaborators to help address these needs, as well as anticipated impacts of the strategies and programs, are described in the "Strategies and Program Activities by Health Need" section of the document.

This document is publicly available online at the hospital's website. Written comments on this strategy and plan can be submitted to the Administration Office of CHI LakeWood Health. Written comments on this report can be submitted via mail to CHI Health - The McAuley Fogelstrom Center (12809 W Dodge Rd, Omaha, NE 68154 attn. Healthy Communities); [electronically](#) at: <https://forms.gle/KGRq62swNdQyAehX8> or by calling Ashley Carroll, Market Director, Community and Population Health, at: (402) 343-4548.

Our Hospital and the Community Served

[About the Hospital](#)

CHI LakeWood Health is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 2,200 care sites in 24 states coast to coast, serving patients in big cities and small towns across America.

CHI LakeWood Health Overview

CHI LakeWood Health was originally established as Baudette Community Hospital in 1950 and was owned by the community and operated by the Sisters of St. Joseph. In 2019, CHI merged with Dignity Health to form CommonSpirit Health, the current sponsor of CHI LakeWood Health. A major building and renovation project in 2000 brought all health care services together on one campus, enhancing accessibility and convenience for patients. CHI LakeWood Health is a 15-bed acute care critical access hospital, offering a comprehensive range of services, including medical, surgical, emergency room, outpatient, critical care, swing beds, transitional beds, and respite care.

[Our Mission](#)

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its mission. As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Financial Assistance for Medically Necessary Care
It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay.

This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website:



https://chilakewoodhealth.com/wp-content/uploads/2025/07/Finance-G-003-Financial-Assistance-POLICY-07-01-25_-EN.pdf

Description of the Community Served

CHI LakeWood Health is located in Baudette, Minnesota. The hospital primarily serves Lake of the Woods County, where Baudette is located and is the only hospital in Lake of the Woods County. Lake of the Woods County is considered the primary service area for this community health needs assessment.



Figure 1: CHI LakeWood Health Service Area - Lakes of the Wood County.

Community Description

CHI LakeWood Health serves residents of Lake of the Woods County. Lake of the Woods County was founded on January 1, 1923 and was named after the lake that covers a large portion of it. It is a rural county located in northern Minnesota; in fact, it is the northernmost point of the lower 48 states. It is bound on the north by Canada, on the east by Koochiching County, on the south by Beltrami County, and on the west by Roseau County. It has a total area of 1,775 square miles, of which 1,298 square miles is land and 477 square miles is water. Lake of the Woods County is a rural county located in northern Minnesota and has an estimated population of 3,786. The population of Lake of the Woods County is primarily (91.6%) non-Hispanic White, 0.1% Asian, 2.1% American Indian and 0.4% African American.

Socioeconomic Factors

The ACS indicates that there are 1,632 households in Lake of the Woods County with an average of 2.3 persons per household. Median household income is \$61,667, which is substantially lower than the median household income in Minnesota and the nation (\$84,313 and \$75,149, respectively). Approximately 83 percent of households in Lake of the Woods County are owner-occupied and the median owner costs are \$1,403 per month including the mortgage. Median rent in Lake of the Woods County is \$821 per month. Both median owner costs and median rent are lower in Lake of the Woods County than in Minnesota and the United States overall. The percentage of householders living alone, households with residents aged 65 and older, and householders aged 65 and older living alone are higher in Lake of the Woods County than in Minnesota and the nation overall.

Health Professional Shortage Areas (HPSA) and Medically Underserved Areas (MUA)

Lake of the Woods County is designated as a Health Professional Shortage Area (HPSA) and a low income Medically Underserved Area (MUA) by the United States Health Resources & Services Administration.

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health implementation strategy and plan were identified in the most recent CHNA report, which was adopted in May, 2025. The CHNA report includes:

- Description of the community assessed consistent with the hospital's service area;
- Description of the assessment process and methods;
- Data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Impacts of actions taken by the hospital since the preceding CHNA.

Additional details about the needs assessment can be found in the CHNA report, which is publicly available on the hospital's website or upon request from the hospital, using the contact information in the At-a-Glance Summary.

