



MISSION
INTEGRATION
ASSESSMENT 2024



Franciscan Sisters of Christian Charity
Sponsored Ministries, Inc.

Clement
Manor

Message from the CEO

In 2024, Clement Manor entered a new chapter in its life. The School Sisters of St. Francis in Milwaukee sponsored Clement Manor for 42 years. However, times changed, and Clement Manor decided to change sponsorship to the Franciscan Sisters of Christian Charity Ministry.

We thank the School Sisters for their accomplishments in establishing Clement Manor as a premier facility in the state. The farm field on which Clement Manor was built shows the growth of kindness and adherence to caring for people.

Now, we are making the journey forward with the Franciscan Sisters of Christian Charity Ministry at our side. Our future continues to promote a strong emphasis on Catholic traditions and healthcare guidelines that will pilot our future as we continue to grow with a strong spiritual presence.

Clement Manor is a healthcare organization committed to providing a continuum of care and fostering the highest potential for the well-being of each individual on our campus and in our community through the values of respect, collaboration, and quality service.

Clement Manor, Inc. perpetuates this mission through:

- The provision of a continuum of services to meet the physical, emotional, and spiritual needs of individuals and their families as they age, focusing on health maintenance and restoration and support during life transition and loss.
- The provision of rehabilitative and training services to persons in any life stage empowers and enables the individual to accept and overcome limitations and disability.
- The commitment to an atmosphere that fosters respect for the uniqueness and dignity of both the provider and recipient of care and in which collaboration and personal and spiritual growth are encouraged and supported.

We may face challenges in the future, but we are confident that we can adapt to change with the Franciscan Sisters of Christian Charity Ministry walking side by side with us and promoting our values of respect, quality service, and collaboration.



Message from the Pastoral Care Director

We serve our community by providing compassion, quality service, and respect to all.

We are pleased to be part of the Franciscan Sisters of Christian Charity Ministries and joined the organization officially on April 1, 2024. In light of our joining into the year, our 2024 Mission Integration Assessment will provide written narratives around each of the seven Core Commitments of Catholic Healthcare. This assessment was made possible in collaboration with the Clement Manor CEO and the Executive Leadership Team, who provided information and data related to each core commitment.

The Executive Leadership Team members met and shared their expertise in developing the written narratives. In 2025, we look forward to focusing on one core mission commitment. Clement Manor is blessed to have leaders who meaningfully integrate our Mission and Values seamlessly into our daily resident care and organizational operations. The work of this team and all who work at Clement Manor radiates the culture of positivity in our community and supports our life-enriched community.

-- Tom Brefka, Pastoral Care Director



Clement Manor Leadership Team

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Strategic Pillar and Values Alignment - Clement Manor

Core Values		Strategic Pillars
Respect		Mission
Collaboration		People
Quality Service		Community
		Stewardship
		Excellence
Core Commitments of Mission Integration	Clement Manor Core Values	Clement Manor Strategic Themes Integration
Serve as a Ministry to the Church	Respect	Mission; People;
Promote & defend human dignity	Respect	People; Community; Excellence
Promote the common good	Collaboration	People; Stewardship
Attend to the whole person	Quality Service	Mission; People;
Care for poor & vulnerable persons	Respect	Mission; Community
Act on behalf of Justice	Collaboration	People; Community; Excellence
Steward Resources	Quality Service	Mission; Stewardship

The following pages detail, through narrative, ways the seven core commitments of Catholic healthcare have been integrated and active in the strategies and operations of Clement Manor in 2024.

1. Serving as a Ministry of the Church -

Our Clement Manor community has partnered with several local churches for different events. During the Spring, St. John the Evangelist Catholic School walks their 2nd grade class over to help with Spring planting around our entire campus. We have partnered with Our Lady of Lourdes Catholic Parish to help facilitate a food drive for their food pantry. This year, we will collaborate with St. Josephat Parish for their food pantry.

