



## *Social Accountability Statement - 2025*

Three Links Care Center (TLCC) has been a vital partner of the Northfield community since the opening of the Minnesota Odd Fellows Home for the Orphaned and Elderly in 1899 on the ground where TLCC now stands. Originally, as part of an orphanage and care for the elderly, a hospital was added in 1900 and an infirmary in 1952. Shortly after the addition of the infirmary the orphanage closed, and the care shifted to focusing care on the elderly. In 1958, the Gideon S Ives Memorial Nursing Home was built and approximately 140 residents were cared for each day. As the years rolled on other buildings were added and the buildings would transform into what is now known as Three Links Health Services, the corporation that operates the Three Links Care Center, Park Ridge Apartments, Three Links Apartments, Cottage West, Cottage on Forest, Reflections, Millstream Commons and Villages of Lonsdale. Three Links Health Services, with a rich history spanning several decades, has been a steadfast pillar in the Northfield community, consistently providing unwavering support and care to residents through their commitment to excellence in senior living and healthcare services.

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

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

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

### Promoting Economic Development

TLHS seeks to purchase locally whenever possible. Last year, Three Links Health Services purchased over \$500,000.00 in goods and services from local businesses. Following is a list of area businesses TLHS has purchased services or products:

- APG Media of Southern Minnesota
- B&B Excavating, INC
- Bierman's Home Furnishings
- Brand Yourself LLC
- By All Means Graphics
- Cannon Pointe Chiropractic
- Cannon River Tree Care LLC
- Carbone's Pizza and Sports Bar
- CCS Cleaning & Restoration
- Chares R Gleason Co INC
- City Of Lonsdale
- City of Northfield
- Chamber of Commerce
- Common Ground Lawn & Landscape INC
- Cub Foods Of Northfield
- Culligan Of Northfield
- Defeat of Jesse James Committee
- Dwayne Cowdin Painting INC
- Engage INC
- Dairy Queen
- Fedex Office
- Graphic Mailbox
- Guth Electric, LLC
- Judy's Floral Design
- Keith Pumper Plumbing & Heating
- Knecht's Nursing
- KYMN Radio
- La Roche's
- Lonsdale Chamber of Commerce
- Lonsdale Hardware and Rental
- M&W Blacktopping LLC
- Mackenthun's Fine Foods
- Midwest Machinery CO
- MN Ag Group
- Northfield Chamber of Commerce
- Northfield Area Fire and Rescue Services
- Northfield Construction
- Northfield Hospice
- Northfield Hospital
- Northfield News
- Patriot Custom Services, INC
- Phone Station INC
- Polzin Glass
- Quality Appliance of Northfield LLC
- Rent 'N' Save
- Reunion
- Ron's Northfield Refrigeration Heating and A/C
- Rotary Club of Northfield
- Ruth's on Stafford
- Temple Electric Motor Services INC
- The Cupcake Lady
- Tim's Small Engine Repair INC

Additionally, we refer many outpatient clients and families to local businesses.

- Northfield Hospital & Clinic's

TLHS employs over 300 individuals and of these employees, 85% or more are from the local (Faribault, Lonsdale, Kenyon, Farmington, Lakeville, Owatonna) area. Last year, Three Links Campus was the 10th largest employer in Northfield.

TLHS paid over \$11.5 million in wages and benefits to staff last year.

## **SFHS Performance-Based Incentive Payment Program (PIPP Grant) Provided by the Department of Human Services**

An example of our commitment to excellence is the implementation of "Nursing Facility Performance-Based Incentive Payment Program" (PIPP) 2023-2024 grant awarded by the MN Department of Human Services (DHS) entitled: "UKG/LELE".

SFHS, 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 the 2.5 years of the pandemic 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 those 2.5 years we missed a very important part, employee engagement and the true idea of relationship building for residents and with staff.

SFHS' first goal is to decrease direct care staff turnover by 3%. To accomplish this goal SFHS implemented a new HR payroll system called UKG. UKG is a Human Resource Software used to hold personal staff records and timekeeping; in addition to offering employee engagement surveys, annual performance evaluations, 30–60-day staff checks ins, advance payment through UKG Wallet and advance scheduling. SFHS care centers also implemented Love ‘Em or Lose ‘Em training for all leaders, which covered tools for leadership staff to engage with their staff through empathy, transparency, communication and collaboration. Love ‘Em or Lose ‘Em methodology helps leaders understand that they must go the extra mile if we wish to retain our staff in our communities.

SFHS second goal is to increase resident relationships by 2%. To accomplish this goal SFHS implemented person centered care staffing models and consistent staffing models for our staff to engage with our Residents. Activity Directors also increased resident group activities, giving our residents the opportunity to not only connect with the staff but with each other.