Significant Health Needs

The CHNA identified the significant needs in the table below, which also indicates which needs the hospital intends to address. Identified needs may include specific health conditions, behaviors or health care services, and also health-related social and community needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Affordability and availability of community services.	Two-thirds of respondents disagreed that their community has adequate access to affordable housing (66 percent) or adequate public transportation (67 percent). Furthermore, 62 percent of respondents disagreed that their community has adequate access to affordable healthy foods. More than half of respondents (56 percent) disagreed that their community has access to sufficient quality child care options and 57 percent disagreed that their community has a thriving business district.	No
Suicide, mental health (anxiety, stress, depression), and substance misuse.	There was substantial consensus among respondents regarding the issues of suicide, mental health, and substance misuse in their community. All respondents had at least some level of concern for suicide and mental health in their community; 62 percent were very concerned about suicide and 60 percent were very concerned about mental health (anxiety, stress, depression). Ninety-eight percent of respondents were at least somewhat concerned about substance misuse; 55 percent were very concerned.	Yes
Elder care services, assisted living, and long-term care.	There was a substantial level of consensus among respondents regarding services and needs associated with senior services. Ninety-five percent of respondents were at least somewhat concerned about the	No

Significant Health Need	Description	Intend to Address?
	availability of services to support seniors; 59 percent were very concerned.	
Access to health care services.	Nearly all (94 percent) respondents disagreed that their community has adequate access to dental care and vision care (86 percent). Respondents were fairly evenly split on the adequacy of health care services and primary health care providers and nurses; 42 percent of respondents disagreed their community has adequate health care services and 49 percent disagreed their community has adequate primary care providers and nurses.	Yes
Barriers to health care.	More than half of respondents indicated that the availability of local health care services, the distance to access care, the price of health care, the length of time it takes to see a provider, the price of prescription drugs (even with insurance), and transportation were at least somewhat of a barrier to accessing health care in their community. More than half (53 percent) of respondents indicated that the availability of local health care services posed somewhat of a barrier to accessing medical care and 29 percent indicated that it was an extreme barrier. Forty percent of respondents indicated distance to access care was at least somewhat of a barrier and 37 percent said it was an extreme barrier.	No

Significant Needs the hospital is addressing in this implementation plan are based on the Community Health Needs Assessment priorities: Mental Health/Substance Abuse, and Access to health care services: Dental/Vision.

Significant Needs the Hospital Does Not Intend to Address

CHI LakeWood Health will not directly prioritize the following health needs because there are existing community partners that are best positioned to address this need. We will continue to explore ways to support others' efforts.

- Affordability and availability of community services: While vitally important, community partners determined that it would be difficult to impact this strategy collectively compared to the others due to lack of resources.
- Elder care services, assisted living, and long-term care: While vitally important, community partners determined that it would be difficult to impact this strategy collectively compared to the others due to lack of resources.
- Barriers to health care: While vitally important, community partners determined that it would be difficult to impact this strategy collectively compared to the others due to lack of resources.

2025 Implementation Strategy and Plan

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy



The hospital is dedicated to improving community health and delivering community benefits with the engagement of its staff, clinicians and board, and in collaboration with community partners.

Hospital and health system participants in the community input meeting included the President, Mission Director, VP of Patient Services, Manager Operations, Human Resources.

Community input or contributions to this implementation strategy included working with community partners to provide input throughout planning. Community partners included: Baudette Lutheran Parish, Baudette Covenant, Public Health Department, Lake of the Woods Prevention Coalition, Social Services, Emergency Medical Services, Lake of the Woods School, and Sheriff's office.

CHI LakeWood Health hosted a Community Health Needs Assessment/Implementation Strategy prioritization community input meeting. Attendees reviewed survey findings, compared them to their own perceptions of community needs, and discussed the demographics of survey respondents. The health needs identified by participants mirrored those from the 2022 CHNA, and attendees concurred that these issues remain priority community health needs and adding Access to Health Care: Vision and Dental. This conclusion was also reflected in the survey findings. For the upcoming three-year Community Health Needs Assessment (CHNA) cycle, behavioral health (mental health and substance abuse) and access to healthcare, including dental and vision services, have been prioritized.

