

# Harnessing the Wind

## 2024 IMPACT REPORT



To Our Luther Manor Community,

Throughout the past few years, Luther Manor has undergone a whirlwind of change. We have completed a large construction project, resumed programs and events paused during the pandemic, and adapted to a rapidly changing world. Now it's time to channel this energy to propel us into the future. In short, by leveraging our investments, we aim to provide a high quality of care and experience for our residents – and to do it consistently.

The most visible of these investments is Project Revitalization, a \$9-million, campus-wide renovation completed at the end of 2024. This project involved three phases over nearly two years. Renovated spaces include a new memory care residence; a physical therapy gym; dining rooms, nurses' stations, and offices in long-term and short-term care; an independent living entrance; and a cafe, activity room, and main entrance in assisted living. Now that the dust has settled and the construction trucks have departed, we are beginning to capitalize on this investment. The improvements allow us to streamline operations, boost human connection, and provide the best possible quality of life for residents.

We have also prioritized investing in staff. In 2023, the training and development department launched the Catalyst program, aimed at growing leadership skills among our managers, both in clinical and professional services. Three cohorts are now engaged in this three-year program. Meanwhile, staff members in the assisted living and memory care residences receive training through a dementia program. To address the workforce shortage, Luther Manor has partnered

with the state of Wisconsin to offer WISCaregivers, a CNA training and certification program. We also provide tuition reimbursement for staff seeking degrees and certifications. With these programs, we strive to create a satisfied, confident workforce, which in turn leads to increased staff consistency, a hallmark of quality care.

Additionally, we are taking advantage of technological advancements. AI continues to dominate the landscape, impacting our world in many ways. At Luther Manor, we use AI and other technological advances, not to replace human care, but to enhance it. These tools help us reduce the time employees spend on administrative tasks, increasing time for more resident interaction. We strive to help employees make the highest and best use of their time – building relationships, developing empathy, and allowing space for critical thinking.

Just as the wind has immense potential to shift the landscape and seas, our investments in staff, facilities, and technology hold immense potential for improving the lives of older adults. Effectively harnessing this power has been our story in 2024. I hope you will take the time to learn more about how we are doing it by reading the articles inside these covers.

**Stephanie Chedid**  
President & CEO, Luther Manor



## What's Inside?

NEW & NOTEWORTHY .....	2-3
FIRESIDE CHATTING .....	4-5
MASTERING THE CRAFT .....	6-7

TECH TOOLS .....	8-9
2024 FINANCIAL REPORTS .....	10
2024 DONORS .....	11-12



## CARING PARTNERS

A new Health Care Center program, Caring Partners, aims to treat healthcare as a partnership between residents and caregivers. Launched by Kim Jung, Director of the Health Care Center, it proactively addresses residents' concerns. Nurse managers and selected staff maintain a frequent presence on the floor, visiting residents regularly to observe and ask questions. They document their findings daily and report back to Jung



## NEW EVENTS HOSTED BY LUTHER MANOR FOUNDATION

Luther Manor Foundation has introduced two new events for residents, families, friends, and vendors. An annual dinner auction features silent and live auctions, cocktails, dinner and live entertainment. With the help of corporate sponsors, the event benefits the resident support fund and an annual designated campus project. Also coming in 2025, the foundation will host the Strong Women luncheon. This event will benefit the resident



## HEARTS AND HANDS: VOLUNTEER & DONOR ENGAGEMENT CENTER

A reflection of their vital role at Luther Manor, volunteers now have a more visible hub in a refreshed space. Hearts and Hands, the Volunteer and Donor Engagement Center, is now located on the ground floor between the Health Care Center and The Courtyards, where many of the volunteers work. The new space offers easy access for check-in, lockers for personal belongings, and a welcoming area for a cup of coffee and

### OUR VISION

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



## NEW & NOTEWORTHY

weekly. Through these visits, nurses learn about issues big and small, from residents' eating habits and hygiene to whether their TV is working. The goal is to catch concerns early before they escalate into bigger problems. "This program connects us with family, with residents, and with staff members. It builds rapport and creates trust," Kim said.

