Duluth Health Services operates Viewcrest Health Center and Suncrest Assisted Living. Viewcrest Health Center is located in Duluth, a city in Northern Minnesota, on Lake Superior, with a population of 86,918. Viewcrest Health Center is located in a quiet, friendly residential part of Duluth known as Piedmont Heights. Suncrest Assisted Living is located in Scanlon, a city located 20 miles south of Duluth, with a population of 965 but adjoins Cloquet which has a population nearing 12,000. Suncrest is accessed off a main avenue connecting Scanlon and Cloquet but is situated nicely away from the avenue set into a green, wooded area across from one of the city parks.

**Our Mission:** Expressing Christ’s love by providing care that values every human life.

St. Francis Health Services owns and operates Duluth Health Services and is sponsored by the Catholic Diocese of St. Cloud. We are dedicated to promoting the Ethical and Religious Directive for Catholic Health Care services.

<table>
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<tr>
<th>Core Values</th>
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<tr>
<td>Integrity</td>
<td>We faithfully adhere to high principles and professional standards.</td>
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<tr>
<td>Commitment</td>
<td>We dedicate ourselves to those we serve.</td>
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<tr>
<td>Respect</td>
<td>We value and treat each individual with compassion and dignity.</td>
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<tr>
<td>Excellence</td>
<td>We have the passion to do our best.</td>
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<tr>
<td>Service</td>
<td>We deliver what has not been done, before it is expected.</td>
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<tr>
<td>Stewardship</td>
<td>We wisely employ the talents, resources, and relationships entrusted to us.</td>
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</tbody>
</table>

Duluth Health Services believes in a resident centered, hospitality care model. Our dedicated staff provides outstanding care and support. Each tenant/resident, with his or her individual life experience, memories and values is truly precious and unique. Together, our staff and tenants/residents create an environment that is as dynamic and invigorating as it is peaceful and relaxing, all in a professional health care setting.

**Providing Quality Care and Services for Older Adults**

Last year, Duluth Health Services cared for over 250 residents and tenants. Of those, over 90% are residents of Duluth, Hermantown, Scanlon and Cloquet.

Viewcrest features:
- 88 Dual-certified SNF beds, most of which are single or private rooms
- 24 Hour Skilled Nursing Care
- Physical, Occupational, and Speech Therapy
- Short stay physical and nursing rehabilitation
- Long term care
- Ostomy, wound and IV therapies
- Social Services
- Spiritual Care
- Social events and entertainment
- Beauty and barber services
- Restaurant style dining

Viewcrest offers many social opportunities including:

- Cooking Group
- Voting
- Fishing outings
- One To One Visits
- Men’s Group
- Summer Carnival
- Mother’s Day Tea
- Father’s Day BBQ
- Snow day
- Holiday Celebrations
- Tea Party
- Nail Care
- Politician Visits
- Picnics
- Bingo
- Music activities
- Ice cream Socials
- Exercise Groups
- Birthday Parties
- Painting Classes
- Craft Groups
- Lunch, shopping, casino and other outings
- Library Services
- Card Club
- Bowling
- Scrapbooking
- Gardening
- Baseball games
- Resident Activity Healthy Brain Trivia Games
- Computer assistance
- Wii Games

Viewcrest offers services and programs to assist older adults and family members in the community by providing:

- Outpatient Therapy Services
- Volunteer opportunities
- Training at local schools and universities
- Community Group meeting room

Suncrest features:

- 45 spacious unit on 2 floors with unique atrium in the center of the building
- 24-hour onsite staff
- 3 nutritious meals
- Variety of assisted living services accommodating needs and preferences
- Music and interactive activities each month
An example of this commitment to excellence is the implementation of “Nursing Facility Performance-Based Incentive Payment Program” (PIPP) grants awarded by the MN Department of Human Services (DHS). In 2021-2022 we have worked together in collaboration on a “Falls Prevention” grant.

FALLS PREVENTION:
An older adult is treated in the emergency room every 11 seconds and an older adult dies every 19 minutes as a result of falls (Karon, Ryther, & Robinson, 2015). Falls are the leading cause of fatal and non-fatal injuries among older adults over the age of 65 (Karon, Ryther, & Robinson, 2015). With these statistics it is important for care centers to address falls with the intent to decrease falls, potential for injuries, and increase the individual receiving services’ quality of life.