## Upcoming PIPP Grant for years 2025-2026 Advance Technology and Robotics

At St. Francis Health Services, we recognize that our challenges with high staff turnover and variable resident health outcomes stem from the dual pressures of extensive routine responsibilities and insufficient time for direct care. These challenges not only impact on our ability to retain staff but also our ability to provide high-quality, personalized care for our residents.

To address these systemic issues, we are taking an integrated approach using advanced technologies that will enhance operational efficiency and improve the quality of both staff work and resident care which will include: Immersive Experiences using tabletop and floor technology equipment, Pepper the Activity Humanoid Robot, Live Virtual Tours, Virtual Reality, Services Robots, Floor Cleaning Robots, Resident Care vital sign machines, and AI programs for MDS, dietary and environmental services.

By implementing these technological solutions, St. Francis Health Services' care centers aim to streamline operations and significantly enhance resident engagement, ultimately allowing our staff to focus more on personalized resident care. This strategic shift not only aims to reduce staff turnover by alleviating work-related stress and dissatisfaction but also enhances resident satisfaction and health outcomes by addressing critical aspects of their care needs more effectively.

## Providing Quality Care and Services for Older Adults

Three Links Health Services is a premier healthcare community providing nursing care, transitional care, memory care, long-term care, independent and assisted living care in Northfield and Lonsdale, Minnesota. The Three Links Care Center consists of a 84-bed skilled nursing facility which houses the transitional care unit, long-term care unit and memory care unit. In addition to the Care Center, on the Northfield campus, there are 3 Cottages which provide assisted living care with a total of 32 units which can support up to end of life care. Also located on the campus are two subsidized independent living apartment buildings, Park Ridge and Three Links Apartments. In Northfield, a mile away from the Three Links Campus is Millstream Commons. Millstream Commons is a 44 unit independent and assisted living community. A short distance away, Villages of Lonsdale has 56 units and offers independent, assisted living and memory care to the community of Lonsdale, Minnesota. All the Three Links Health Services communities provide medical, social, and spiritual care to their residents without regard to race, color, creed, or national origin, in furtherance of the organization's exempt status. During the current reporting year, the organization had to 27,983 patient days and provided services to more than 308 patients in the Nursing Home of which over 48% came specifically to receive rehabilitative services to regain their strength and independence.

Three Links Care Center had a successful annual Minnesota Department of Health Surveys.

On a given year, Three Links Care Center and our therapy partner, Big Stone Therapies provides physical, occupational and speech therapy services to over 100 community members on an outpatient basis. We are able to provide therapies for:

- Orthopedic Injuries
- Back and Neck Injuries
- Sports Related Injuries
- Amputations
- Spinal Dysfunction
- Chronic Pain
- Speak Out Parkinson's Speech Therapy
- Fall prevention
- Deconditioning
- Cognitive Communication Disorders
- Activities of Daily Living – Dressing, Grooming, bathing, and toileting
- Stroke
- Hip Fractures
- Speech Disorders
- Swallowing Disorders
- Post-Surgical Conditions
- Neurological Disorders
- Vestibular Rehabilitation
- Lymphedema Treatment
- TMJ Pain
- Balance Deficits

## Recognizing Spiritual Needs and Individuality

Upon admission, residents are assessed for their leisure activity preferences and interests. Our activity program strives to offer a variety of programs to meet the individual interests of each resident and changes to accommodate the changing interests of our current residents. Our residents are part of the activity calendar process by having a monthly calendar brainstorming session. They can offer ideas, feedback, and brainstorm new ideas so that we may improve the

quality of their lives. Three Links Health Services has a solid, reputable activity program that is warmly open to the public and enhanced by our wonderful volunteers.

- Artistic Expressions
  - Crafts
  - Drama
  - Mandela's
  - Painting
  - Writing Poetry
- Bus Trips (Fishing Trips, Holiday Lights, etc.)
- Celebration of all Major Holiday
- Focused Monthly Programming Videos
  - Biographies
  - Documentaries
  - Educational
  - Entertainment
  - Lifestyles
  - Musical
  - Tours
  - Travel
- Educational Groups
  - Google Earth
  - Jeopardy
  - Lunch & Learn
  - Trivia
- In-house Bird Aviary
- Movie Matinee
- Music Entertainment
- Professional/Community Groups
  - Baking/Cooking
  - Calendar Brainstorming
  - Cookie Decorating
  - Make a Difference Group
  - Resident Council
  - Taste Testing
  - Travelogue
- Seasonal Activities
  - Bonfires
  - Garden Visits
  - Gardening
  - Car Shows
  - Water Balloon Trivia
  - Staff/Resident Events
- Sensory Groups
  - Manicures
  - Therapeutic Baby Visits
  - Robotic Cat/Dog Visits
- Socials/Reminisce
- Weekly Fitness/Wellness Opportunities
  - Bean Bags
  - Bowling
  - Can Jam
  - Noodle Ball
  - Polka Yoga
  - Washers
- Weekly Games
  - Bingo
  - Bowling
  - Dice Games
  - Family Feud
  - Horse Racing
  - Wheel of Fortune
- Weekly Musical Groups
  - Chimes Group
  - Music Education
  - Music Jeopardy
  - Drumming
  - Exercise Bingo
  - Sing-a-longs
  - Singo