### BY THE NUMBERS IN 2024

HEALTH CARE CENTER PATIENTS PROVIDED CARE

LONG-TERM CARE PATIENTS: 220

SHORT-TERM CARE (REHAB) PATIENTS: 182

support fund and focus on residents and women in the community who have made a difference. It will include a keynote speaker, stories about remarkable women on campus, and a spring luncheon. "Together, we build a stronger community - one event, one story, one life at a time," said Steve Watson, Executive Director, Luther Manor Foundation.

### BY THE NUMBERS IN 2024

EVENT NET PROCEEDS

THE FIRST ANNUAL DINNER AUCTION: \$27,315

LOVE LIGHTS: \$26,421

connection. "This new location really shines a light on the incredible work our volunteers do every day—it's not just a space, it's a statement of how essential they are to our community," said Dana Roesner, Volunteer Services Manager.

### BY THE NUMBERS IN 2024

VOLUNTEER IMPACT

82 VOLUNTEERS SERVING 9,000+ HOURS

MONETARY VALUE: \$295,711

#### OUR MISSION

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

# Fireside Chatting

## REIMAGINED SPACES IN THE HEALTH CARE CENTER FOSTER CONNECTION

Facing backward, Richard, a single-leg amputee, inches his way toward lunch in his wheelchair, using his hands to move the wheels and his right foot to push off. A camouflage cap sits tipped on his forehead, and sunshine warms his back as Richard crosses the threshold into the airy, renovated space known as the Fireside Lounge.

"Morning, Richard!" A CNA pushes his chair the final few yards to his usual spot in the center of the dining room, where he gazes toward the floor-to-ceiling picture windows that stretch across the eastern side of the room.

The number of residents who previously ate meals alone in their rooms but now dine in the Fireside Lounge has increased, according to Kim Jung, Director of The Health Care Center. She believes that the airy, homelike environment is inviting and contributes to residents' desire to eat in the community.

It is this sense of community and building relationships with others that staff strive for each day. One quarter of older adults in the U.S. are socially isolated, a circumstance associated with a 50% increased risk of dementia and a significantly increased risk of mortality, according to The National Institute of Health. Simply put, opportunities to engage with others are critical.

### SHARED MEALS

Murmurs of hello from the others at Richard's table compete with the clinking of dishes from those in the service kitchen at the opposite end of the room. As dining staff plate the food, prepared in the main kitchen and kept warm in chafing dishes, the certified nursing assistants (CNAs) serve the residents.



*In the Fireside Lounge, Richard dines and enjoys life enrichment activities with other residents.*

The addition of the service kitchen ensures hot plates and food. Meals are prepared in a large kitchen an elevator ride and a long walk away. Prior to the renovation, the already plated meals were transported on tall carts from the main kitchen and served directly to residents without reheating. Now, dining staff have the ability to keep food warm in chafing dishes before plating and serving.

The process is efficient, but not rushed. A few CNAs deliver meals, water, milk and coffee while others wander the floor, stopping here to ask if they can cut a sandwich and there to ask how someone's day is going.

"Hi Marilyn, Hey Frank," one woman calls out as she walks by. Tunes by Eric Clapton and Lionel Richie play softly in the background, and in between making her rounds with the residents, one CNA breaks out in a short dance before continuing on, humming as she stops to assist a resident.

### IMPROVED SPACE

This scene looked very different a year ago, prior to Project Revitalization, the \$9 million building improvement. The



A dining services staff member plates the food (or boxes it for those who eat in their rooms) in the newly added Health Care Center service kitchen.



Kathy Jastromski, Health Care Center Life Enrichment Manager, talks to a resident while preparing an activity in the Fireside Lounge.

renovation touched every corner of campus, including the Health Care Center. In addition to the expansion and improvement of The Fireside Lounge, a grant from the City of Wauwatosa led to the redesign of the outdoor space adjacent to the Health Care Center, now known as Magnolia Garden. Other redesigned spaces include the nurses' station, offices for nurse managers, and a medication room.

With the rejiggering of the space in the Health Care Center, "more eyes and ears are on the residents," Kim says. "You can more easily see if someone has a change in condition or somebody isn't eating. There's more awareness of what's going on," she adds.

