



# LUTHERCARE COMMUNITIES STRATEGIC PLAN

2023 - 2028



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



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# A MESSAGE FROM

## **GABE LAFOND, CEO**

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A safe and caring Continuum of Living™ for all.

Post-pandemic, LutherCare Communities continues in pursuit of our vision. As our world began to reopen, we felt it crucial to hear directly from our stakeholders about what matters to them most, in order to determine our priorities as LutherCare moves into the future. In the spirit of fostering a resident-first culture, LutherCare conducted a stakeholder engagement in order to implement feedback into LutherCare's five-year strategic plan. As LutherCare continues to evolve, it is crucial that we are intentional with our priorities to ensure we can actively evaluate how we can continue to exceed our goals as the organization grows.

This sentiment is backed by deeply held values that govern our behavior, guide our actions, and support our organizational culture. In that spirit, LutherCare is excited to announce our updated values. Heavily inspired by the values that have guided us for over 67 years, the values will continue to propel our organization forward in achieving our vision and mission.

Over the next five years, LutherCare will operationalize the identified priorities from the strategic plan that will enable us to continue making strides in providing excellence in care, shelter, and support for all entrusted to our care.

- Gabe Lafond, CEO, LutherCare Communities



# A MESSAGE FROM

# **MONICA KREUGER, CHAIR**

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As we look forward to the next 5 years, there is much to be excited about. With our renewed organizational structure, an experienced and engaged leadership team under our strong CEO, Gabe Lafond, all of whom are working in a wonderfully collaborative new facility, LutherCare Communities is ready to explore and grow to meet the existing and emergent needs of our community.

Our board is also ready to envision a future where we can, as an organization, serve seniors, persons with disabilities and others who are in need of a caring and nurturing organization. As a board, we have a mandate to focus on diversity, equity, and inclusion as a reflection of the way in which Jesus lived and taught. We are all God's children and as such, as a board and an organization it is important for us to be a welcoming place for all. We fortunately have a strong and diverse board who have a depth and breadth of experience and talent, as well as governance experience, and who engage in fulsome discussions resulting in well thought out decisions on behalf of LutherCare.

We have several hard-working committees to help guide the work of the board including Risk Management, Governance, Relationship Review, and Finance and Audit as well as short-term committees for special issues. They are all busy monitoring and updating our Risk Management framework and strategic plan, measurements of success, and financial performance. As we move forward, the board will be growing their future vision focus, examining risks and opportunities at the strategic level while we work alongside our CEO to continue building an organization that focuses on Compassionate Care, Excellence in Serving, Inclusion and Belonging and Integrity.

On behalf of the Board of Directors, we are blessed to serve LutherCare Communities, our stakeholders and beneficiaries, staff, and community.

In faith, hope and service,

Monica Kreuger, Chair of the Board



# EXECUTIVE SUMMARY

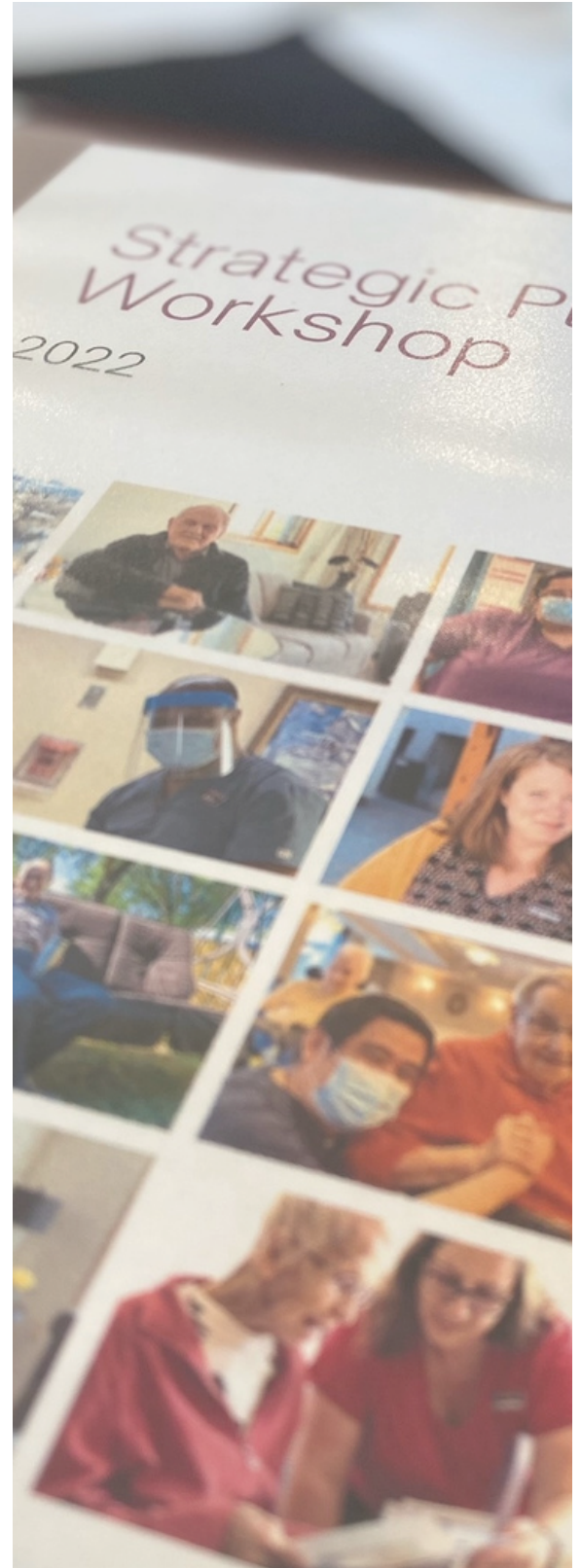
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In the fall of 2021, LutherCare Communities set out to create a new five-year Strategic Plan, the purpose of which is to provide the framework for LutherCare to continue achieving our vision and mission through specific priorities that are aligned with our values.

