

## Chief Human Resource Officer



Luther Manor has partnered with Spano Pratt Executive Search to identify the Chief Human Resource Officer. For a confidential conversation and to learn more about this opportunity please contact Jamie Pratt.

Jamie Pratt  
Spano Pratt Executive Search  
[www.spanopratt.com](http://www.spanopratt.com)  
[jpratt@spanopratt.com](mailto:jpratt@spanopratt.com)  
T: 414.283.9533 / C: 414.807.8472

## ORGANIZATION

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Luther Manor is a nonprofit Life Plan Community based in Wauwatosa, Wisconsin with a second facility in Mequon, Wisconsin.

Our welcoming Wauwatosa campus offers residents a loving, Christian atmosphere where they can enjoy carefree retirement living. We provide an array of amenities and services, including a variety of senior living options and exceptional health care services, conveniently located under one roof. Our Mequon facility is situated along the shores of the Milwaukee River in the center of a revitalized town center making this assisted living offering unique to the market place.

Approximately 500 people call Luther Manor “home.” Included on our 29-acre campus in Wauwatosa are three residences – The Terrace (Independent Living and Supportive Living), The Courtyards (Assisted Living) and the Health Care Center (Skilled Nursing) that includes a Transitional Care Rehabilitation Center. In 2000, River Oaks (Assisted Living) in Mequon was opened.

Luther Manor also offers adult day programming at our Wauwatosa campus (The Academy at Luther Manor) and provides Hospice services throughout our Wauwatosa campus and Mequon facility, and through our dedicated hospice, Sacred Space. Our community has approximately 450 full- and part-time employees and 300 volunteers.

**Our Structure** - Luther Manor is the operating entity of the United Lutheran Program for the Aging, Inc. (ULPA), a nonprofit organization. In fulfillment of our mission, Luther Manor is supported by the Luther Manor Foundation to assist with the cost of unreimbursed charity care of our residents. Luther Manor Foundation is a separate 501c3 corporation.

**Our History** - The journey to becoming Luther Manor began in the fall of 1956, when Rev. William B. Downey, pastor of Fox Point Lutheran Church, lead a committee to study the needs of older adults and how to best meet their needs.

The recommendation that emerged was to build a 65-person facility to serve the aging population of the greater Milwaukee area. From this recommendation was born the United Lutheran Program for the Aging (ULPA), a nonprofit, faith-based organization advocating for the needs of older adults of all faiths.

After several years of planning, the ULPA purchased a 29-acre site in Wauwatosa and construction began on a 97-bed residential retirement community. Today, that community, Luther Manor, is regarded as providing high quality physical, spiritual and clinical care to older adults in the greater Milwaukee area.

While our campus has grown and changed over the years along with the needs of those we serve, Luther Manor’s mission remains the same: to share God’s love by enriching the lives of older adults. To learn more about our history and many services we offer to seniors and their families, visit <https://www.luthermanor.org>.

## MISSION and VISION

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Grounded in our mission to *share God's love by enriching the lives of older adults*, we have been serving older adults & providing peace of mind to their families for nearly 60 years. From the most independent state of living to the greatest need for compassionate care, Luther Manor is a forever home to our residents. In 2018, Luther Manor provided nearly \$5,000,000 in unreimbursed charity care for residents who could no longer pay for the full cost of their care.

In 2016, the board of directors and the organization's leadership developed a three-year strategic plan to reduce losses, right size programming and realign offerings for coming generations, while engaging employees, improving resident satisfaction and partnering with leading organizations in the health care, education and technology sectors. At that time, a new vision was created for the organization that informs and inspires our near-term work and helps ensure the organization's long-term sustainability – *leading the way in abundant living for all who trust us to care*.

As part of the three-year plan, a new electronic medical records system (Point Click Care) was implemented across all clinical areas, an onsite pharmacy was outsourced (Health Direct), a new therapy provider (Symbria) was on boarded, an adult day program in Ozaukee county was closed and in late 2018, our skilled nursing program was downsized to 170 beds (125 long term, 45 rehabilitation). In addition, we have deepened our "partnership" with the Froedtert Health system as a preferred partner in their Care Coalition of sub-acute providers and through a unique short-stay program that includes telemonitoring through Inception Health. In 2019, we will participate in a bundled payment initiative with them and, through their affiliation with the Medical College of Wisconsin, they will assign a physician as medical director of our health care center and hospice. The past two years also included investments in updated finishes and refurbishments to our facilities that will continue into 2019, helping us achieve our goal of being an integrated care provider of choice.

In 2019, our primary objectives are to successfully achieve our financial targets and focus on enhancing our employees' daily experience with us. In addition, a new Human Resource Information System (Kronos) will be implemented to advance our HR operations and we'll undertake a master planning exercise to create clarity of our future programs and services.