Back in The Fireside Lounge, lunch winds down, and Kathy Jastromski, Health Care Center Life Enrichment Manager shows up to prepare an activity. She and others like Pastor Stephen Marsh facilitate opportunities outside of meals for connection and social interaction. Kathy uses the service kitchen to bake with residents. They also use the space for arts and crafts activities, games, movies, and musical entertainment. Pastoral Care offers prayer services and Bible studies.

"I think the whole space welcomes engagement," Kathy says.

As residents wait for the activity to begin, they listen to music and watch staff cleaning up. One resident pulls out a deck of cards and begins a game of Kings in the Corner. Another watches the squirrels and rabbits outside. Richard's gaze turns upward.

"Three - that's the third one today!" he announces as a small plane soars above, heading toward nearby Timmerman Airport.

The planes bring back memories --- three decades serving in the Marines and Air Force, tours in Korea and Vietnam, and even a job as a young man working at Timmerman Airport as a security guard.

"I like the scenery," Richard says. "I love watching the airplanes."



Performing for residents, a musician's notes drift through the airy space of The Fireside Lounge.



Tayy, resident care assistant, uses techniques she learned in dementia training while assisting residents in The Courtyards and The Gardens.

It's Monday morning in The Courtyards. A young resident care assistant (RCA) heads down the hallway to administer medication to Robert, a resident living with dementia. Her rainbow-colored Crocs squeak as she passes residents returning from breakfast. Beaming with an easy smile, she greets each resident by name. Tayy, who prefers the title "caregiver," serves older adults in both assisted living (The Courtyards) and memory care (The Gardens). She has honed her skills using techniques she learned during a course on dementia provided by Luther Manor.

Nearby, the Director of Nursing leans against a wall in The Health Care Center, laptop in hand. Her voice is soft and her gaze direct as she asks a nurse about what is and is not working well on her floor. Listening intently, she takes notes on her laptop. It is a system called rounding, and Delila Cooper spends 45 minutes at it daily.

Tayy and Delila use training learned on the job and strengthened through daily practice. Their training, along with other evidence-based courses, has led to a more stable and proficient workforce, thereby strengthening resident care.

## LEADERSHIP DEVELOPMENT

Exchanges like the one Delila leads occur weekly across campus. These roughly five-minute meetings, known as rounding, provide regular opportunities for managers and staff to connect. Managers focus on questions like "What's working well today?" and "Are there any processes or systems that need improvement?" The goal is to allow everyone in the organization input on practices affecting their jobs. Managers then relay this feedback to leadership, forming a strong communication network.

"We don't always know what's going on in the trenches," Delila said. "Are there any processes that we really need to fix? Leaders don't always see those little nuances when staff are at bedside."

After listening and noting staff experiences, Delila takes action on issues like equipment needing repair or replacement. She then updates the staff member who raised the issue on how it is being addressed. If done consistently, the process demonstrates that leaders are listening, makes staff feel valued, and builds trust.

"It doesn't come overnight. Like anything, it's consistency. It's easy to go back to what you used to do because it's comfortable. But you don't grow in comfort," Delila said.

Managers learn the technique in Catalyst, a three-year program developed to enhance leadership at Luther Manor. The program incorporates Studer's evidence-based Nine Principals of Organizational Excellence. In addition to her own rounding, Delila now helps train other managers.

Catalyst aims to boost what Reggie Miller, Executive Director of Human Resources, calls the 3 Rs: retention, relationships, and regulation. Retention, the first "R," has improved over the past 20 months despite a labor market favoring job seekers, according to Reggie.

"Retaining folks --- the right folks, the capable folks--- is going to better lead us to fulfill our mission which is our residents and their care," Reggie noted.

Building relationships, the second "R," supports retention. Kenny Stelpflug, Training and Development Manager, who helped develop and teaches the Catalyst course, sees improvement in this area as well.

"We've seen emotional intelligence changes with leaders. You have to be aware of how your decisions and your communications affect those that you lead. So the program has definitely led to a change or shift in our culture - in how we address people and how we handle conversations," Kenny said.

# Mastering the Craft

## TRAINING PROGRAMS BOLSTER STAFF PROFICIENCY



*Kenny Stelpflug, Training and Development Manager, models an effective technique as staff members watch and practice in a dementia training course.*

Finally, Catalyst teaches managers how to better regulate not only state and federal policies but also staff behaviors and performance.

