

# LutherCare Communities Strategic Plan

2021-2023



**PROVIDING  
EXCELLENCE**  
IN CARE, SHELTER  
AND SUPPORT  
**SINCE 1955**

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# Message from the Chair of the Board of Directors

I have the privilege of acting as chair of the board of directors for LutherCare Communities, an organization with strong values, an important mission, a clear vision, and an impressive history. The history has been particularly poignant this year as we have transitioned to a new and capable CEO in Gabe Lafond in the midst of meeting the challenges imposed upon us by the global pandemic. We pray and grieve for the residents lost, for family members, friends, and staff alike who have been impacted by COVID-19.

Clearly, we are blessed to have found a strong and understanding CEO who has guided us through very difficult circumstances. He could only have done so with the extremely committed and compassionate senior

leadership team and caring, dedicated compassionate staff throughout LutherCare Communities.

We have an engaged and supportive board of directors working on a relationship-based model of governance to foster the vision for the organization through collaborative planning. We recognize our many stakeholders and beneficiaries and we look forward to working on the priorities of our Strategic Plan as we thank the Board of Directors, the staff, the CEO, and our many stakeholders and beneficiaries, who work tirelessly to provide excellence in care, shelter, and support in a nurturing Christian environment for all entrusted to our care.

*Ben Nussbaum - Board Chair*



Ben Nussbaum, Chair



Monica Kreuger, Vice Chair



Vacant, Secretary



Jacqueline Almeida



Darrell Corkal



Mike Finney



Monte Gorchinski



Rowena Materne



Kelley Moore



Paul Rosten



Dennis Serfas



Beverly Pavelich



Ali Tote



Joan Meyer  
ELCIC Representative

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# Message from the CEO



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2020-2021 has been a very long year for most of us, as the pandemic has made its impact felt globally, nationally, locally, and individually. COVID-19 has created uncertainty and made its presence known in our very midst, particularly with the November 2020 outbreak at Luther Special Care Home, which went on for many weeks and impacted so many.

We were all relieved when the Luther Special Care Home outbreak was declared over in mid-February of 2021, and even more relieved when shortly thereafter the vaccines began to roll out – beginning with some of the most vulnerable population under our care, our senior residents, alongside with many of our staff who care for them.

Best practices to keep everyone safe and to keep the virus at bay are our new normal despite the vaccine roll-out, including the use of masks, frequent hand-washing, physical distancing and screening throughout our communities. However, in spite of that we are moving forward.

A major focus in moving forward is our strategic

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plan and its priorities. Primary to both the plan and priorities is a resident-first, all-inclusive approach which seeks to ensure that we maintain the integrity of our organization by always putting the focus on our residents and their best interests, as well as their feedback, guidance, engagement and leadership.

Engagement from our residents and families will be ongoing, including meeting and seeking feedback from our residents and their Councils. We want to hear from our residents about their comments, their concerns, any areas we can improve in, and what we are already doing well, so that we continue to build on our strengths and make improvements as we move forward in to the future.

LutherCare Communities will continue to seek feedback from our stakeholders, including our staff, the community, our Board of Directors, our many partners, and most of all our residents. Together, we will move forward as we continue to provide excellence in care, shelter and support in a nurturing Christian environment for all entrusted to our care.

*Gabe Lafond - Chief Executive Officer*

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# History

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LutherCare Communities (LCC) is part of the broader social ministry of the Evangelical Lutheran Church in Canada (ELCIC). Being involved in social ministry is an integral part of our history as Lutherans.

Henry Melchior Muhlenberg, the founder of Lutheranism in America in the 18th century, was also in the forefront of humanitarian concern for those in need. In the 19th century, William Alfred Passavant was the foremost American Lutheran in establishing “inner missions,” establishing the first Protestant hospital in Pittsburgh, Pennsylvania, in 1849.

Lutheranism in Canada was established in relation to churches in the United States that were predecessors to the ELCIC. In Canada, some of the early agencies under the auspices of the Lutheran Church in America (LCA) and the Evangelical Lutheran Church of Canada (ELCC) were St. Paul’s Old Folks Home in Melville, Saskatchewan; Bethany Home in Camrose, Alberta; and Lutheran Sunset Home in Saskatoon. Other developments in social ministry included services to orphans, refugees, and the disabled.