Clement Manor serves the spiritual needs of residents, family, and staff, offering daily services at 9:30 am and 4 pm on Saturdays. Clement Manor employs a full-time Pastoral Care Director, a staff priest, a liturgist/musician, and two chaplains. Our staff priest is very accessible to staff as well as residents. He has anointed residents and staff before major surgeries and during end-of-life care. Catholic signs and symbols throughout the facility include carvings donated by the School Sisters of St. Francis within the chapel. Our Stations of the Cross are hand-carved by Sr. Helena Steffensmeier. St. Francis and St. Clare are prevalent throughout the campus. There is a spirit about Clement Manor; many vowed religious, including retired priests and sisters, to call Clement Manor their home.

Picture: Thanksgiving & Blessing Service Celebrating our Sponsorship with the FSCCM in April 2024



Our ethics committee is a joint ministry between the Milwaukee Catholic Home and Clement Manor. We meet at least twice per year, with special ethics sessions to address issues as they arise. These special ethics sessions usually result from the campus-wide morning report meetings that occur daily. Ethics Case Consultations are charted in the ID notes section of our electronic charting system. An Ethics Case Consultation Policy is in place relating to items such as DNR, informed consent, feeding tubes, etc. The Pastoral Care Director is a member of the ethics committee, assuring Catholic teachings are followed. The diversity of our campus is celebrated through the diversity initiative to celebrate all employees, cultures, backgrounds, and things important to them. This year, we have celebrated Breast Cancer Awareness, Pride Month, and Thyroid Cancer Awareness.

Clement Manor holds **Mission & Values Week** each year in conjunction with the Feast of St. Francis in early October to reflect on and renew our Mission and Values. It is a time for staff, residents, volunteers, and families to all take part in celebrating our Mission and Values. In November, we celebrate an Annual Memorial Service, remembering all residents and staff members' families who have passed during the past year.

Our history is important to us and shared within our orientation process as we include the founding by the School Sisters of St. Francis and the continued support of the Franciscan Sister of Christian Charity Sponsored Ministries.



Picture: Residents plant flowers around campus with students from St. John the Evangelist School

Promote and Defend Human Dignity -

Clement Manor trains all employees with care for customer service. Our employees attend annual in-services stressing resident rights and are educated about resident rights during corporate orientation. Employees are taught how to handle concerns/customer service, abuse training, and resident rights. Clement Manor has a joint ethics committee with the Milwaukee Catholic Home, and our QAPI team meets monthly to discuss timely concerns and bring concerns to the morning meeting attended by clinical and front-line staff. The Social Work Department continually promotes residents' rights and meets residents' individual needs and preferences. When complaints are brought to our attention, the Clement Manor Grievance Official and keeper of concerns, Jeanne Aliota, is notified, and concerns are addressed and written up. There is a grievance file, and multiple departments and people investigate concerns, depending upon what departments are involved and who the service provider is. All concerns are taken seriously, following up with residents and family members.

From taking an initial tour to moving in, residents are asked about their preferences to understand their needs. Our West Building/Independent Living residents are given yearly resident satisfaction surveys to maintain their preferences. Our East Building/Assisted Living fill out "Getting to Know You" questionnaires. Family Council meetings are held twice yearly to ensure families can share preferences and advocate for their loved ones.

Our residents are given the opportunity to propel themselves throughout the facility. Our on-site rehab team works with residents to remain mobile and to increase mobility, even going into resident homes to make sure rehab residents are safe to return home. Even though our residents are encouraged to be mobile, our restorative program is something Clement Manor would like to improve. Within the Health Care Center, all residents have their code status addressed, and most residents have completed a Health Care POA document. Social workers assist with completing these documents if they are not already in place, and DNR bracelets are obtained as well.



Picture: Resident exercising in on-site therapy gym

Promote the Common Good-

Clement Manor collaborates with Milwaukee Catholic Home on Information Technology, gardening, ethics, and nursing classes. In addition, we work with education through Cristo Rey High School, Alverno College, Carroll University, UW-Milwaukee, Arizona University, MATC, and others. We also work with Leading Choice on collaboration for health care needs in the community. Clement Manor actively hosts students, participates in contracts, and opens up service options to save costs.

