



Enriching Lives

2022 IMPACT REPORT



LUTHER MANOR

A Life Plan Community

Enriching Lives

2022 IMPACT REPORT



To Our Luther Manor Community,

In 2023, Luther Manor continues to rebound from the pandemic. We are investing in our campus and in technology while we continue to welcome new residents to our community. Despite all the change, one thing remains the same – our daily mission – to share God’s love by enriching the lives of older adults.

One group of residents with a special need for enrichment is those living with dementia. Work is well underway on a new secured memory care program, The Gardens at Luther Manor. This program will offer services designed to meet unique needs of people with dementia, assist with activities of daily living, promote independence, and enhance their quality of life. We look forward to the grand opening this summer!

We are also building back our volunteer corps, depleted during the pandemic. Vital to our community, this group of individuals interact with our residents, many forming friendships with them as they assist with life enrichment activities or escort them to the chapel or dining room. Their presence adds texture to the lives of the residents and a helping hand to our staff. Read about two of these volunteers, Nancy Becher and Miloudi Elafess, on page 6.

Creating an environment for our staff members where they feel heard, receive support when needed, and have opportunities for growth is another of Luther Manor’s priorities. In this way, we work to enrich the lives of our staff so that Luther Manor is a place where they want to stay. With greater connection comes greater commitment to deliver the quality care that our residents deserve. Building a culture that C.A.R.E.S. takes real leaders like Karen Gibbs, our Chief Clinical Officer. You can find her story on page 4.

And finally, who better to describe our mission in action than a resident whose life has been enriched by Luther Manor. Read Mark’s story on page 8.

I am grateful to our staff, our volunteers, and our donors, all of whom commit their time, talents, and treasure to ensure that older adults in our community are touched by God’s love and experience richness in their lives.

Stephanie Chedid
President & CEO, Luther Manor



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2023 initiatives

ENRICHING THE LIVES OF THOSE LIVING WITH DEMENTIA

The Gardens at Luther Manor

Over the next two years, Luther Manor will invest over \$9 million on buildings and grounds. First up – a secured space for memory care. Called The Gardens, the 18-bed wing will be found in the lower level of the Truby Pavilion in the center of our campus. It is scheduled to open in early July. This residence is designed to protect those with dementia from wandering and falls, provide soothing spaces to reduce upset or aggression, and offer common areas where residents can connect with others and stay active.



RESPONDING TO COMMUNITY NEED

The Advanced Transitional Care Program

In a first-of-its-kind program, Luther Manor's Advanced Transitional Care Program accepts hard-to-place patients who no longer need acute care but are not yet ready to return home. An example is a person who has suffered a stroke and cannot find a skilled nursing facility with open spots for those on Medicaid. At Luther Manor, a care team offers therapy, social services, financial counseling, and mental health support. The goal is to provide short-term stays with timely rehabilitation while placement for the final level of care is resolved.



OUR VISION

Leading *in* the way

abundant living

for

all who trust us

to

care

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BUILDING A STAFF THAT DELIVERS QUALITY CARE

Workforce Development

Maintaining quality care means maintaining a robust workforce. Luther Manor is using new means to ensure that we stay fully staffed and provide quality care to all residents. This includes accessing the State of Wisconsin's WISCaregivers program to recruit certified nursing assistants (CNAs). Because there is also a shortage of CNA teachers, Luther Manor will soon launch its own CNA school. Further, Luther Manor leaders believe that one of the best ways to retain its workers is by building a culture that makes people want to stay. To foster this culture, we provide training to managers using the Studer Leadership Program and a mentorship program for new hires.



EXPANDING A SAFETY NET FOR OLDER ADULTS IN NEED

Luther Manor Foundation

Over the next few years, the older adult population will expand quickly, and the number of older adults on Medicaid will grow from 7 to 8 million. Luther Manor is poised to meet the growing need of older adults, largely because of the support from donors through our foundation. As part of our mission, Luther Manor provides shelter, health care, and connection to older adults who need it. We bridge the gap between the roughly 51% Medicaid payment and the true cost of care with grants made through the foundation. In this way, we provide for those on public aid while maintaining quality.