The foundation for Lutheran social ministry is found in the gospel of Jesus Christ, which tells a “story” of the revelation of God’s love for humankind, the fulfillment of the scriptures, of God’s mighty acts for the people of Israel, and what the prophets foretold in God’s name. Among those Gospel accounts are a multitude of stories that embody the love of Christ in the caring ministries of Lutheran social services. As stated in Colossians 3:12, “...clothe yourselves with compassion, kindness, humility, gentleness, and patience.”

Being Lutheran in social ministry is to be shaped in values, leadership, and practice by biblical and theological themes that are shared with the larger Christian community. In our service, we pledge to uphold the dignity of every person, for we are told in Genesis 1:26-27 that all people are created in the image of God.





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# History cont.

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Being Lutheran in social ministry is also to be shaped in values, leadership, and practice by distinctive Lutheran theological and ethical beliefs. Indeed, Lutheran doctrine speaks to the motivation, purpose, and identity in the work of social ministry. For as Christians, occupation is seen through the eyes of God-given vocation, where work is not the venue for personal aggrandizement but rather the witness of Christ in service of the neighbour.

Finally, being Lutheran in social ministry is to be an integral part of the church's witness to the world. Lutheran social ministry, determined to serve all people and to protect their dignity, bears witness of its faith and belief that the redeeming work of Christ has secured the dignity of all. As Jesus went about healing infirmities, giving sight to the blind, restoring hearing to the deaf, and embracing outcasts and sinners, he pointed the way to the ultimate and complete healing of his Easter victory.

Lutheran Sunset Home of Saskatoon, now known and operated as LCC, began as a vision of national church leaders in the 1940s to respond to the needs of the Lutheran community as opportunities presented themselves for social ministry.

Their vision enabled the purchase of a block of land on the edge of Saskatoon. After responding to the need for a seminary, which was built on the site, they determined that a retirement home for seniors was important for the Saskatoon community. In the years since then, LCC developed a "Continuum of Living"™ model, serving people of many different ages throughout Saskatchewan. These services have broadened to provide services that are multiculturally and ecumenically sensitive and are inclusive of a broad economic and social spectrum.

LCC is now a widely recognized, faith-based, province-wide organization providing innovative quality services through the "Continuum of Living"™, which is a trademarked phrase owned by LCC.

The Board of LCC receives its mandate by being elected by the Saskatchewan Synod of the ELCIC and is accountable to the church by reporting to the Synod for services delivered.



# Environmental Context

This section summarizes the significant environmental scanning factors that will shape the context for the next planning period from April 2021 to March 2022.

Environmental Scanning Topics	Spiritual Care	Cultural	Economic	Political	Technological
Changes in demography, Ethnicity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Ethnicity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Strengthening our brand		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Healthcare models		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Safety and security	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Funding models		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Relationships with strategic partners/stakeholders		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Medical and care technology	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Political climate and government policy		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Rural communities, indigenous care, and new Canadians		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ongoing impact of COVID	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

# Values

To achieve our vision and mission, LCC focuses on shared, deeply held values that govern our behaviour, guide our actions, and support our organizational culture. These values have been foundational to LCC since the development of the first seniors' home in 1955. They reflect a dynamic, caring, and growing organization.

