



Renew. Refresh. Rejoice.
IMPACT REPORT 2023



LUTHER MANOR
A Life Plan Community

Renew. Refresh. Rejoice.

LUTHER MANOR A Life Here Community | IMPACT REPORT 2023

To Our Luther Manor Community,

In 1961, the United Lutheran Program for the Aging opened a 98-bed senior living community called Luther Manor, inspired and conceived by a group of caring leaders from area Lutheran churches. Over the decades, it's been the tenacity, resilience, compassion, and commitment to older adults and our faith that drove the organization's expansion. These traits sustain us even today.

Over the years, Luther Manor added independent and assisted living programs, hospice, and rehabilitation. We built and later remodeled the Faith & Education and Welcome Centers and evolved our programs and services to meet the needs of the changing marketplace. Improving and evolving is a part of our history, and it is why we continue to thrive.

Once again, Luther Manor is updating our campus. It is truly an exciting time. This \$9 million renovation – Project Revitalization – touches every corner of our large campus. During Phase I, we repurposed space in The Truby Pavilion to create a new memory care program with the capacity to serve 18 residents. The Gardens at Luther Manor opened in July 2023.

In March 2024, we wrapped up Phase II of construction. Newly opened spaces include a new therapy gym - The Lantern, a remodeled cafe and activity room in The Courtyards, and an improved, canopied entrance at The Terrace.

Of course, the value of this project is not just in the physical improvement of our facilities. The use of these spaces improves lives, creates community, enhances wellness, and enables greater staff efficiencies. Be sure to read about several residents – Franklin, Jim, and Colette – who have been directly impacted by this revitalization. When we say that Project Revitalization is making

Luther Manor a better place, what we really mean is that it is improving the quality of life for our residents.

And there's more to come. Phase III began in spring, 2024 and includes a reconfigured main entrance, a renovated life enrichment room, and a new beauty salon in The Courtyards. In The Health Care Center, we are repurposing space to add convenient service kitchens, expand dining and activity space for residents to be together, update staff working areas, enhance resident lounges, reconfigure offices, and create meeting space.

Luther Manor continues to meet the changing needs of the community while maintaining and improving upon a strong foundation established over 60 years ago. With gratitude to the visionaries of the past and always with an eye to the future, we renew, refresh, and rejoice!



Stephanie Chedid
President & CEO, Luther Manor



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Investments **ACROSS** **CAMPUS**

Residents and staff are enjoying upgrades partially funded through grants from Luther Manor Foundation as well as outside organizations. (These projects are in addition to Project Revitalization.) As we strive for excellence across campus, we leave no stone unturned when it comes to accessing resources. Below are four projects that are making Luther Manor a better place.

REDESIGNED OUTDOOR SPACE AT THE HEALTH CARE CENTER

Opened in April 2024

Just in time for summer sunshine and fragrant breezes, the refreshed outdoor space that adjoins the Health Care Center is open. Named Magnolia Garden and built with support from The Tosa Community Grant, the courtyard features a large, enclosed area that was leveled and lined with pavers. This walking path invites movement while providing safety for residents using walkers or wheelchairs. Already existing mature trees and new pergolas provide shade while benches enable residents to sit and enjoy the fresh air or visit with others. For visual appeal, the courtyard includes large swaths of perennials along with birdhouses and statuettes.



UPDATED CALL SYSTEM IN THE HEALTH CARE CENTER

Installed in April 2024

Responding to resident needs is a priority in the Health Care Center, and a new call light system is helping us do just that. At the beginning of their shifts, nurses and CNAs pick up mobile devices that alert them to resident calls. The devices also communicate when the call has been answered. The system reduces caregivers' steps, improves efficiency and communication, and creates greater cohesion among caregiving team members. "That's where we're heading – the system will help us anticipate needs and reduce the amount of calls. When you reduce the number of calls, it frees up caregivers to do other things for residents," said Karen Gibbs, Chief Clinical Officer.