## Chief Human Resource Officer

Luther Manor is a faith based non-profit organization whose mission is to *share God's love by enriching the lives of older adults*. The vision guiding our future is *leading the way in abundant living for all who trust us to care*. We are seeking a hands-on, process and people driven Chief Human Resource Officer who will share our commitment to achieve our strategic goals and continue our tradition of serving older adults.

### JOB PURPOSE

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The Chief Human Resources Officer (CHRO) is part of the Executive Leadership Team and is responsible for providing leadership in developing and executing the human resources operations in support of the overall business plan and strategic direction of the organization.

Specifically, this individual is responsible for the overall administration, coordination and operation of the human resources function including areas of organizational and performance management, talent management, recruiting and employee retention, legal and regulatory compliance and reporting, training and development, and compensation and benefits. The CHRO participates in the Ambassador and Weekend Manager programs.

### ESSENTIAL JOB FUNCTIONS

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- Motivate and align a Human Resources (HR) team driven by a customer service attitude.
- Oversee Volunteer Services including recruitment, on-boarding, background checks, engagement, recognition and communication.
- Create an authentic employee outreach and engagement strategy that regularly interacts with employees and solicits feedback.
- Oversee employee engagement survey and lead overall engagement strategy working with leaders and staff from across the organization.
- Establish and implement HR services and operations that meet the needs of managers, employees and the organization. These efforts effectively support the organization's strategic vision, mission, business objectives, culture, employee satisfaction, residents, and philosophy.
- Establish employee relations best practices that include training, coaching, advising and guiding managers and staff on problem resolution, HR best practices, and employment law.

- Establish policies and procedures to support employee relations, organizational development, employee safety and health, applicable laws and regulations, etc. that are designed to be understood and implemented with little complication.
- Function as a strategic business advisor to the executive/senior management of each business unit and program manager regarding key performance, organizational and management issues.
- Develop comprehensive recruiting plans to meet the human capital needs of the organization in partnership with hiring managers that are nimble, responsive to changing needs and respect the urgency felt by managers when talent gaps exist.
- Develop and implement comprehensive compensation and benefit plans, philosophies, and practices that are attractive, will retain and reward employees, and are competitive and cost effective for the firm. Oversee an ongoing review process to help ensure competitive nature of offerings.
- Chair the Retirement Plan Committee and oversee the operations and success of the 403b employee retirement savings plan, the plan administrator and the plan investment advisor; is a fiduciary of the 403b plan.
- Effectively manage workers' compensation and FMLA programs in collaboration with benefits brokers/risk managers.
- Oversee and manage workplace investigations working with outside legal counsel as necessary. Prepare responses to EEOC complaints and/or suits, representing Luther Manor at unemployment hearings and assisting other staff whose involvement may be required.
- Ensure accurate reporting and data management working with Finance as appropriate, including IRS form 1095 reporting, W2 issuance, Payroll Based Journal (PBJ) reporting and others.
- Communicate and ensure training of relevant employment law and recent HR developments for managers and supervisors across the organization.
- Participate in regulatory surveys and audits; expected to understand and comply with regulations related to staff licensing and education, etc; align practices with records retention and risk management policies.
- Comply with relevant DOL, DQA, CMS and other regulating body requirements.
- Participate in the Weekend Manager program (appx. 1 weekend every 3-4 months) and engage with staff and residents during meal times through the Ambassador Program, typically on a weekly basis.

## **JOB REQUIREMENTS (Qualifications, Skills and Physical Demands)**

- Bachelor Degree required, Masters Degree preferred in human resources or closely related field, certifications and participation in Human Resources organizations and specialties such as SPHR or PHR certifications.
- Minimum of 15 years of experience in Human Resources leadership roles, with at least 10 years in top tier organization.
- Proven ability to strategically and tactically evaluate and implement sophisticated and realistic HR related programs and initiatives, within budget parameters.
- Successful history of working with a variety of organizational leaders to build consensus around HR strategy and tactics including talent and leadership development and management.
- Demonstrated ability to attract and retain outstanding talent and assemble and motivate high performing teams.
- Extensive knowledge of employment legislation and trends, establishing and maintaining compliance with federal and state requirements. Consults with outside legal counsel as appropriate or as directed by CEO on personnel matters.
- Demonstrated high level of professionalism, ethical conduct, creditability, decision making, and communication, supervision, and leadership skills.

### **Other:**

This description is not designed to cover or contain a comprehensive listing of activities, duties, and responsibilities. Duties, responsibilities and activities may change at any time with or without notice.

*United Lutheran Program for the Aging, Inc./Luther Manor is an Equal Opportunity Employer and provides employment opportunities to applicants without regard to race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age, veteran' status, disability or genetic information.*