The programs and initiatives described here were selected on the basis of

- Severity and impact on other health need areas
- Hospitals' expertise and ability to make impact
- Community's interest in the hospital engaging in this work
- Existing work engaging various community partners
- Political will to address systemic barriers

Community Health Core Strategies

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources. CommonSpirit Health has established three core strategies for community health improvement activities. These strategies help to ensure that program activities overall address strategic aims while meeting locally-identified needs.

- Core Strategy 1: Extend the care continuum by aligning and integrating clinical and community-based interventions.
- Core Strategy 2: Implement and sustain evidence-informed health improvement strategies and programs.
- Core Strategy 3: Strengthen community capacity to achieve equitable health and well-being.

Vital Conditions and the Well-Being Portfolio

Community health initiatives at CommonSpirit Health use the Vital Conditions framework and the Well-Being Portfolio¹ to help plan and communicate about strategies and programs.

Investments of time, resources, expertise and collaboration to improve health and well-being can take different approaches. And usually, no single approach can fully improve or resolve a given need on its own.

¹ The Vital Conditions framework and the Well-Being Portfolio were created by the Rippel Foundation, and are being used with permission. Visit <https://rippel.org/vital-conditions/> to learn more.

One way to think about any approach is that it may strengthen “vital conditions” or provide “urgent services,” both of which are valuable to support thriving people and communities. A set of program activities may seek to do one or both. Taken together, vital conditions and urgent services compose a well-being portfolio.

What are Vital Conditions?

These are characteristics of places and institutions that all people need all the time to be healthy and well. The vital conditions are related to social determinants or drivers of health, and they are inclusive of health care, multi-sector partnerships and the conditions of communities. They help create a community environment that supports health.

What are Urgent Services?

These are services that anyone under adversity may need temporarily to regain or restore health and well-being. Urgent services address the immediate needs of individuals and communities, say, during illness.

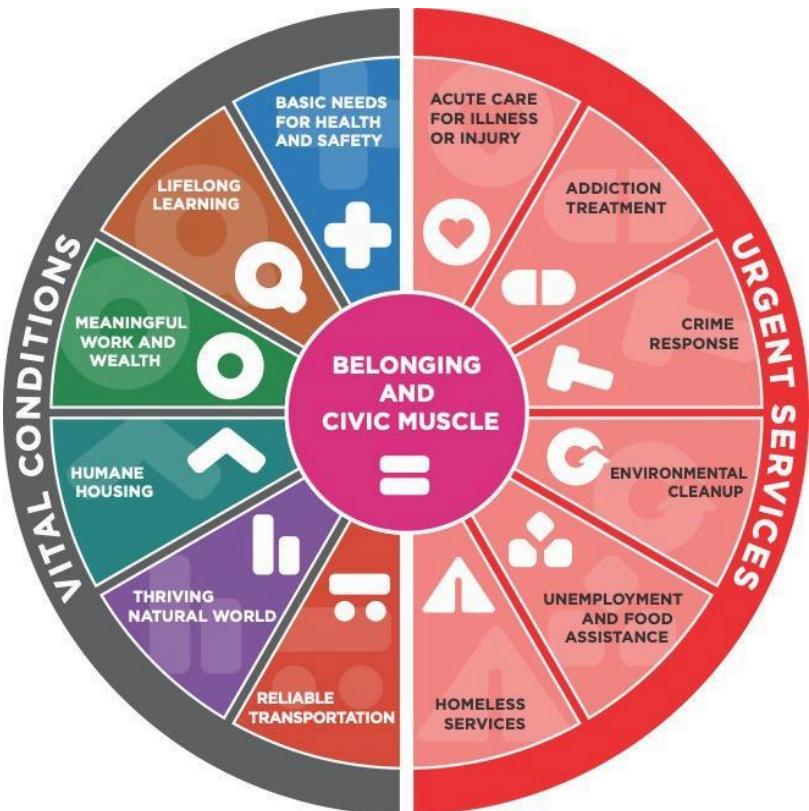
What is Belonging and Civic Muscle?

This is a sense of belonging and power to help shape the world. Belonging is feeling part of a community and valued for what you bring. Civic muscle is the power of people in a society to work across differences for a thriving future.

Well-Being Portfolio in this Strategy and Plan

The hospital’s planned strategies and program activities that follow are each identified as aligning with one of the vital conditions or urgent services in this figure.

