

Clement Manor

MISSION INTEGRATION ASSESSMENT 2025



Franciscan Sisters of Christian Charity
Sponsored Ministries, Inc.

Message from the CEO, Dennis Ferger

As part of our ongoing commitment to providing compassionate, respectful, and holistic care through our values of respect, collaboration and quality care, I am proud to reaffirm the integration of our Catholic ministry into every aspect of our mission at Clement Manor. Our faith-based foundation, rooted in the teachings of the Franciscan Sisters of Christian Charity Ministries, continues to inspire and guide our work daily.

In 2025, we have placed special emphasis on our Core Mission Commitment: **Promoting and Defending Human Dignity**. This foundational principle shapes our approach and unwavering dedication to serving each resident with kindness, respect, and integrity.

Throughout the year, our focus remained on establishing specific goals that support this mission, including, but not limited to: **Managing Resident Preferences and Expectations:** We aim to honor each individual's choices and desires, ensuring they feel valued and heard.

Staff Training and Development: We continually equip our team with the skills needed to meet the diverse needs of our residents, fostering a culture of empathy and professionalism.

Enhancing Processes around Ethics and Safety: We are committed to refining our policies and procedures to uphold ethical standards and ensure a safe environment for all.

Community Perception and Ministry: We strive to strengthen our presence in the community and deepen our faith-based ministry efforts, ensuring that our mission of service is evident in every interaction.

Throughout the year, our team has engaged in thoughtful reflection about our accomplishments and identified areas for future growth. We recognize the importance of cultivating an organization where Catholic values are woven into daily practices—our guiding principle as we continue to deliver care with excellence.

As we move forward, I am confident that our dedication to promoting human dignity, rooted by the compassionate spirit and guidance of the Franciscan Sisters of Christian Charity, will inspire us to achieve even greater things.



Message from the Pastoral Care Director, Tom Brefka

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

At the heart of Clement Manor's mission is the unwavering belief that every person is created in the image and likeness of God, deserving of respect, compassion, and quality care. I am honored to witness how our community embodies this through the core commitment to Promote and Defend Human Dignity. This value is the foundation of our ministry and the lens through which we approach all aspects of life and service.

Promoting and defending human dignity means recognizing the inherent worth of every resident, volunteer, family member, and staff member. It calls us to listen deeply, to treat one another with kindness, and to uphold each person's rights and needs, especially the most vulnerable among us. Whether through compassionate caregiving, moments of prayer, or fostering an environment of belonging, Clement Manor seeks to affirm that every life has meaning and purpose.

In this year's Mission Integration Report, you will see how we are striving to live this core commitment across our community. Together, we continue to strengthen a culture where dignity is honored, voices are valued, and the sacredness of human life is defended with reverence and love.



Clement Manor Leadership Team

Name	Role/Title	Email
Dennis Ferger	Chief Executive Officer	dferger@clementmanor.org
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Crystal Anderson	Campus Administrator	canderson@clementmanor.org
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Anne Guetersohn	Director of Plant Operations	aguetersohn@clementmanor.org
Natalie Strade	Director of Marketing and Community Engagement	nstrade@clementmanor.org
Tom Brefka	Director of Pastoral Care and Mission	tbrefka@clementmanor.org
Scott Genke	Director of Technology and Education	sgenke@clementmanor.org
Angela Khang	Administrative Intern	akhang@clementmanor.org

Clement Manor

Mission Integration Team

Name	Role/Title	Email
Jeanne Aliota	Director of Social Work and Concierge Services	jaliota@clementmanor.org
Crystal Anderson	Campus Administrator	canderson@clementmanor.org
Tom Brefka	Pastoral Care and Mission Director	tbrefka@clementmanor.org
Jennifer Cantu	Director of Human Resources	jcantu@clementmanor.org
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Teresa Gatto	Chief Operating Officer	tgatto@clementmanor.org
Jennifer Silkworth	Skilled Care Nurse Manager	jsilkworth@clementmanor.org
Natalie Strade	Director of Marketing and Community	nstrade@clementmanor.org

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

Core Mission Commitment-2: Promote and Defend Human Dignity

Evidence Score: **1(poor)** **2(fair)** **3(good)** **4 (very good)** **5 (excellent)** **NA (not applicable)**
(Data or evidence?)