The SFHS Collaborative is working together to create a comprehensive falls reduction program that includes improving the care center environment by making it more home-like through strengthening person-centered care, using new artificial intelligence (AI) technology, and developing new exercise programming. The SFHS Collaborative aims to achieve a safer environment for individuals receiving services by training all staff to support, understand, and strengthen our person-centered care to better meet individual resident needs, to use new AI technology to understand the person’s routine and habits, and to increase movement and exercise programming to decrease the risk for falls and subsequent negative outcomes related to falls. As care needs are better identified and person-centered care is improved for individuals receiving services, a decrease in falls could lead to improved utilization of medical care resources, decreased hospitalization, and improved use of staff time related to falls. Falls can have very negative consequences for residents and require multiple types of resources. This $2.8 million project will assist us in rebalancing by effectively using new and existing resources through training, AI technology use, and expansion of exercise programming. The SFHS Collaborative will be able to provide quality care more efficiently as both intrinsic and extrinsic factors related to falls are better understood and considered.

Turnover and Retention Program coming in 2023.
In 2022, Duluth Health Services, like many organizations across our state, has faced many challenges regarding employee recruitment, turnover, retention and the increase of pool staffing in some of our care centers. This is not something new to the long-term care industry and we have overcome many obstacles through the years to address the above challenges; but then the world faced an unknown pandemic. Throughout these last 30 months all healthcare settings have had to fight to find staff and keep them. Taking new hires in so that there is a “body” to fill the void, so we have people to care for our aging population. Throughout these last 30 months we have missed a very important part, employee engagement and the true idea of relationship building for residents and with staff.

For several years SFHS has implemented an employee engagement survey, but our employee engagement survey response rate continues to below a 30% threshold. SFHS employee engagement survey is a way for our organization to see areas of concerns and areas of improvement, a way for an employee to feel a sense of power knowing that their voice is being
heard. With the decrease in response rate, the employer’s ability to address employee challenges is difficult. This lack of engagement has affected our turnover rate. This last year we set a goal to have turnover under 25% and all facilities are at 40% or above.

The internal analysis of turnover, retention and staffing pool usage data over the last 12 months has shown that all facilities have been negatively impacted. Viewcrest has found it necessary to utilize pool staff to meet the needs of our residents because of the staffing challenges. Addressing employee engagement and turnover could assist in minimizing the use of external pool.

We believe that by improving our turnover and addressing why turnover is a problem, we will see increase in resident satisfaction within our care centers that will have positive impact on our resident care. In 2023, a collaborative project is being implemented to improve turnover rates and quality of life relationship domain.

In addition, COVID-19 Federal, State and Leading Age MN Association grants have been applied for and received to address the significant impact of COVID.

### Recognizing Spiritual Needs and Individuality

Spiritual care is an integral part of care at Duluth Health Services. In addition to our pastoral care staff, Viewcrest partners with the following:

- St. Lawrence Catholic Church
- Gospel Tabernacle
- Christ Lutheran Church
- Hillside United Methodist Church
- Mt. of Olives Baptist Church
- First Covenant Church
- New Life Covenant
- Proctor Lutheran Church
- Salem Lutheran Church

Spiritual services offered to residents and tenants include:

- Bible study
- Grief support group and/or individual support
- Church services and nondenominational services

### Providing Access to Educational Opportunities

Duluth Health Services believes providing opportunities to further education and learn new information and skills are essential to providing quality, comprehensive, and holistic resident care.

Last year, Duluth Health Services granted $87,486.30 in scholarships to employees.
Viewcrest also provides on-site clinical training for Nurse and Nursing Assistant students.

**Helping Community Members in Need**

Duluth Health Services believes in a resident centered, hospitality care model. Our focus and commitment is to continue to serve the health care demands and lifestyles of today's older adults with compassion and excellence.

Community Training
1. Training at the St. Louis County Social Services Convention
2. Training at the Duluth Senior Expo

**Serving as Active Community Members**

Employees, board members and residents of Viewcrest are active in the community, participating in organizations such as:
- Food Drives
- School Supply Drive
- Salvation Army Toy Drive
- Head of Lake Activity Directors
- Aging Network Group
- Cub Scouts
- MNDONA

**Volunteerism**

Due to Covid restrictions, we have had limited volunteers in the building. Volunteers, donate their time to Viewcrest Health Center in various spiritual and social ways:
- Provide church services
- Pastoral care and grief support
- Sacraments
- Prayer - One To One and in groups
- One-on-one for reminiscing/sitting outside
- Assisting on Clinic Appointments
- Bell Choir music
- Coffee and social activities by church groups
- Assistance during Bingo, other activities
- Play piano
- Pass out calendars
- Serve on our Auxiliary