OUR MISSION

Share *God's love* *by* enriching the lives *of* *older adults*

THE SALON AT THE COURTYARDS

Planned opening in late 2024

Plans are underway for a new salon in Luther Manor's assisted living residence. Location is a key factor in the plans. The salon is being relocated from the basement to a central spot on the ground floor, closer to the residents' rooms. This new location will enable many to walk to the salon, and in doing so, maintain their independence. We partnered with a salon services provider that focuses on older adults. This provider will supply stylists with dementia training and furnish equipment that maximizes safety and comfort. To underwrite the costs of the needed furniture and equipment, Luther Manor Foundation is leading a fundraising campaign.



CARESMART, A BENEFIT DEVELOPED FOR EMPLOYEES

Opened in July 2023

Each Wednesday afternoon, a line of employees stretches down the hall of Luther Manor's lower level. Employees arrive early to await the opening of CARESMart, an on-site shop created with grants from The Green Bay Packers Foundation and Siebert Lutheran Foundation. CARESMart offers employees free and highly discounted pantry items and fresh produce. Many Luther Manor employees do not have access to affordable and healthy food. In fact, about 14% of our staff live in the two most underserved zip codes in Wisconsin. Barriers include a lack of nearby grocery stores and store hours that don't align with their work schedules. CARESMart is a unique benefit that supplements employees' wages. Dried food items are supplied by Just One More Ministry (JOMM). Produce is supplied by gardens on the campuses of Luther Manor and Berea Lutheran Church.



OUR VISION

Leading *in* abundant living
the way *for* all who trust us
to care

AN Ambassador AT THE COURTYARDS

Newly married, living on the north side of Milwaukee, and raising six children, Franklin Atwater, along with his wife, Clara, often invited neighbors to his home. The children played in the basement, and Clara held bible studies and prayer circles with the adults in their living room. This informal gathering eventually led Clara and Franklin to found a church where Clara preached. Both spent their lives reaching out to people in need, and this has not changed now that Franklin is a resident at Luther Manor.

Franklin has a knack for inviting people in, strengthening the ties in his community. Just as he saw a need for – and then founded – a spiritual home, he heard a call for social and educational supports and heeded it. In the 1980s Franklin formed the Afro-Urban Institute, a nonprofit organization that supported at-risk, black teens and young adults. Later, they expanded their mission, providing support for older adults who needed legal assistance or help finding housing. Franklin also founded the first black bank in Milwaukee.

“My parents always had love and a heart for the community,” said Cynthia Rathell, Franklin’s daughter.

In another community outreach effort, Franklin worked alongside Father James Groppi, a well-known Catholic priest and civil rights activist. The two frequently visited a neighborhood watering hole, gathering the inebriated and walking them down the block to Love Tabernacle, the church he and Clara founded, for a meal and prayer.

While Clara died in 2021, Franklin’s extended family of six children and over 25 grandchildren, great-grandchildren and even great-great-grandchildren (who refer to him as Fa Fa) remain an integral part of his life. At the same time, Franklin continues to do what he’s always done: strengthen the bonds in his new community, The Courtyards at Luther Manor.

He is a daily participant in the organized activities held in the Life Enrichment Room. They include social activities like monthly birthday parties, live entertainment, and ice cream socials. The staff also engage residents with activities that offer cognitive stimulation like board games, spiritual nourishment like bible studies, and physical strengthening like bean bag toss (a perennial favorite among residents) and shuffleboard.

When organized activities aren’t taking place, Franklin gathers with other residents in the common spaces at The Courtyards. One of these spaces is the newly renovated cafe, now called The Great Room Cafe. He plays cards or dice with several men, watches football or baseball games on TV, or engages in conversation about sports or politics. (The conversation always stays friendly, he insists.)

And he invites others in. When new residents arrive, Franklin is the first to tell them to come on down to the Life Enrichment Room for a planned activity or to the cafe for a game of cards. Other residents seek him out for help. One day a woman with dementia came to him asking for directions to the dining room. He calmly repeated the directions he had provided many times before.

“He’s like the ambassador of the residents,” said Shari Garza, Life Enrichment Manager at The Courtyards.

As Franklin knows, it is healthy to stay active and socially connected. With the renovation of several common spaces, staff expect that the inviting environment will compel more residents to join in vital activities that provide social, intellectual, physical, and spiritual stimulation. The refresh will also offer families and friends a warm, comfortable place to visit and engage with their loved ones.