Upon admission, residents are assessed for their spiritual needs. Our job & mission is to accommodate these needs. Our Chaplain is at Three Links Care Center two days a week,

visiting with residents and leading non-denominational services. Our Care Center is open to many members of the community churches, such as:

- All Saints Episcopal Church
- Annunciation
- Bethel Lutheran Church
- Canvas Church
- City Light Church
- Cornerstone Community Church
- Emmaus Baptist Church
- First United Church of Christ
- Gospel of Life Church
- Gospel of Life Family Church
- Hosanna Church – Northfield
- Jehovah’s Witness
- Life21Church
- Moravian Church
- Northfield Alliance Church
- Northfield Community Church
- Northfield Evangelical Free
- Northfield United Methodist
- Old Paths Baptist Church
- Parsonage Christ United Methodist
- Saint John’s Lutheran Church
- Saint Peters Lutheran Church
- St. Dominic Catholic Church
- Trinity Lutheran Church
- Unitarian Universalist Fellowship
- United Methodist Church

## **Providing Access to Educational Opportunities**

Within the last year, TLHS awarded over \$28,000 in scholarships to employees to further their education. Scholarships have been given for those obtaining Licensed Practical Nursing, Registered Nursing degrees, certified nursing assistants and trained medication aides. Scholarships can be used to pay the cost of tuition and books for our employees. Individuals who acquire their CNA certificates are eligible for full reimbursement including tuition and cost of books.

Three Links Care Center encourages employees and other community youth to consider careers in aging services. TLCC also assists the local colleges with on-site training programs. Several classes of Certified Nursing Assistant (CNA) and Licensed Practical Nurses (LPN’s) conduct onsite training throughout the year. This is hands-on training with the residents we serve.

Employees of TLHS have the opportunity to attend multi-session leadership training that is sponsored by the parent corporation, St. Francis Health Services of Morris, MN. The World Class Leadership program facilitates this education, and the training is offered on a yearly basis.

TLHS works with the Northfield School District to provide opportunities for students to experience long term care. For many youth, this is their first opportunity to experience life in a long-term care community. This positive experience often changes their attitudes toward “old people”.

## **Helping Community Members in Need**

Three Links Health Services has a solid foundation in Northfield and supports its community.

Three Links Health Services encourages integration of services between our care center and the community at large. Developmentally disabled students are welcomed into our home to allow them the opportunity to become comfortable around seniors and non-controlled environments. This experience also permits our residents and staff to develop an understanding of the difficulties these young people have in normal activities of daily living. These shared experiences develop compassion and empathy in our residents and staff.

## **Serving as Active Community Members**

Three Links Health Services employees are active members of their community, participating in area churches, school events and fraternal and social groups. In the past year, TLHS has sponsored various events through the Chamber of Commerce, the City of Northfield, City of Lonsdale, and the Rotary Club.

## **Volunteerism**

Every year, countless volunteers donate endless hours to our residents here at Three Links Care Center. These volunteers assist with activities, special events, outings, projects and 1-1 interaction with the residents. In a typical year we amass over 3500 hours of volunteer support, although the past few years ran differently due to the COVID 19 pandemic. The following is a list of activities by our dedicated group of volunteers:

- 1 to 1 visits
- Absentee Voting
- ALS students assisting with holiday festivities and groups
- Bingo
- Board/Card Games
- Carleton – Adopt a Grandparent
- Carleton -Alzheimer’s Buddies
- Caroling (local Churches)
- Crafts
- DJJD Ambassador Visits/Games
- Girl Scouts crafting and singing
- Letters Against Isolation
- Manicures
- One Act Plays
- Pet Visits
- Piano Recital
- Rosary/Catholic Mass
- School Visits – Singing/crafts
- Seasonal Decorating
- St. Olaf Service Day
  - Assisting with Games
  - Assisting with Garden Cleanup
- St. Olaf Volunteers
- Travelogue
- Veteran Events
- Volunteer Presentation on Collection (Rubber Ducks, Nativities, Squirrel Collection)
- Volunteer Presentation on Special Interests

## For More Information

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