OUR MISSION

Share
God's love

by

enriching the lives

of

older adults

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a master gardener in our midst

Many begin their summer gardens in May or even June, once the ground has warmed and the fear of frost has passed. **Karen Gibbs**, Luther Manor's Chief Clinical Officer, begins hers much, much earlier. Using grow lights, she plants her seeds indoors, cultivating them through the end of winter's dark months.

Among the many benefits, the head start often leads to a more plentiful harvest.

Karen approaches her role overseeing clinical staff at Luther Manor in much the same way. She nurtures her employees – starting in the earliest of days -- so that they succeed in their careers.

Like a plant that needs healthy soil in which to grow, nurses, CNAs and other clinical staff members also thrive in the right environment. And so Karen has set about creating a culture where people will want to work, can find support when they need it, and see space for growth.

Prioritizing her role as a mentor, Karen listens to staff members and helps them set goals. Instead of clinging to the outdated notion of hiring a certified nursing assistant (CNA) with the hope that they will stay for 20 years, she helps staff members reach their goals even if it means leaving Luther Manor. It is a part of "growing the pipeline," she believes.

Shemara Day is one of her brightest examples. Shemara was working at Luther Manor as a resident care aide (RCA). When Shemara expressed a desire to become a nurse, Karen encouraged her to go for it, even if it meant that she would be losing a good staff member as a result. Two years later, Shemara sent Karen a text-- a picture of her walking across the graduation stage. Karen's encouragement had produced fruit: Shemara ended up returning to Luther Manor as a nurse. She referred a few staff members to Luther Manor, too.

This approach took root during the pandemic. "I felt that during this time, I grew mostly from a leadership perspective.... So instead of me being that transactional leader, or that transformational leader, I feel that I moved into a

servant leader because I understand the role that God has given me in this life. And it's not to lead people to where I want them to be, but to help them get to where they need to be."

Creating fertile ground for CNAs, nurses, and other staff members to grow has also meant providing tools and training to managers. In 2023, Karen launched the Studer Leadership Program at Luther Manor. The program helps the managers sharpen their strategies and skills so that those they manage feel that they have "a voice at the table."

In addition to fostering the growth of her current staff, Karen also hires new staff. One of the pandemic's lasting effects is the labor shortage, a challenge that Karen confronts with creative thinking.

For starters, Luther Manor partners with the State of Wisconsin through the WISCaregiver program. Using it, Luther Manor hires CNAs, helps them receive their certification with an outside CNA teacher, and then provides clinical training at Luther Manor. The program is free to accepted applicants and a bonus is given to hires who remain at their chosen long-term care setting for six months.

It is a step in the right direction, Karen says, but also an issue is a shortage of CNA teachers. And so, she is currently launching a CNA school right within Luther Manor.

Karen began serving as Luther Manor's Chief Clinical Officer in 2021 following three years as a Luther Manor board member and over twenty years of working in healthcare in both acute care and senior living settings. Her role at Luther Manor is a culmination of these experiences.

"My passion is senior care and supporting them (the residents) and giving them the quality of life that they deserve. But then the other part that I am passionate about is mentoring others and helping them enjoy their journey in healthcare. And this position allows me to do both," Karen said.

By the Numbers

“I felt that during this time, I grew mostly from a leadership perspective.....

So instead of me being that transactional leader, or that transformational leader, I feel that I moved into a servant leader because I understand the role that God has given me in this life. And it’s not to lead people to where I want them to be, but to help them get to where they need to be.”