This helps to identify the range of approaches taken to address community needs, and also acknowledges that the hospital is one community resource and stakeholder among many that are dedicated to and equipped for helping to address these needs and improve health.



Strategies and Program Activities by Health Need

Health Need:	Mental Health/ Substance Abuse				
Population(s) of Focus:	General Population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Support coalition efforts in identified strategies to improve access to behavioral health by public service campaigns, surveys, education.	<p>1. Designate a hospital representative to collaborate and assist in promoting the Lake of the Woods Prevention Coalition activities.</p> <p>2. Continue to provide space as needed for prevention coalition meetings.</p> <p>3. Explore how to be a participant or collaborative partner in the Communities That Care Prevention System.</p> <p>4. Continue to provide space for meetings with stakeholders.</p> <p>5. Support and promote substance abuse education efforts for both the community and hospital employees.</p> <p>6. Continue participation in Opioid Advisory Counsel.</p> <p>7. Continue to provide space for meeting</p>	•	•	•	VC

Health Need:	Mental Health/ Substance Abuse				
	with stakeholders.				
Strategic Engagement with the Opioid Advisory Council to mitigate the opioid crisis within a community by providing multi-sectoral leadership and strategic guidance	1. Designate a primary representative(s) to attend all scheduled Opioid Advisory Council meetings. 2. Actively contribute to agenda setting and discussion on topics relevant to community health needs	•	•	•	US
Planned Resources:	Provide staff time for collaboration, participation and education with Lake of the Woods Prevention Coalition, Lake of the Woods Opioid Advisory Council.				
Planned Collaborators:	Lake of the Woods Prevention Coalition, Lake of the Woods Opioid Advisory Council.				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Access to healthcare	Percentage of resident reporting "Disagree," "Neither agree or disagree," or "Agree" on adequate access to health care services	CHNA
Decrease substance misuse in the community	Percentage of resident reporting "Not concerned at all," "Slightly concerned," "Somewhat concerned," and "Very concerned" on substance misuse (alcohol, prescription drugs, tobacco or vaping,	CHNA

	illicit or street drugs) in the community	
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Health Need:	Mental Health/Substance Abuse				
Population(s) of Focus:	General Population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Enhance safety and security for patients seeking behavioral health services.	Provide a safe room in the ER for patients who are showing self harm or harm to others.	•	•	•	VC
Invest in Community Solutions to address Mental Health.	Align community investments with hospital priorities through a targeted Community Health Improvement Grant program.	•	•	•	VC
Planned Resources:	The hospital will provide space, staff time (in-kind) and/or grants for these initiatives, as specified.				
Planned Collaborators:	Community Based Organizations				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Improve access to behavioral healthcare	Percentage of resident reporting "Disagree," "Neither agree or disagree," or "Agree" on having adequate mental health services	CHNA

Health Need:	Access to Health Care Services: Dental/Vision				
Population(s) of Focus:	General Population				
Strategy or Program	Summary Description	Strategic Alignment			
		Strategy 1: Extend care continuum	Strategy 2: Evidence-informed	Strategy 3: Community capacity	Vital Condition (VC) or Urgent Service (US)
Total Health Roadmap - Identify patients' health related social needs and connect them to community resources	Continue the Total Health Roadmap program, which helps patients connect to community resources to support their health, such as transportation and food assistance, etc.	•	•	•	US
Exploration of access to dental health services	Collaborative and exploration effort to bring Dental services to the community.	•	•	•	VC
Exploration of access to	Facility will conduct meetings to	•	•	•	VC

Health Need:	Access to Health Care Services: Dental/Vision				
vision services	strategize bringing vision services to the community				
Planned Resources:	The hospital will employ a community health worker, provide staff time (in-kind) and meeting space.				
Planned Collaborators:	Lake of the Woods County Social Services and other Community Programs				

Anticipated Impacts (overall long-term goals)	Measure	Data Source
Improve access to dental care	Percentage of resident reporting "Disagree," "Neither agree or disagree," or "Agree" on having adequate dental care providers	CHNA
Improve access to vision care	Percentage of resident reporting "Disagree," "Neither agree or disagree," or "Agree" on having adequate vision care providers	CHNA