**Promoting Economic Development**

Viewcrest Health Center spends approximately $1.2 million on local business’ products and services. Local businesses Viewcrest purchased from last year include:
Comfort Systems
Carlson Florist
Duluth Area Chamber of Commerce
Daugherthy Hardware
DSC Communications Inc.
Duluth Plumbing Supplies
Duluth News Tribune
Duluth Lions Club
ESC Systems
Engwall Florists
E-Z Storage Co.
Evergreen Lawn Service
U.S. Bank
Fond Du Lac Tribal & Community College
Guardian Pest Control
Great Lakes Alarm
Gartner Refrigeration
St Louis Co. Social Services
Norm Johnson Plumbing
Jayen Communications Inc.
Minnesota Power
Michael’s
Midwest Medical Equipment
Northern Lights Transportation
Northern MN/WI area clerk of courts
Northern Graphics
Perkins
Pizza Hut
Roto Rooter Sewer Services
Restaurant 301
Sell Hardware Inc
Superior Print
SMDC Clinical Labs
Sherwin-Williams Co
St Luke’s Hospital
Super One Foods
St Mary’s Medical Center
Twin Ports Paper & Supply
Northland Fire & Safety
Olive Garden
AICHO
ALI MED
Upper Lakes Foods Inc.
United Way of Duluth
UDAC
World of Fish
Karin Johnson Aquarium
Willman Service Inc.
Health Med Group
Big Daddy’s
 Sammy’s
St. Mary’s Hospital
Highland Signs
HUNT electric
Central Sales Warehouse
Twin Ports Low Vision Specialist
Blackwood’s
A-1 Disposal
RCB Collections
SMDC Hospice St. Luke’s Clinics
M.C. Roofing
Doucette’s Party & Tent
Yax Technologies Inc.
SMDC Health System
East End Hardware
Jamar
Northern Access
Essentia Health
Northwest Respiratory
A.G. O’Brien Plumbing and Heating
American Indian Community Housing Organization
College of St. Scholastica
Jimmy John’s
Green Mill
Shopko
Walmart
Target
Freedom Transportation
Fitger’s-on-the-Lake
Arrowhead Springs Inc
Duluth Sheet Metal
World Market
Andren’s Inc
Duluth Senior Expo
B&B Associates
Peterson Anderson Flowers
Downtown Computers
Piedmont BP
Tars & Stripes
Northland Appliance Services
Sara’s Table, Chester Creek Café
Famous Dave’s
Piedmont Heights Dental
Hearing Associates
Johnson Wilson Construction
Underground Aquatics
Ace Hardware
Great Lakes Electrical
Erbert’s & Gerbert’s
Northland Billing
St. Louis County Auditors
Best Buy
KFC
Subway
Cub Foods
Johnson, Killen & Seiler
Johnson’s Bakery
Sears
Meadowlark Florist
Morin’s Siding and Window
Shel/Don Reprod. Co
U.F.C.W. Local
There are 135 employees working for Viewcrest. Approximately 100 of these employees live in the Duluth, Superior, Proctor and Hermantown areas.

Each year, Viewcrest pays more than $7.6 million in wages and benefits to employees.

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<th>For More Information</th>
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<tbody>
<tr>
<td><strong>Facility Information</strong></td>
</tr>
<tr>
<td>Viewcrest Health Center</td>
</tr>
<tr>
<td>3111 Church Place</td>
</tr>
<tr>
<td>Duluth, MN 55811</td>
</tr>
<tr>
<td>Phone: (218) 727-8801</td>
</tr>
<tr>
<td>Fax: (218) 727-6460</td>
</tr>
<tr>
<td>Web Site: <a href="http://www.viewcrest.sfhs.org/">http://www.viewcrest.sfhs.org/</a></td>
</tr>
<tr>
<td>Facebook: <a href="http://www.facebook.com/Viewcresthealthcenter">http://www.facebook.com/Viewcresthealthcenter</a></td>
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<th><strong>Administrator</strong></th>
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<tbody>
<tr>
<td>Chester Fishel, Administrator</td>
</tr>
<tr>
<td>Phone: (218) 279-4203</td>
</tr>
<tr>
<td>Email: <a href="mailto:chfishel@dhs.sfhs.org">chfishel@dhs.sfhs.org</a></td>
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<th><strong>Director of Nursing</strong></th>
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<tbody>
<tr>
<td>Cheryl Stage, Director of Nursing</td>
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<tr>
<td>Phone: (218)279-4219</td>
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<tr>
<td>Email: <a href="mailto:cstage@viewcrest.sfhs.org">cstage@viewcrest.sfhs.org</a></td>
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<th><strong>Admissions Information</strong></th>
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<tr>
<td>Melanie Kucera</td>
</tr>
<tr>
<td>Phone: (218)591-0550</td>
</tr>
<tr>
<td>Email: <a href="mailto:mkucera@viewcrest.sfhs.org">mkucera@viewcrest.sfhs.org</a></td>
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