Karen Gibbs,
Luther Manor Chief Clinical Officer

41 Certified Nursing Assistants (CNAs)

43 Resident Care Aides (RCAs)

22 Licensed Practical Nurses (LPNs)

23 Registered Nurses (RNs)

225 Residents Receiving Nursing Care*

128 Residents Receiving Assistance with Daily Living Activities*

**Between January & April, 2023*



serving with a passion

They observed gorillas up close and personal in Uganda's wild, attended a voodoo festival in Benin, and searched for jaguars on a jungle safari in Brazil. In all, **Nancy Becher and Miloudi Elafess** have visited over 80 countries.

Still, one of their most treasured places on earth remains Luther Manor.

Sound exaggerated? The numbers don't lie. The couple has logged more than 27,000 volunteer hours at Luther Manor.

Some volunteers, unable to enter the campus for 18 months during the pandemic, never returned. But no pandemic was going to keep Miloudi and Nancy away for good. Some call Miloudi the "Luther Manor husband," after all.

It all began in 1998. Nancy and Miloudi had recently retired, Nancy from a 36-year career teaching for Milwaukee Public Schools and Miloudi from a long career at the Marc Plaza and Wyndham Hotel restaurants. Meanwhile, the health of Nancy's mother, Johanna, declined. Nancy and Miloudi decided to move her into Luther Manor. The transition was somewhat rocky, but the staff's warmth and care quickly became clear.

"Everybody there was like your own family," Nancy said. "Even the maintenance guy – when he came in to put up the pictures, he said something to her like, 'If you need anything, let me know.'"

Nancy and Miloudi visited Johanna daily and guided her to activities in the Special Care Unit for residents living with dementia. One New Year's Eve, they escorted her to a party held in the Health Care Center. They noticed staff hustling to transport all of the residents to the holiday event.

Nancy and Miloudi jumped right in and have been giving their time and treasure to Luther Manor ever since. They put most of their effort into helping with Life Enrichment Activities in the Health Care Center. Over the years, they

have baked with the residents; helped run events like a fall bazaar and summer car show; and assisted on day trips to festivals, museums, and the zoo. Nancy stepped in to bartend for a time during a weekly happy hour. Miloudi gets residents where they need to go. And they had a good run as "Cupid's Cupcakes," dressing up in Valentine's Day garb and delivering singing telegrams sent from family members, friends or staff.

A former staff member once noted that "Miloudi has a servant's heart," Nancy proudly shared.

In fact, Miloudi was serving – this time, at a restaurant in Fez, Morocco – when Nancy met him the first time. The year was 1977, and Nancy and her family stayed in the hotel where Miloudi worked. Miloudi spoke three languages. English, Nancy's only language, was not among them. Yet somehow the two managed not only to converse but to fall in love. When Nancy returned to the U.S., Miloudi surprised her with a letter in which he proposed. Over the next few years, Nancy traveled to Morocco to visit. When Miloudi received a fiancé's visa in 1980, he moved to the U.S. They married soon after he arrived.

Now fluent in English, Miloudi enjoys cooking and has become a tried and true Wisconsinite – he even loves the Packers. Nancy, a social butterfly by nature, loves entertaining. She also loves Elvis. One of her proudest feats was kissing Elvis seven times while on various trips to Las Vegas, once even grabbing the scarf he was wearing around his neck as a keepsake. And now that COVID has waned, they are resuming their travels.

Their love of life is evident and their schedule full. Yet Luther Manor remains their top priority.

"I will not make a date with anyone until after I have my Luther Manor calendar for the month," Nancy said. "I always say Luther Manor comes first."





By the Numbers

- 299** Pre-pandemic volunteers
- 189** Current volunteers
- 526** Average hours a volunteer provides annually
- 9,950** Total volunteer hours in 2022
- 20,000** 2024 goal for volunteer hours
- \$298,000** Value of Volunteer Service to Luther Manor in 2022

“I will not make a date with anyone until after I have my Luther Manor calendar for the month. I always say, ‘Luther Manor comes first.’”