### DEMENTIA TRAINING

Tayy benefits not only from leaders made stronger by the Catalyst course but also from a second course led by Luther Manor instructors. A Positive Approach to Care (PAC), developed by dementia care specialist Teepa Snow, teaches practical communication skills when working with older adults living with dementia.

Managers, salespersons, and clinical staff working in The Courtyards and The Gardens are scheduled to complete the course in 2025. In 2026, the program will expand to dining staff and Health Care Center managers and clinical staff.

Tayy melts hearts with her smile but understands that those with brain change need a tailored approach. In the class, she learns how to address residents with dementia.

For example, when a resident is sitting, Tayy crouches down so

that she is eye to eye with them and ensures a badge with her picture is visible.

“They need to see who you are and where you are first, so you don’t startle them,” Tayy said.

Tayy also learned that statements are more effective than questions.

“Instead of saying ‘Can you go?’ I say, ‘Come with me, or Come help me.’”

These skills have likely boosted Tayy’s confidence working with memory care residents. In fact, she prefers her days in The Gardens.

### PRIORITIZING STAFF INSTRUCTION

According to Reggie, one of the top five reasons that people stay in a job is opportunities for growth. In addition to classes like PAC and Catalyst, Luther Manor partners with the state of Wisconsin to provide free education for in-demand CNAs through a program called WISCaregiver and tuition reimbursement for others seeking to advance professionally.

“We have an organization that is very employee-focused so there are some things that we are going to do that are for the betterment of the employee as we look at them holistically... And at least a third come from some challenging socio-economic backgrounds and a lot of times they have not had the opportunity or a scenario where they were encouraged or pushed to develop themselves. So that’s always been a strategic focus,” Reggie said.

Importantly, what benefits employees also benefits residents. Job satisfaction, confidence, and proficiency lead to high-quality resident care.

“When you have staff that are engaged and that feel valued, you have better patient outcomes,” Delila said.

# Tech Tools

## HOW AI AND OTHER ADVANCES ARE PROPELLING RESIDENT CARE FORWARD

In recent years, medical records systems brought efficiency to health care centers like Luther Manor. Later, smart vital machines advanced care. In 2024, Luther Manor adopted one of technology's most recent advances --- artificial intelligence.

"It's not like the AI that we know with Google, but it's the AI services that help us at Luther Manor take a bird's eye view of what to pay attention to," said Mary Horvath.

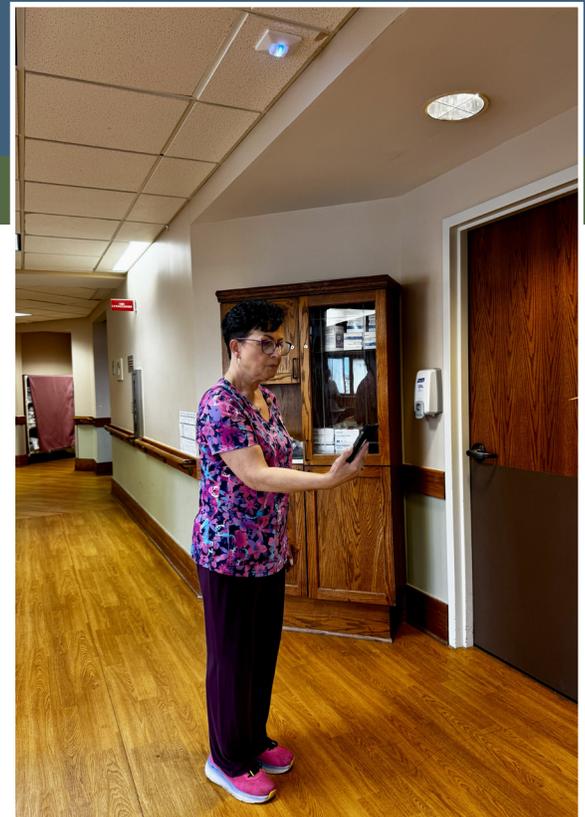
This tool helps clinical staff members like Chimere manage the responsibilities of short-term stay rehabilitation, one of the busiest places on campus.