The Life Enrichment Room, a 2,000- square-foot space, is currently under construction. When it opens during the summer of 2024, the improvements will include a new ceiling, new flooring and cabinetry, and updated appliances for activities like baking. It will also hold a large projector screen for events like Packer parties and Friday afternoon movies (another favorite for residents). And with the addition of surround sound, the room will accommodate residents with hearing loss.

Next door to the Life Enrichment Room, The Great Room Cafe is decorated in neutral, soothing colors and includes a counter where residents and family members can order snacks like ice cream or drinks like coffee and tea. The focal point of the room is the fireplace, flanked by bookcases filled with large-print books. Residents can help themselves to a book and relax in an armchair next to the fireplace or grab a puzzle or game from the cabinets and sit at one of the tables with friends and family. Residents can also gather around the TV to watch a Brewers game or a favorite program.

Through all of his efforts to better his community, Franklin instilled in people the importance of being good citizens, Cynthia said. Part of good citizenship is connecting regularly with those in the community as Franklin does at The Courtyards.

With renovations underway, and “an ambassador” encouraging residents to join in the activities, The Courtyards not only has a refreshed space, it has a new energy.



WORKING HER WAY BACK TO Health

One Woman Helps Inaugurate a New Therapy Gym

While Luther Manor's therapy staff are regularly praised, the therapy gym's location and space were not ideal prior to 2024. Rehab needed some rehab, you might say. The therapy gym received it as part of Phase 2 of Luther Manor's Project Revitalization.

Now named The Lantern, the gym opened in March 2024, and **Colette** is one of the first clients to use it. A resident of a senior community in Menomonee Falls, 86-year-old Colette spent six days in the hospital following a fall in the bathroom. With a compound fracture and two screws in her right leg, Colette transferred to Luther Manor's short-term stay unit for rehab.

With a healthy dose of humor and a friendly demeanor, Colette quickly got to know the therapists, including **Melissa Haakenson**, a physical therapy assistant who works with Colette. (Luther Manor contracts with Select Rehab for therapists.) Because Colette cannot put any weight on her right leg, she is using therapy to strengthen her left leg and upper body. For example, using one piece of equipment called a rickshaw, Colette works to strengthen her triceps. This increased strength will help her safely sit down and get up from a chair.

With Melissa and the other therapists at Luther Manor, Colette also learns how to safely get into and out of a car and a bed. Therapy helps Colette "get comfortable with the different scenarios she might have when she goes home," Melissa said.

BETTER SPACE, BETTER EQUIPMENT

Patients like Colette now have the benefit of a larger, more organized, and better equipped gym. Equipment upgrades include the stairs and parallel bars, and in addition to the rickshaw with which Colette exercises, a set of pulleys are now in use. To improve balance, a table that can be raised for standing tasks has been added. An updated kitchen allows patients to practice everyday tasks in preparation for a safe transition home.

The environment has also improved. With a wall of windows, the therapy gym is bright and airy. Because outside access is available, patients can practice moving and exercising outdoors in the fresh air.

"It's so cheerful. When you think of therapy, you think, bleh. But it's not down there. It's fun. For me at 86 to say it's fun –" Colette laughed. "I'm not a real exercise guru at all but we have the best time down there. Maybe I shouldn't say that. But we do!"

In fact, conversations, joking, and camaraderie fill the room.

"The interaction is fantastic. We usually get quite a few conversations going across the gym," Melissa said. In this way, therapy provides emotional as well as physical healing.

LOCATION, LOCATION, LOCATION

In addition to the enhanced space and equipment, the location of the gym also improves patient care. The gym is centrally located on the ground level for both residents in the Health Care Center and The Courtyards. As a result, some residents are able to walk to therapy, leading to greater independence. It also means a more efficient use of time.

"Even though it was just one elevator ride down one floor, you're also sharing that elevator with every other employee in this facility as well as the kitchen. That wait takes away the patient's minutes," Melissa said. "So taking that aspect out of it is increasing the time we have with the patients."

The location of the therapy gym is important in a symbolic way, too. It no longer resides in the darkness of a basement but instead sits on the ground level, brightened by sunshine. Aptly named The Lantern, the therapy gym serves as a source of light and hope for those in rehab.