Clement Manor asks residents what social and health services they may need, and we partner with health organizations to visit our residents to assess and help with their needs. We have great relationships with local hospitals, the ADRC (Aging and Disability Resource Center), Hospice Agencies, Home Health Agencies, Senior Placement Agencies, and the Alzheimer's Association. Our social services director and pastoral care director co-facilitate as volunteers for the Alzheimer's Association, a caregiver support group. We have also partnered with the Greenfield Public Health Department to discuss with residents the importance of prescription drug safety and have hosted drug drop-off site programs for expired or unwanted medications. Every week, our West Building hosts a blood pressure clinic for residents. We also offer fall prevention and safety education through our Center for Enrichment (CFE) and Life Alert Solutions. Our CFE also offers life-long learning programs, including classes on health-related subjects. Clement Manor provides financial and life planning courses with our Social Services Director twice a year. Employees can also meet with financial planners throughout the year as part of our relationship with Transamerica.



Picture: Marquette High School students provide service for Clement Manor Residents.

Relias Learning is an excellent tool for our employees and helps several professionals obtain continuing education for their respective licensing organizations. In addition, tuition reimbursement is offered for continuing education. Our Clement Manor Board of Directors annually reviews budgeting to ensure educational opportunities. Many of our staff have progressed through our facility, being promoted into more challenging positions, such as graduating as nurses. Even though our facility may not be retained through services, we encourage continuing education for the good of the individual and the community.

Clement Manor offers volunteer opportunities for staff, including serving dinners at monthly Supper Clubs in our West Building and special holiday dinners for Thanksgiving and Christmas. Staff and residents are encouraged to help beautify the grounds during our annual planting day with St. John the Evangelist School. We have invited the Greenfield Fire and Police Department to participate in activities, including being judges for chili cook-offs and attending tailgate parties with residents. All staff are encouraged to teach a CFE class based on skill, hobby, or interest. Our staff are cared for by each other by donating PTO to those who have exhausted their medical leaves. Our staff goes above and beyond the call of duty, visiting and caring for each other during these medical leaves. We have volunteers and employees with disabilities who work in culinary and support services.

We have held blood and food drives for local church food pantries on site. Our staff are also encouraged to give back during our annual “Giving Tree,” which allows for our Francis Haven and Clare Suites residents to receive a Christmas gift that they have requested.



Picture: Giving Tree helping spread holiday cheer to our Health Center and Clare Suites Residents

Attend to the Whole Person-

The Chapel is the centerpiece of our community, and it can be found inside the main entrance—many quiet spaces around the campus, including several lounges on each building floor. Besides the spaces, Communion Services are offered regularly in areas of the campus, including the Health Center/Francis Haven, Clare Suites/CBRF, and our East Building/Assisted Living. Although FSCCM sponsors us, Clement Manor welcomes all faiths and religions. We continue to survey residents as to whether they would attend alternative services from other faith denominations, but the interest level continues to be extremely low. Our residents in all areas attend social activities to promote friendships, including our “Dinner with Friends” in the Independent/West Building and “Supper Club” in the Rainbow Room, held monthly.

We promote services based on the best social and wellness for the individual. Sometimes, it is not accepted by the family, but it establishes a strong credibility with our staff. The concierge team/social workers ensure smooth transitions across campus by following residents, helping families, and setting up discharges/transfers. Behavioral health and mental health are a huge focus at Clement Manor and headed up by social workers managing these needs, making referrals to Behavioral Solutions for psychiatry and psychology consultations, and providing 1:1 emotional support. Our Director of Social Services is a licensed psychotherapist and leads social workers to assist with mental health needs across campus.

During care conferences set up by social workers, we promote and offer support for advance care planning. We also provide in-house palliative care and partner with hospice companies that provide hospice or palliative care case management with Clement Manor support from staff.



Picture: Residents socialize with peers during our monthly Supper Club.

Our Concierge Team, Social Work, and Pastoral Care staff follow up with families upon a loved one's death. Grief booklets are offered, sympathy cards are sent, and 1:1 emotional support/grief support is offered. An Annual Memorial Service celebrating the lives of lost loved ones is held in November. Families of residents and employees who have lost loved ones during the previous year are invited to attend.

Clement Manor offers Family Medical Leave and 12 weeks of maternity leave for new parents. We care for those who are out for extended time by offering employees the opportunity to donate PTO to peers who are in need. At Clement Manor, our department managers are encouraged to participate in team-building activities and employee socials for special occasions. During Mission and Values Week, our residents and staff write

"Thank you" notes expressing gratitude to each other. Often, during this week, massages are offered to employees.