<div>Excellence in care and service</div> <div></div>	<div></div> <div>Focus on clients, residents and guests to whom we provide care and services</div>
<div>Integrity, fairness, and principles of ethical conduct as reflected in the social principles of the ELCIC.</div> <div></div>	<div></div> <div>Diversity within an inclusive, dynamic, collegial community</div>
<div>Openness to change through seizing opportunities with passion, creativity and innovation</div> <div></div>	<div></div> <div>Nurturing positive, healthy, working relationships between staff and residents and among staff</div>
<div>Exercising responsible stewardship of our resources</div> <div></div>	<div></div> <div>Maintaining pride in our history and traditions, including contributions of Lutheran and other faith community groups</div>
<div>A culture of compassion, respect and kindness</div> <div></div>	<div></div> <div>A resident/staff focused approach</div>
<div>Collaborative decision making</div> <div></div>	<div></div> <div>Care for the most vulnerable</div>

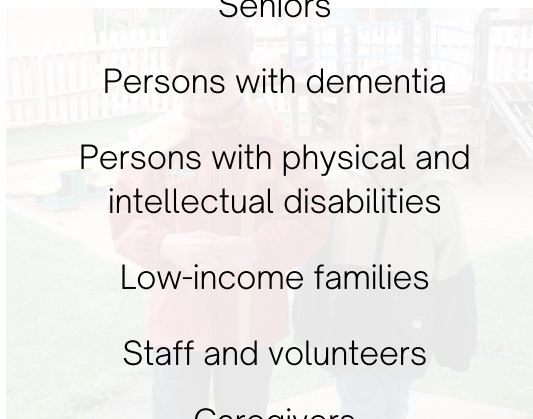
We embrace leadership values of servant leadership, affirmation, and involvement.

We embrace Christian values, including grace, hope, faith, love, justice, joy, service, and peace.



# Beneficiaries

Beneficiaries are the categories of individuals or groups that form the clients who benefit from LCC's services. They may be described by need, age, type of individual or organization, or other categories that are mutually exclusive. They may be divided further to identify internal beneficiaries, eg. staff and volunteers, and external beneficiaries, eg. individuals, families, hospitals, etc.



Seniors

Persons with dementia

Persons with physical and  
intellectual disabilities

Low-income families

Staff and volunteers

Caregivers



# Strategic Partners

Strategic partners are those organizations or churches with whom LCC shares some part of its mission. While they are not direct recipients of the mission, some financial resources may be allocated to them or received from them so that together we are able to deliver the services we offer to our beneficiaries.



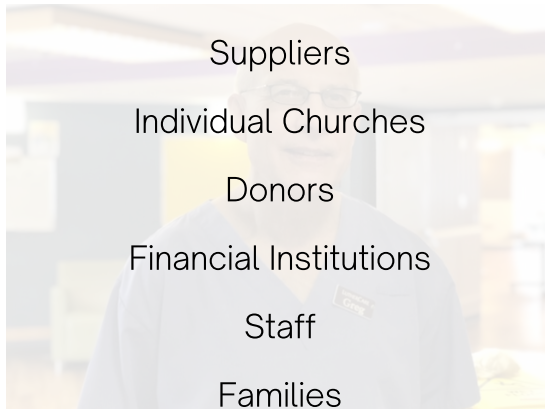


# Other Stakeholders

Stakeholders are individuals and groups who may be directly impacted by LCC but who themselves are not direct recipients of LCC's services, eg. government, suppliers, etc.