To achieve this, a stakeholder engagement process was launched that included surveys, interviews and town halls for all stakeholders including residents, Team Members, families, and partners to help guide the future direction of the organization. As a result, four priority areas were identified including Quality of Living, Impactful Partnerships, Innovation in Talent, and Organizational Stewardship.

In April 2022, LutherCare's Board of Directors, Executive Leadership Team and Operational Leadership Team met at a planning retreat to discuss the results from the stakeholder engagement. Environmental scanning, emerging issues and trends were all considered to identify priorities for the organization to ensure best practices for those we serve. After careful consideration the Strategic Plan was developed, ensuring clear and measurable goals would be used to direct the organization over the next five years.

As we look towards the future, LutherCare is excited to implement innovations to continue in our mission of providing excellence in care, shelter and support for all entrusted to our care, and ensuring a safe and caring Continuum of Living™ for all.





A photograph of two elderly women with white hair standing in a garden. They are surrounded by raised garden beds filled with green plants and bright yellow marigolds. In the background, there are green trees and a multi-story apartment building under a clear blue sky.

# VISION

A safe and caring  
Continuum of Living for all.

A photograph of a woman with dark hair, wearing a white t-shirt and dark pants, smiling on a brick patio. She is holding the handle of a metal-framed chair with a mesh back. The patio is bordered by a white lattice fence, and a yellow building is visible in the background.

# MISSION

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



# VALUES

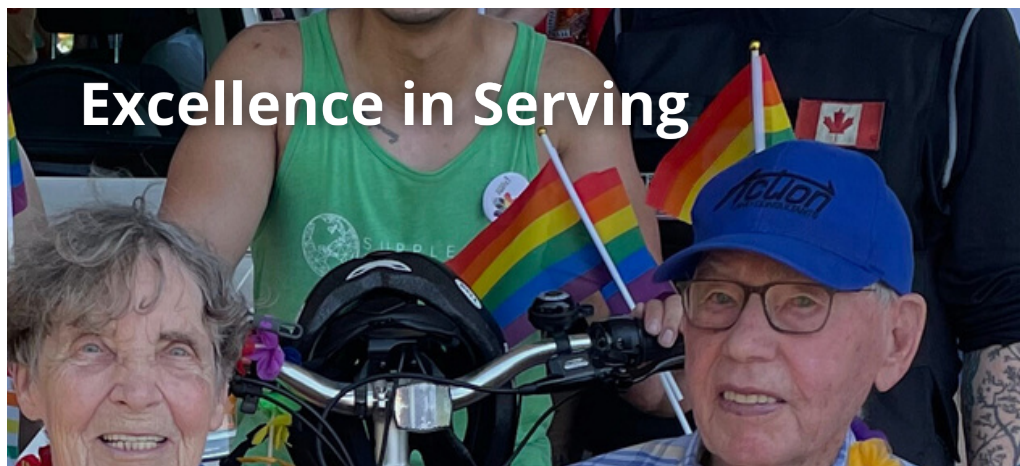
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Looking not to our own interests, but to the interests of others, we will exemplify compassion, kindness, and respect to promote the dignity of every person entrusted to our care.  
(Philippians 2:3-4).