### THE USE OF AI IN THE HEALTH CARE CENTER

One damp morning in April, Chimere checked on "Helen," who had fractured her foot. Surgeons had attached an external fixation, or metal frame, to the outside of the foot for support during the healing process. Chimere observed that the external fixation had shifted. After identifying that the skin was warm to the touch and beginning to discolor, Chimere suspected an infection.

Meanwhile, Chimere's day grew busier with admissions, discharges and more residents to evaluate.

"It's busy back here (the 2900 hall of short-term care). You have the most admissions and the most discharges. Yesterday we had one discharge, two admissions and sent two people to the hospital," Chimere said.



Mary, a certified nursing assistant, responds to an alert on her phone from a resident needing assistance.

Making efficient use of time is essential. In 2024, Luther Manor added AI-assisted modules to Point Click Care, their electronic medical records system. The upgrade expedites Chimere's tasks, especially during admissions. Providing prompts as she enters information on a patient, the system quickens the pace. For example, if a patient answers yes when asked if they smoke, the system will automatically guide Chimere through a smoking evaluation to determine the person's smoking habits and predict possible agitation from withdrawal.

While juggling the day's admissions and discharges, Chimere needed to swiftly address what was later confirmed as



*After completing an evaluation of a patient on the short-term rehabilitation floor, Chimere, licensed practical nurse, uses her laptop to enter notes in Luther Manor's electronic medical records.*

an infection in Helen's foot. She entered the results of her evaluation of Helen in PCC, information that is read by nurses on other shifts, the nurse practitioner, and the medical director. Similar to auto-correct on a smartphone, AI assistance also works as a communication tool.

"It helps you articulate a little bit better what's going on with the resident," she said.

Following this communication, the medical team decides whether a hospitalization is needed or if the change in condition can be managed by the nursing staff. Ultimately, Chimere sent Helen back to the hospital for treatment. Chimere's training and judgment led to the identification of Helen's infection. However, in other cases, AI can help with the early detection of a patient's change in condition. While doing patient evaluations and entering information into PCC, recommendations pop up on her screen.

"When you're doing your skilled evaluations, it will prompt you on what to look for and what to do. You can catch it (a change in condition) before it happens," Chimere said.

In effect, the update can work as an early alert system that can lead to quick interventions, possibly preventing further decline and helping avoid hospitalization.

## OTHER TECHNOLOGY TOOLS

Additionally, in the short-stay rehabilitation unit where Chimere works, the nurses and CNAs support each other with the help of a new call light system. Luther Manor added this system

to all areas of the Health Care Center. At the beginning of their shifts, Chimere and the other nurses and CNAs pick up smartphones, a part of the system. When a resident presses their call button for assistance, an alert pops up on the phones while a light turns on above the resident's door. Previously, CNAs were assigned to particular residents. If a call light went on and that CNA was busy with another resident, the first resident would need to wait. Now, when an alert flashes across the smartphones, anyone who is out of eyesight of the light but available can answer the alert on their phone.

Third Eye, a telehealth system, is another update. Used on weekends and at night across campus, physicians respond virtually within a few minutes of a call being placed by a Luther Manor nurse. The system relieves Luther Manor's doctor and nurse practitioner who previously remained on call during all off hours.

When Helen returned to Luther Manor Rehabilitation following treatment at a local hospital, she wore a wound bag over her foot, providing extra protection against infection. Chimere welcomed her back during readmission and entered her new information into PCC. Updated recommendations for her care appeared on Chimere's screen. A new day had begun in the rehabilitation unit, and with the help of a few new tools, it runs just a bit more efficiently.