Vendors



Suppliers

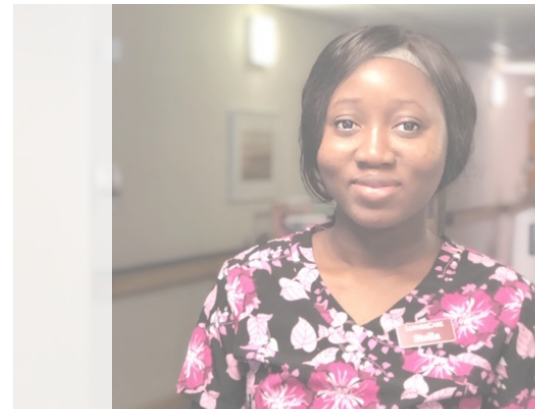
Individual Churches

Donors

Financial Institutions

Staff

Families



Commercial tenants





# Core Services



## Long Term Care

Level 3 and 4 care

Secure neighbourhood for the care of residents in advanced stages of dementia

Seniors day care and ambulatory socialization program

## Seniors Supportive & Enriched Living

Intermediate Care Homes

Seniors' housing with assistance and support

Low-income, subsidized, seniors' housing with assistance and support



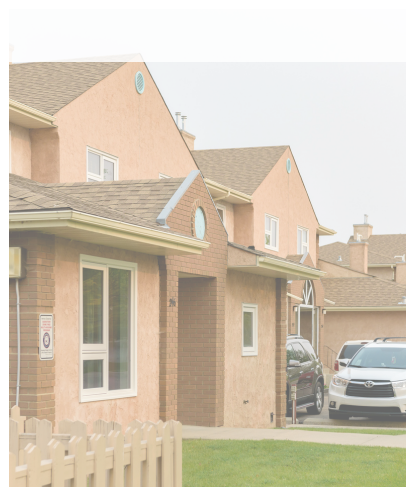


# Core Services



**Community Services**  
Group Homes for people with physical and intellectual disabilities  
Affordable housing for low-income families/individuals  
Home Help services

**Spiritual Care**  
Chaplain Service  
Mission Support



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# Vision & Mission

## Vision

A safe and caring Continuum of Living™ for all.