Picture: Staff and residents processed throughout the campus blessing each area during Mission and Values Week.



Picture: Sr. Rochelle helped to pass out popcorn as part of Clement Manor's Mission and Values Week.

Care for Poor and Vulnerable Persons -

As residents move into the Health Center/Francis Haven at Clement Manor, social workers do an Initial psychosocial assessment and social history, asking about their lives and any trauma (Trauma Informed Care Screening) and resources they may need. Upon leaving Clement Manor to return home after rehab, social work also sets up services like “Meals on Wheels” if needed /wanted.

Clement Manor participates in an Employee Assistance Program (EAP) as part of our health care coverage. All employees can benefit from the EAP, even those not enrolled in the health care coverage. There is assistance available with financial planning, addictions, and mental health. An emergency employee assistance program is in place; the Executive Team at Clement Manor reviews eligibility, and the CEO makes the final decision. When employees need time off for extended medical needs and have exhausted their benefits, co-workers donate their PTO to needy employees to continue caring for their medical needs or family medical needs. A wellness fair has been held annually for both staff and residents.

Our Clement Manor Board President has assisted in the tradition of assembling care bags for the homeless. This project is supported by our Board, and residents from our Clare Suites/CBRF and East Building/Assisted Living assist in putting these care bags together. The Milwaukee Police pick up the bags and distribute them as needed to the homeless. Staff and residents also collect donations for community food pantries.

During our general orientation, dementia training takes place through “Dementia Live” training by certified staff, allowing new staff to see life through the lens of someone with dementia. This has been an eye-opening experience for our staff to help deal with behavior and situations specific to dementia.



Picture: Residents assist in assembling care bags for the homeless for the Milwaukee Police Department.

Act on Behalf of Justice -

Clement Manor meets the needs of our long-term residents and has conducted an appraisal showing comparative market rates and growth of the needs associated with income levels. Many of our leaders are part of state associations or organizations that advocate for vulnerable populations, including Leading Age,



Picture: Staff, volunteers and staff participate in the 4th of July parade in Greenfield.

both at the State and Federal Levels.

Committee involvement by all staff is encouraged. There is a Diverse Safety Committee, and staff members are involved in making decisions. Frontline staff is encouraged to be part of Quality Core and QAPI (Quality Assurance and Performance Improvement) meetings. In support services, housekeeping and laundry care staffing are discussed during daily huddles or team meetings when appropriate. Strategic and operational plans are discussed with the Executive Team and then the Board of Directors. The communication of changes is passed on by department heads or through communication from the CEO in newsletter form to all users via email. Our staff can report grievances to our grievance officer or safety concerns to the safety committee, and all staff are encouraged to bring any concerns to their direct supervisor.

Clement Manor attempts to provide just and living wages to all employees based on market surveys from regional/state sources, which are conducted through the Human Resources Department and discussed with the finance staff and CEO. Our leadership Executive

Team is a diverse group of men and women of different faiths and cultures who respect and learn from each other, reflecting the community served.

Steward Resources -

As a continuum of care, Clement Manor meets the needs of the residents we serve as their needs change over time. Someone may enter as an independent resident but then receive rehab at some point or need to move to Assisted Living or Memory Care as the aging process occurs. Our community is a middle-class community, and our pricing is reflective of this.

Clement Manor does not prioritize vendors, but we are part of a regional purchasing group to promote local vendors. Many vendors are national, but often, service components are local. Our mission drives our decisions to make ethical decisions during the purchasing process. Mission will continue to be essential to determining our movement in the future. Making ethical decisions and staying true to our Mission requires being fiscally responsible.

Clement Manor's residents in the West/Independent Building take pride in assisting with recycling. Our residents strive to recycle the best that they can and run recycling drives for cans to support various charities. Clement Manor is currently looking at ways to reduce energy usage by utilizing solar energy and providing car recharging stations. Many trees have been replaced throughout the campus, and families have also donated trees. Several are fruit-bearing to keep wildlife fed throughout the year.



Picture: Residents' families have donated to replace trees.