## Compassionate Care

Serving the vulnerable through person-centered care, we will exemplify excellence in fostering servant leadership to demonstrate grace, hope, faith, love, justice, joy, and peace.  
(Galatians 5:22-23).



## Excellence in Serving

Recognizing God's image in one another, we will foster a sense of belonging while honouring diversity within a caring, inclusive, and collaborative community.  
(Genesis 1:26-27).



## Inclusion and Belonging

Trusting in God's grace, we will honour our commitments of love and service in our decisions and actions.  
(Philippians 4:8).



## Integrity



# LUTHERCARE BY THE NUMBERS

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**500+**

team members



**1100**

residents and clients



**9** retirement living and  
care communities in  
three locations

(Saskatoon, Outlook, Estevan)



**3** affordable housing  
communities



**11** group living  
communities

## LutherCare's Continuum of Living™

**124**

suites



Affordable  
housing

**555**

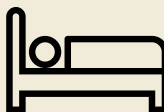
suites



Retirement  
Living

**50**

suites



Intermediate  
Care

**129**

beds



Long Term  
Care

**49**

beds



Dementia  
Care



# PRIORITIES OVERVIEW

The following priorities are set for LutherCare Communities over the next five years

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Quality of Living



Impactful  
Partnerships



Innovation in  
Talent



Organizational  
Stewardship



# CORPORATE PRIORITY 1

## Quality of Living

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### ORGANIZATIONAL PRIORITIES

Enrich Diversity, Inclusion,  
and Belonging

Aging in the Right Place

Innovation in the Continuum  
of Living™ service delivery

Strengthening environment  
of social and cultural  
opportunities

Support resident, client, and  
family collaboration



## CORPORATE PRIORITY 2

# Impactful Partnerships

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### ORGANIZATIONAL PRIORITIES

Strengthening partnerships with government and like-minded private organizations

Explore and cultivate opportunities

Diversity in external partnerships



## CORPORATE PRIORITY 3

# Innovation in Talent

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### ORGANIZATIONAL PRIORITIES

Enrich Diversity, Inclusion,  
and Belonging

Working in the Right Place

Explore outreach  
opportunities

Foundational approach to  
People & Culture



# Organizational Stewardship

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## ORGANIZATIONAL PRIORITIES

Preserve financial sustainability

Explore opportunities for sustainable growth

Research and innovation guiding development



# HISTORY

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LutherCare Communities (LCC) has become a significant piece of the broader caring ministry of the Evangelical Lutheran Church in Canada (ELCIC). The foundation for this broader caring ministry is found in the Gospel of Jesus Christ, which tells a story of the revelation of God's love for humankind. Within the Gospel accounts are a multitude of stories that embody the love of Christ in caring ministry.

As followers of Christ, we are shaped in values, leadership, and practice by:

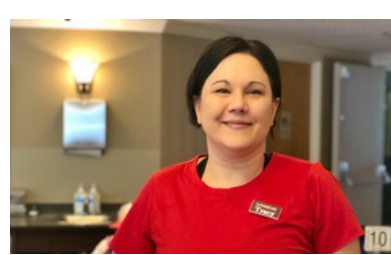
- Biblical and theological themes which speak to the dignity of every person as created by God (Genesis 1:26-27)
- Distinctive Lutheran theological and ethical beliefs which speak to the motivation, purpose, and identity of our work, where work is not the venue for personal gain but rather the witness of Christ in service of our neighbour
- (Philippians 2:3-4).
- Being an integral part of the church's witness to the world. Through our caring ministry we bear witness to our faith and belief that the redeeming work of Christ has secured the dignity of all (Colossians 3:12).

Lutheran Sunset Home of Saskatoon, now known and operated as LutherCare Communities (LCC), began as a vision of national and local church leaders in the 1940s as they sought ways to respond to the needs of the Lutheran community and the larger community. Their vision inspired them to purchase 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 has developed a "Continuum of Living"<sup>™</sup> model, serving people with a variety of needs throughout Saskatchewan. These services have broadened and are now multiculturally and ecumenically sensitive, 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"<sup>™</sup>, which is a trademarked phrase owned by LCC.

LutherCare Communities is a recognized ministry of the Saskatchewan Synod of the Evangelical Lutheran Church in Canada and provides regular reports to the Synod.





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