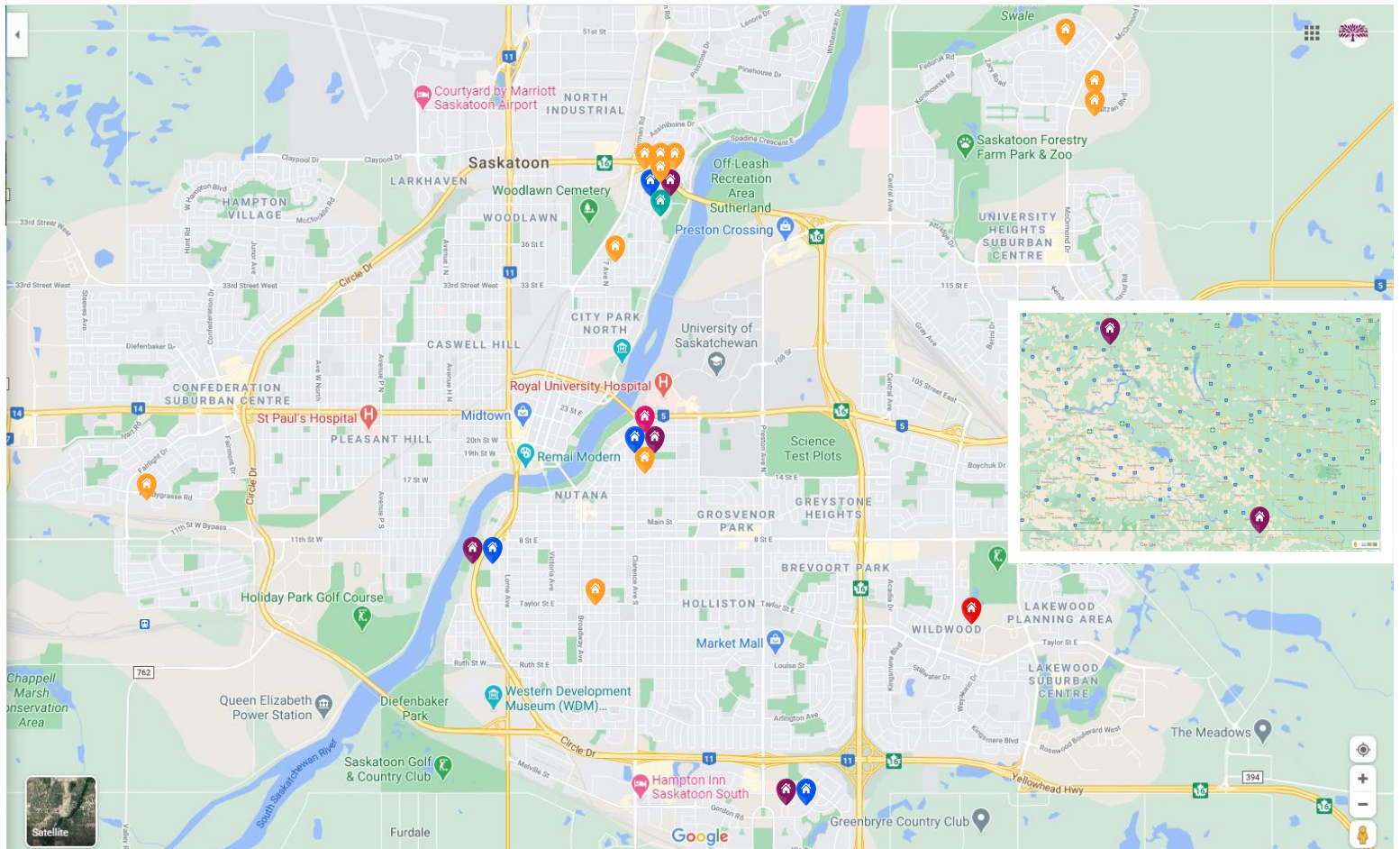


## Mission

To provide excellence in care, shelter and support in a nurturing Christian environment for all entrusted to our care.



# Service Locations



Independent Senior Living Community



Intermediate Care Home



Long Term Care Home



Group Home



Luther Family Housing



Luther Seniors Centre

# Strategic Priorities



**Ensure services delivered by LCC enhance the quality of life for those whom we serve.**

- 100% of residents informed in emergency planning
- Resident satisfaction is equal to or more than 85 percent
- All residents have opportunity to experience quality end of life care
- Exceed provincial and national standards of quality, safety and service



**Maintain and enhance relationships and outcomes with current and future stakeholders**

- Sask Housing - long-term agreement in place within planning period
  - Year one - identify LCC building that currently have contracts in place with Saskatchewan Housing, including expiry date and financial contribution from Saskatchewan Housing
  - Year two - develop plan and decision (includes budget and financial implications)
    - Continue with current services and plans, or,
    - Discontinue current services and replace with alternative
  - Year three - prepare for rollout of decisions
- Staff - 75 percent staff satisfaction and/or attend town halls
- Saskatchewan Health Authority - Principles and Services Agreement in place
- Fulfilling 100 percent of strategy for Chamber's Indigenous Charter
- Commit to recruiting Board members and hiring management that represents visible minority communities in the Saskatoon region by 2025
- Maintain and enhance relationships with current and future stakeholders, including funding agencies that align with LCC's mission, vision, values and Continuum of Living™ model of service.

# Strategic Priorities



## Ensure financial sustainability of LCC

- All future opportunities will be projected to generate positive cash flow to enhance LCC's ability to meet its mission.
- Business continuity plan in place.
- Business plans required for future developments and operational changes.



## Asset management strategy

- Develop asset management strategy. Includes critical component replacement strategy, including major capital expenditures and potential timelines.



## Ensure efficient and effective use of resources through continual quality improvement

- Senior Leadership Team each have clearly-defined performance plan that aligns with identified strategic plan.
- Utilize strategic results to guide informed decisions.

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# Strategic Priorities



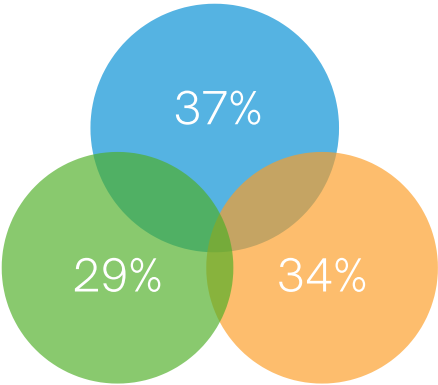
Optimize data research and technology to enhance service delivery

- Protect intellectual property
- Develop data strategy plan within year one of plan
- Develop a reporting framework on cybersecurity



# LutherCare by the Numbers



































**1200** residents and clients served annually



**600** Employees

Health	227
Community Services	175
Housing	198

**1163** Residents

Independent Living	800	     
Intermediate Care Homes	81	   
Long Term Care	129	
Family Housing	101	            
Group Homes	52	         

**150** Home Support Clients



**3665** Volunteer Hours

**150** Volunteers



**120** Adult Day Program Clients