Nancy Becher,
Luther Manor Volunteer



the advanced transitional care program

New to Luther Manor

Mark was a patient at a local hospital receiving treatment for sepsis. He reached a point where he was ready to leave the hospital but was not able to find a skilled nursing program that would accept him. He balked at staying in an acute hospital setting with no end in sight. The former surfer could not leave the hospital to go outside even for a few minutes, and his rehabilitation was stalled. The solution? A move to Luther Manor's Advanced Transitional Care Program (ATCP).

The care that Mark and others like him receive in the ATCP began in 2021 when Luther Manor partnered with a local health care system. Because of this leading edge approach, *Skilled Nursing News*, a national industry magazine, named Luther Manor one of five skilled nursing providers across the nation to watch in 2023.

In simple terms, it goes like this: patients with complex needs receive acute care in the hospital. When they reach a point that they no longer require acute care but have not recovered enough to return home, they may qualify to move into Luther Manor's ATCP for a short-term stay. Luther Manor provides care and varied services while plans for their final stay are resolved.

Why the addition of a complex care program? Over the past few years, the long-term care landscape has shifted. Medicare and managed care plan providers have reduced the amount of time a patient can receive rehabilitation making for shorter stays in our program. In addition, the rate at which Wisconsin Medicaid reimburses providers for care is among the lowest in the nation. In response to the shortfall in income, many other skilled nursing centers have closed, reduced their units, or only accept patients with Medicare and those having less complex conditions. Luther Manor made the decision to leverage our skills and abilities to serve a new population of patients in need. In doing so, we are meeting a critical need in the community and expanding our mission.

With a smaller pool of skilled nursing beds in the region, a growing number of patients like Mark do not have access to the rehabilitation and social services that they need after a hospital stay. These patients often have complex care needs: behavioral health needs, specialized care or equipment requirements, challenges with guardianship, no capacity to pay for care, and/or a pending Medicaid application.

In Mark's case, the needs include ongoing care for a wound that led to the sepsis; paraplegia from a tree fall in 2012 while working as a landscaper; and shoulder pain from arthritis and torn rotator cuffs that make it hard for Mark to transition himself into his wheelchair. Mark also spent a year living in his car prior to the hospital stay and does not have family members who can support him physically, emotionally, or financially.

For some patients, like Mark, their only option is "living" in the hospital indefinitely. Not only does this drain the hospital of its resources, it can be harmful to the patients. They become stuck in a sort of limbo, in need of socialization, rehabilitation, social and financial services, life enrichment, and pastoral care. Their health often declines as they wait for a transitional program to accept them. For those who find placement, the delay in their rehab can lead to rehospitalization.

Mark hopes to move into a studio apartment someday soon. In the meantime, he continues to receive weekly wound care from a visiting doctor and ongoing care and support from a staff of nurses and CNAs, all of whom he praises. "Some of them are angels masquerading," Mark said.

Luther Manor's ATCP assists patients like Mark and local hospitals, but it also supports the entire Luther Manor community. Aside from helping Luther Manor financially sustain itself, nurses and CNAs have advanced their skills as a result of caring for more complex patients. These are the same clinical staff members that provide care for patients in other short-stay rehabilitation programs.

"When residents here come through rehabilitation, they should have significant confidence that we are able to help them heal," said Stephanie Chedid, Luther Manor President & CEO.

The ATCP also reveals Luther Manor's mission to share God's love by enriching the lives of older adults. "Our mission doesn't say that we only take the easy cases or just the rich people," Chedid said. "A focus on enriching the lives of ALL older adults provides Luther Manor with the flexibility to meet the market and the demand as they change over time."

By the Numbers

Location following ATCP short-term stays:

64% Home*, assisted living, or adult family homes

27% Hospice

Based on period between February 2021 & October 2022.