Integration Score: **1 (hardly any areas)** **2 (a few areas)** **3 (some areas)** **4 (most areas)** **5 (all areas)** **NA (not applicable)**
(How widespread?)

Key Performance Indicators	Score	Score	Evidence/Notes
KPI #1: How do you prepare staff to interact in culturally appropriate ways with residents of varying backgrounds and diverse needs?	2	3	Our Human Resources department speaks about appropriate ways to approach residents from different cultures. During orientation, staff is introduced to Dementia Live training. During Lent, culinary options are available for meat-less meals. Social Work interviews residents to gauge their preferences based pm culture and religion. Meeting the needs of non-English speaking residents needs to be stressed along with respecting religious beliefs
KPI #2: To what extent are residents asked about and treated according to their preferences?	3	4	The activity department throughout the campus completes life experience surveys to gauge preferences. Social Work, activities and Pastoral Care all complete assessments to gauge preferences. The Activity department along with nursing ask residents what their preferred times to wake up and go to bed are. Our culinary department asks about food preferences and our resident council is able to choose a resident choice meal each month. We do need to continue to work on allergy friendly menus including gluten free and nut allergies. We do a good job with lactose free menus.
KPI #3: How are patient/resident complaints managed, logged and redressed?	5	4	The nursing department is very good about managing family and resident complaints. Following up is not as strong as the initial contact. Residents are able to bring concerns to the Concierge Team at any time and Concierge has office hours provided for the West building to voice concerns. Residents also are able to voice concerns during resident council which does occur in all parts of the building. There are contact lists for new residents with important names and numbers to contact for particular concerns.
KPI #4: To what extent are residents encouraged to be as mobile as possible?	2	3	Scooters are allowed throughout the facility, which does encourage more mobilization. There is no restorative nursing program currently, but residents are encouraged to propel and be mobile to and from dining rooms and activities throughout the day.
KPI #5: What percentage of residents have a documented health advanced directive?	5	5	The East Building, Clare Suites and Francis Haven all have 100% of residents with health care directives. The West Building is difficult to gauge as it is strictly independent living and residents can choose to share or not their medical information.
KPI #6: To what extent do you train associates to identify and appropriately respond to ethical concerns?	4	4	Staff is trained on ethical issues through our annual employee in-service "Clementine," which reviews all important policies and procedures with staff. Our resident rights in-service provided by Social Services also teaches about ethical concerns pertaining to residents.
KPI #7: To what extent are processes present and promoted for residents and families to request an ethics consult?	3	3	Employees are proactive bringing concerns to the right staff. Families and residents may request a consult at anytime through their Social Worker or especially during Quarterly or Initial Care Conferences.

Key Performance Indicators	Score	Score	Evidence/Notes
KPI #8: How do your key metrics for community perception and loyalty trend over time?	3	4	We have many rehab residents that stay in our East Building or for respite. Many go home, but return as rehab residents in the future. We are able to gauge website clicks and keep track of how many tours are taken each quarter. We offer open houses regularly and they have been very successful. Our current residents are encouraged to refer friends as well.
KPI #11: What are your current patient safety scores (PSIs) and how do they trend over time in areas key to your facility? (AHRQ standards for fall rate, infection, laceration, etc.)	4	4	We prepare quarterly reports for fall rate, infection control, and wound care. The CASPER Report helps with stats from MDS'. These trends are important reports used for Joint Commission and our State Surveys. Falls are reviewed and safety interventions in place; sometimes falls are not preventable.
KPI #12: To what extent are processes present and promoted for co-workers to request an ethics consult?	3	3	There is official policy in place for requesting ethics consults of staff. Staff is encouraged to consult Human Resources for concerns; these have included smoking concerns, incidents with other staff, etc. Staff is encouraged to say something if they see something.
KPI #13: How likely are your associates to recommend your ministry as a place to work?	4	4	Staff are encouraged to recommend peers for positions. There is a referral bonus in place for staff who are instrumental in the hiring process. Staff surveys by Plante Moran help gauge employee satisfaction. The Employee Engagement Survey asked the question: Would you recommend this company as a good
KPI #14: How do your staff retention rates trend over time as an organization , as well as within specialties (e.g. nursing) and what are the demographics your organization is monitoring? What procedures are in place for exit interviews and feedback?	3	3	Human Resources tracks turnover rates. Many of the staff that leave Clement Manor, do so without calling or showing up for work. Exit interviews are completed when employees give proper notice.
KPI #15: How do your associate engagement scores trend over time on key questions (key driver examples from Gallup, Pew, Professional Research Consultants, etc.)? Example questions from the Gallup Q12 Index employee engagement survey in-	4	4	Since joining the Franciscan Sisters of Christian Charity Sponsored Ministries, Clement Manor has utilized a new survey company. Press Ganey is utilized now.