After experiencing what for some can be a painful, even traumatic experience like a surgery or accident, residents can feel broken, hopeless, or depressed. Just as a lantern illuminates a few feet at a time, Luther Manor's new therapy space helps residents light their way towards recovery, slowly and steadily, one day at a time.





FAITH & BASKETBALL

A Sustaining Force for One Memory Care Resident

Swoosh! "That's one." Jim, a resident at The Gardens immediately grabs another basketball, expertly cradles it between his hands, and shoots another. "That's two," he calls, now in a rhythm. Shooting hoops on the Pop-A-Shot game has become one of Jim's favorite pastimes. "I need one more," he says after making nine. Swoosh! "There it is!"

Basketball and other sports have always played a big part of Jim's life. Raised in the Upper Peninsula of Michigan, he became a lifelong fan of the University of Michigan football team. And, if you walked into Jim's room, you would know it. Awash in blue and gold, it is filled with Wolverine bedding, pictures and memorabilia. His wardrobe is blue and gold, too. One day, it might be a plaid shirt and the next stripes, but always blue and gold.

Jim loved playing and coaching, too. A teacher at Our Redeemer Lutheran School in Wauwatosa for 40 years, Jim coached basketball. And, he was that teacher that went out to the playground at recess and played football with the kids. Outside of school, he played slow-pitch baseball in an adult league until age 65. He enjoyed walking, too. Arising at 5 AM, he walked five miles every morning.

Jim stopped walking two years ago, but his natural inclination is to keep going, keep moving. To keep residents active and engaged with the world, the life enrichment staff provides daily activities like arts and crafts projects, baking, music, and games. While many of the residents engage in these activities, Jim is only mildly interested.

"He's not an arts and crafts guy," said Ruth, Jim's wife of 57 years. He did sponge paint a Valentine for Ruth which she promptly hung on her refrigerator. "I'm so proud of him. That's the only thing he's ever made for me," she said with a laugh.

At the same time, it became clear to Ruth and staff members that Jim needed activities engaging him physically. They tried bowling and cornhole. One day, a staff member introduced the Pop-A-Shot basketball game. And that was the thing that captivated him. The former basketball coach now plays daily.

Jim's desire to keep moving manifests as a desire to leave from time to time. This is not uncommon for residents in memory care who are restless and confused, but the challenges of leaving for an afternoon with a loved one can be difficult to overcome. However, Shari Garza, Life Enrichment Manager, organizes field trips to keep Jim and others active and safe at the same time. Recent outings include an on-campus visit to the model train room (operated by a volunteer group of train enthusiasts) and a bus ride downtown to Lake Michigan and back, an opportunity to take in some new scenery.

The Gardens opened during the summer of 2023, part of Phase I of Project Revitalization. The dedicated memory care offers its own entrance and secured space with 18 private rooms, a common living area, and a modernized kitchen. With the support of Luther Manor Foundation, a secured and landscaped outdoor space with a walking path, benches and a pergola was added. Jim moved into The Gardens in November 2023.

Like many families, Ruth cared for Jim until he reached the point that he needed more care than she could provide. Over a period of three weeks during the fall of 2023, Jim's behavior changed dramatically. He became more confused and agitated and insisted that he wanted to leave. Ruth knew that the time for a change had arrived. She had investigated a number of long-term care communities but hadn't made a decision. She was concerned about waiting lists and their ability to pay for care long term.

Out of the blue, Ruth received a call from Natalie Singh, Luther Manor Sales. Ruth had toured Luther Manor when she began her search and met Natalie. She called to let Ruth know that a spot at The Gardens had just opened up. They could get Jim in that week.

A faith-filled person, Ruth believed this news to be a sign from God. "I felt it was the hand of the Lord just opening up," she said.

Like Ruth, Jim is sustained by a strong faith. Prior to his dementia diagnosis, Jim was active in his congregation and passionate about evangelism. An avid reader, he scoured the Bible cover to cover at least 20 times. He no longer reads, but he still reveres the Bible, Ruth said, and he loves going to church. Ruth walks him down to the Faith and Education Center at Luther Manor for church service twice a week. Back in The Gardens, he leads small groups in prayer.