** Often with home health care.*

30-day Hospital Readmission Rates:

7.1% Luther Manor Short-Stay Programs*

13% Other high-performing programs

Based on November 2022 numbers, the month with the latest available data.

** Including ATCP.*

“Some of them are angels masquerading.”

Mark,
ATCP Patient



LUTHER MANOR *Financial Report*

BALANCE SHEET

As of 12/31/22

ASSETS

Cash & Investments	\$18,336,659
Other Current Assets	\$3,974,960
Property & Equipment	\$18,513,205
Total Assets	\$41,124,824

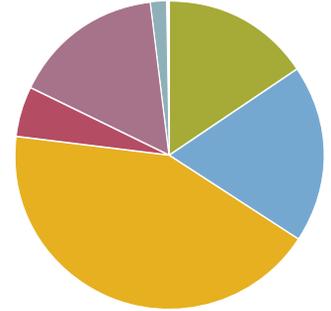
LIABILITIES & NET ASSETS

Current Liabilities	\$2,832,530
Entrance Fees	\$8,553,105
Long-Term Debt	\$7,389,954
Total Liabilities	\$18,775,589
Total Net Assets	\$22,349,235
Total Liabilities & Net Assets	\$41,124,824

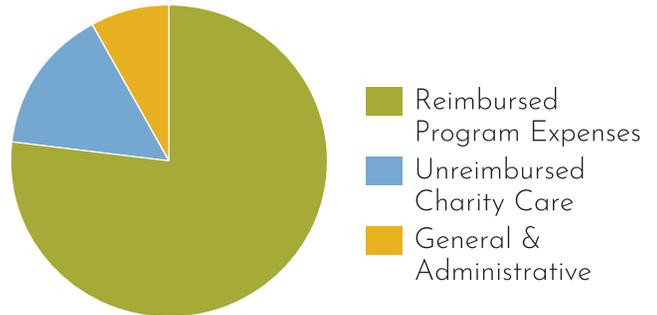
STATEMENT OF OPERATIONS

Operating Revenue \$28,789,422*

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



Operating Expenses \$28,562,726



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 12/31/22

ASSETS

Cash & Investments	\$14,309,161
Other Current Assets	\$10,447
Total Assets	\$14,319,608

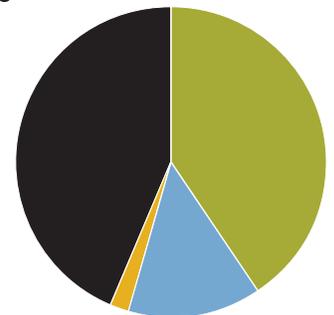
LIABILITIES & NET ASSETS

Total Liabilities	\$3,547,074
Total Net Assets	\$10,772,534
Total Liabilities & Net Assets	\$14,319,608

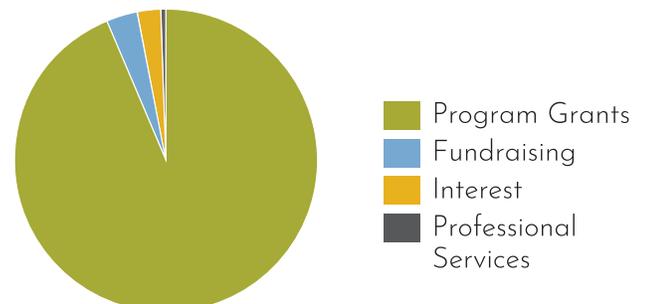
STATEMENT OF OPERATIONS

Revenue & Support \$527,180*

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



Foundation Expenses \$4,617,081



2022 LUTHER MANOR *Donor Recognition Society*

BENEFACTOR

Gwenda French
Endowment Fund
Redemption Lutheran Church
Waukesha County Community
Foundation - Network Health
Hometown Advantage Fund
ELCA Foundation -
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Elderly Endowment
Mark D Olson Estate
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PRESIDENT

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Charitable Fund
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Anon Charitable Trust
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