# LUTHER MANOR FINANCIAL REPORT

## BALANCE SHEET

As of 12/31/24

### ASSETS

Cash & Investments	\$22,121,993
Other Current Assets	\$4,421,288
Property & Equipment	\$25,821,061
<b>Total Assets</b>	<b>\$52,364,342</b>

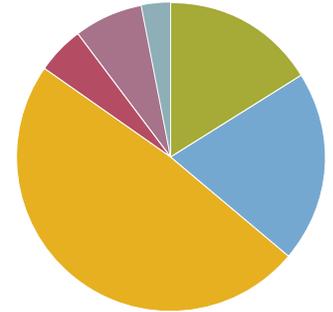
### LIABILITIES & NET ASSETS

Current Liabilities	\$5,471,559
Entrance Fees	\$8,498,140
Long-Term Debt	\$15,738,129
<b>Total Liabilities</b>	<b>\$29,707,828</b>
<b>Total Net Assets</b>	<b>\$22,656,514</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$52,364,342</b>

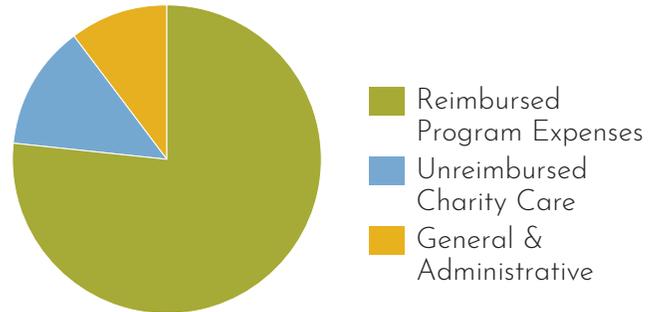
## STATEMENT OF OPERATIONS

Operating Revenue \$32,692,562\*

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



Operating Expenses \$32,923,655



# 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 12/31/24

### ASSETS

Cash & Investments	\$12,718,127
Other Current Assets	\$8,382
<b>Total Assets</b>	<b>\$12,726,509</b>

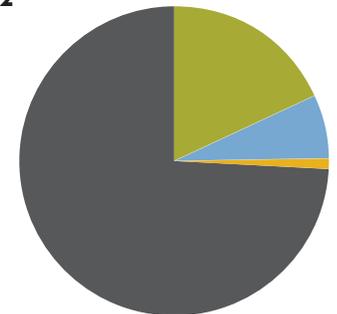
### LIABILITIES & NET ASSETS

<b>Total Liabilities</b>	<b>\$3,754,951</b>
<b>Total Net Assets</b>	<b>\$8,971,558</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$12,726,509</b>

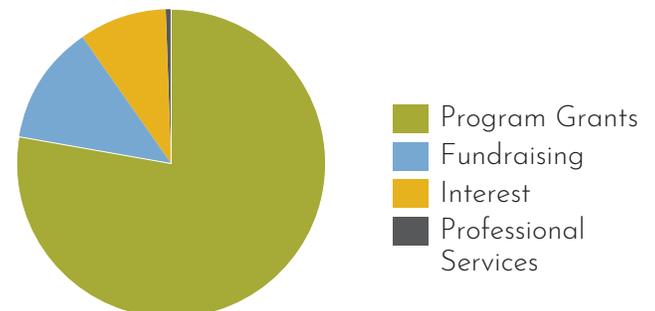
## STATEMENT OF OPERATIONS

Revenue & Support \$933,112\*

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



Foundation Expenses \$2,584,822



# 2024 LUTHER MANOR DONOR RECOGNITION SOCIETY

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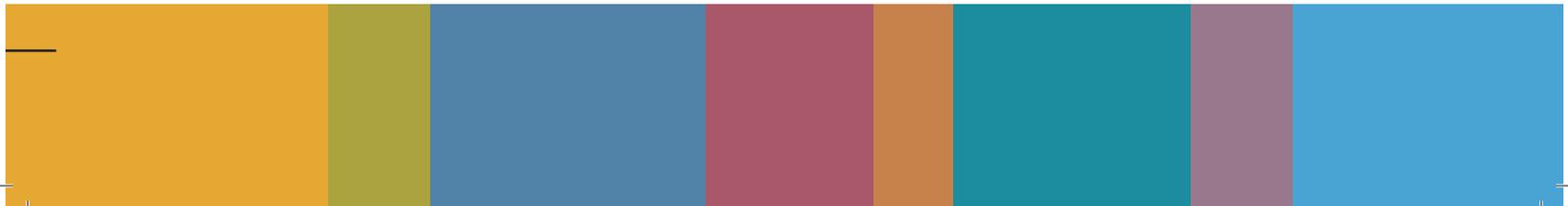
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