Though parts of his life have faded, Jim's faith, core to his being, continues to guide him.

That and his love for a good game of basketball.





LUTHER MANOR Financial Report

BALANCE SHEET

As of 12/31/23

ASSETS

Cash & Investments	\$19,458,299
Other Current Assets	\$4,010,318
Property & Equipment	\$21,614,090
Total Assets	\$45,082,707

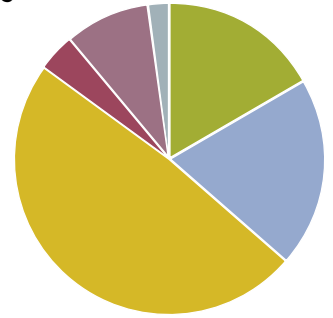
LIABILITIES & NET ASSETS

Current Liabilities	\$4,144,145
Entrance Fees; Other	\$7,814,116
Long-Term Debt	\$10,708,571
Total Liabilities	\$22,666,832
Total Net Assets	\$22,415,875
Total Liabilities & Net Assets	\$45,082,707

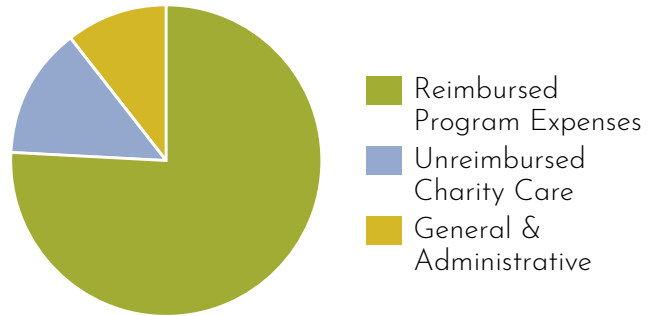
STATEMENT OF OPERATIONS

Operating Revenue \$29,617,155*

- Independent Living
- Assisted Living
- Skilled Nursing
- Hospice & Other Revenue
- Donations & Grants
- Investment Income



Operating Expenses \$29,974,132



FOUNDATION Financial Report

The Luther Manor Foundation was established in 1985 to support Luther Manor's mission of care. More and more, our residents are living longer and for some that means outliving their financial resources. The Luther Manor Foundation, through grants to Luther Manor, helps to cover operating costs so no resident will be asked to leave because of an inability to pay. Through their generous support of the Luther Manor Foundation, donors help provide peace of mind to all residents that, at Luther Manor, they are home.

BALANCE SHEET

As of 12/31/23

ASSETS

Cash & Investments	\$13,463,677
Other Current Assets	\$11,216
Total Assets	\$13,474,893

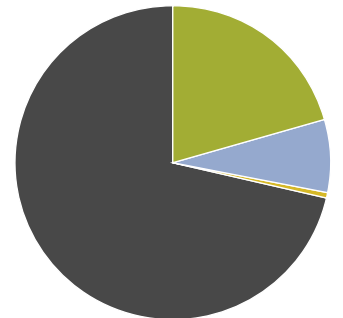
LIABILITIES & NET ASSETS

Total Liabilities	\$3,538,939
Total Net Assets	\$9,935,954
Total Liabilities & Net Assets	\$13,474,893

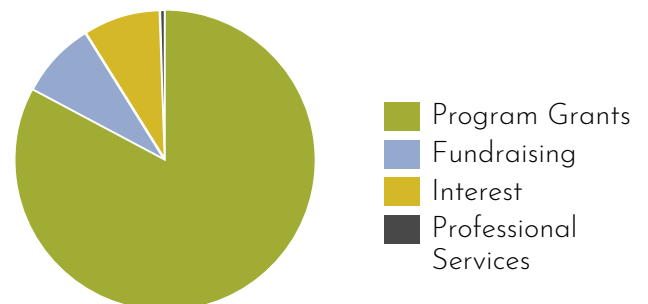
STATEMENT OF OPERATIONS

Revenue & Support \$742,745*

- General Donations
- Legacy Gifts
- Memorial & Tribute Gifts
- Investment Income



Foundation Expenses \$2,812,358



2023 LUTHER MANOR Donor Recognition Society

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City of Wauwatosa
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