Key Performance Indicators	Score	Score	Evidence/Notes
- In the last six months, has someone at work talked to you about your progress? - In the last seven days, have you received recognition or praise for doing good work? - At work, do your opinions seem to count? Or other question on subsidiarity in decision-making. - Does the mission/purpose of your company make you feel your job is important?			
KPI #16: Do scores fall within percentiles appropriate to your ministry?	4	4	Response rates are high and within national averages.
KPI #17: How do your physician engagement scores trend over time on key questions related to sense of team and community?	N/A		
Final Score	49 /70	52/70	

Action Plan 2025

Core Commitment: Promote and Defend Human Dignity

Final Score: 52/70

Strengths

- ♦ Addressing complaints in a timely manner
- ♦ Encouraging completion of durable power of attorney throughout entire campus
- ♦ Communication regarding ethical concerns

Opportunities for improvement

- ♦ Encouraging resident mobility
- ♦ Maintaining staff and reducing turnover

For this Core Mission Commitment, list KPI numbers related to this goal: 13, 14

IMPROVE Goal:

Identify and improvement opportunity, Measure the impact on your stakeholders, Probe and Analyze root causes of process problems and Rank most important, Outline alternative solutions and Verify which alternative works best and Implement the solution, Note and evaluate effectiveness

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Activity

Customer Service Initiative: Encourage staff, residents, volunteers to complete a “Customer Service Excellence” form recognizing staff and volunteers for going above and beyond.

Evidence

Initiative has been started and many forms have been submitted. Forms have been shared with supervisors and staff that has received the recognition.

Person Responsible

Customer Service Committee; Executive Team and Human Resources

Serving as a Ministry of the Church



Planting Day with local Catholic school

Clement Manor serves as a ministry of the Church by fostering connections with local parishes, schools, and Catholic organizations. This past year, we partnered with St. John the Evangelist Catholic School to host their 2nd grade class for a Spring Planting Day, and we joined with St. Josaphat Parish to support their food pantry. Residents in our West building not only helped deliver donations but also deepened their parish connection through a church tour facilitated by our Director of Community Engagement.

Our ministry also honors and supports the faith traditions of residents. The culinary team accommodates requests for meat-free meals on Fridays during Lent, while many continue this observance throughout the year. Additionally, leadership staff partnered with the Catholic Health Association in leadership training, ensuring that our mission and values remain central in guiding our work.

Through these collaborations, practices, and ongoing formation, Clement Manor continues to live out its identity as a Catholic ministry, grounded in the tradition of the Church while embracing opportunities to serve and grow with the wider community.



St. Josaphat Food Pantry delivery

Promote the Common Good

Clement Manor strives to support all residents, staff and the greater community. Our residents are empowered to complete community projects including putting together hygiene kits for the homeless, creating greeting cards that are distributed to other residents, and creating jump ropes and gift kits for children in third world countries. Our activity staff is mindful of resident preferences and encourages residents to participate in programs of choice.

Our community relationships with local hospitals, the ADRC (Aging and Disability Resource Center), Hospice and Home Health Agencies, the Alzheimer's Association along with the Greenfield Health Department continue to foster a sense of working toward the common good for all.

We remember our loved ones who have passed on before us each Fall during our Annual Memorial Service, this is a special time in which we invite families to rekindle their relationship with Clement Manor. Our Annual Giving Tree also fosters a sense of giving back for staff and the community as gifts are given to our Francis Haven Health Center Residents and our Clare Suites Memory Care Assisted Living.



Jump ropes for children in need



Hygiene kits for the homeless

Attend to the Whole Person

Compassion and empathy are prevalent throughout Clement Manor. Our employees treat each other as family and when there is a crisis, like a fire that displaces someone, or a death in the family, or a health issue that keeps them from being able to work, our employees rally to support each other.

Our Employee Assistance Program (EAP) and Pastoral Care also offer support to our residents and employees when needed. Our department managers are encouraged to lead and participate in team-building activities to promote overall wellness.

When residents are moved from one care area to another, our staff especially our concierge team and social workers ensure a seamless transitions supporting both the resident and their family. This continues passed a loved one's death with staff following up with sympathy cards, attending funeral services and grief booklets offered to families along with 1:1 emotional support. Our Pastoral Care Team hosts an Annual Memorial Service to celebrate the lives of all residents that have passed during the previous year.



Resident Lenten Prayer Service



Care for Poor and Vulnerable Persons -

At Clement Manor, promoting and defending human dignity is lived out through service, compassion, and mutual care. This past year, our Executive Team prioritized service by volunteering at the Ronald McDonald House and Habitat for Humanity Headquarters, while our ongoing partnership with Cristo Rey High School supported students in their work-study experiences.

Our residents also gave back in meaningful ways, collecting can tabs for the Ronald McDonald House, donating food to local pantries—including a new partnership with St. Josaphat's Food Pantry—and assembling hygiene bags for the homeless through a tradition initiated by our Board President's family.

Staff members continue to model dignity and solidarity by donating PTO to colleagues in need, offering support during times of illness or family caregiving. Additionally, new staff gain vital insight through “Dementia Live” training, which helps them experience life through the perspective of someone living with dementia, fostering greater empathy and understanding in their caregiving.

Together, these efforts show how Clement Manor's mission extends beyond our walls, honoring the dignity of each person—residents, staff, and community alike—through acts of service, compassion, and respect.



Habitat for Humanity Volunteer Day



Run/Walk benefitting Clement Manor



Packing holiday cards for those in need

Act on Behalf of Justice

Clement Manor acts on behalf of justice by ensuring fairness, equity, and advocacy in service to residents, staff, and the wider community. An appraisal of market rates and income levels helps address the needs of long-term residents, while leaders actively engage in state and federal associations such as LeadingAge to advocate for vulnerable populations.

Justice is also expressed internally through shared decision-making. Staff are encouraged to participate in committees, including the Diverse Safety Committee, Quality Core, and QAPI, while input from frontline and support service teams is valued through daily huddles and meetings. Transparent communication from leadership—via newsletters, department heads, and direct dialogue—ensures all staff are informed and supported, with formal processes available for grievances and safety concerns.

Commitment to just wages is upheld through regular market surveys, and dignity in the workplace is strengthened by a diverse leadership team that models respect across faiths and cultures. Rooted in the values of the Franciscan Sisters of Christian Charity, Clement Manor continues to live its mission faithfully, incorporating practices such as the resident-adapted *World Peace Prayer* into chapel life. Together, these efforts foster a community guided by justice, respect, and compassion.



Steward Resources

Clement Manor lives out stewardship by responsibly caring for the resources entrusted to us while remaining faithful to our mission. As a continuum of care, we meet residents' changing needs—from independent living to rehabilitation, assisted living, and memory care—while keeping our pricing reflective of our middle-class community.

Our commitment to stewardship is reflected in ethical purchasing practices, participation in regional vendor networks, and fiscal responsibility in decision-making. Residents also model stewardship by leading recycling initiatives and charitable can drives that benefit the wider community.

Environmental care is a growing priority, with efforts that include reducing energy use, exploring solar power, adding car charging stations, and replanting trees across the campus, including fruit-bearing trees donated by families to support local wildlife. Operationally, paper reduction and expanded electronic charting ensure resources are used efficiently across all levels of care.

Together, these efforts affirm that stewardship is not only about financial responsibility but also about caring for creation and ensuring that every decision reflects Clement Manor's mission, values, and long-term commitment to sustainability.

